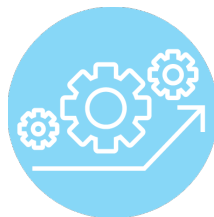


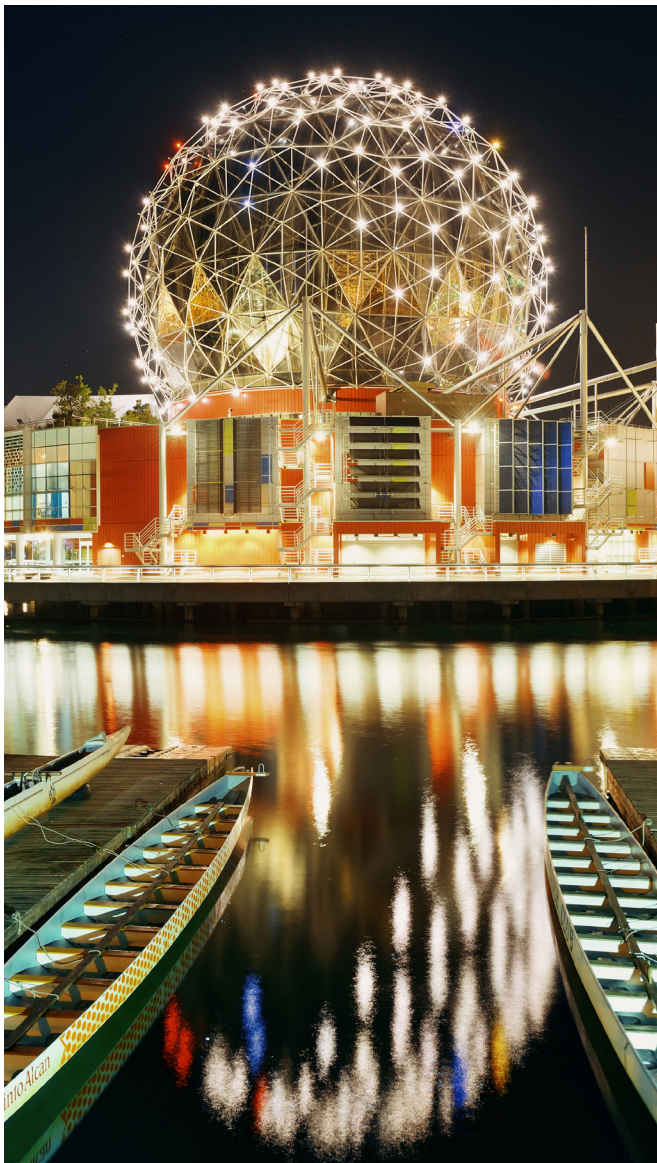


Business Council of
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BC 2035:

A VISION FOR ECONOMIC GROWTH AND PROSPERITY



FOREWORD

THE FUTURE WILL BE HERE SOONER THAN YOU THINK

As we move through the second half of this decade, technology, disruption, change and uncertainty are themes that dominate the headlines. Technology is transforming industries and reshaping how individuals and businesses communicate and interact. Asia continues to grow, adding millions of people to the global middle class. Populations in advanced economies around the world are aging. Action on climate change has seen 194 countries sign the Paris Agreement. While globally, fewer people are living in poverty, income inequality is a factor and growing concern. With all of these challenges comes opportunity for those who plan and act.

How well is BC equipped to navigate these challenges in a world of disruption? In light of shifting circumstances, what can we do to bolster BC's competitiveness and ensure the province remains a prosperous place with opportunities for everyone?

These are the questions at the core of the Business Council's *BC2035: A Vision for Economic Growth and Prosperity*.

BC2035 is about creating a shared vision of BC's future and laying down a pathway to realize that vision. It is about initiating conversations, fostering greater collaboration and getting politicians, policy makers, First Nations leaders, and business leaders to think about, prepare for and act on the future. It is about adopting long-term thinking in a world

where planning is too often shaped by election and business cycles. BC2035 is about prosperity and building a province that is adaptive, resilient and inclusive.

From its inception in November 2015, BC2035 has been informed by British Columbians. What is contained in the final report comes from the contribution of over 1,000 British Columbians through regional workshops held around the province, two Business Summits hosted in downtown Vancouver, and smaller-scale consultations with First Nations leaders and business leaders. The Business Council's ongoing research and policy work also helped guide and shape the final product. The regional workshops focused attention on the province's rich diversity and varied assets, and the fact that distinct approaches are necessary to fully leverage local advantages.

The BC2035 tour also underscored robust support for developing a long-term vision. Too often, decision-makers are forced to focus on short-term thinking. The consultation process inspired a broad array of ideas, but perhaps the most common theme to emerge was the need to work collaboratively. Another common refrain heard throughout the process was that we cannot stop technology or the forces of globalization from impacting our communities and businesses, but that we do have control over how we prepare for and respond to change. Participants recognized

"It's good policy *and* good politics to have long-term vision."

**Carole Taylor,
BCBC Business Summit 2016**

the increasing pace of change means, more than ever, industry and government need to be nimble and responsive.

BUILDING ON OUR STRENGTHS

Few places in the world are blessed with the rich array of assets and abundance as BC. An educated workforce, cultural diversity, a world-leading education system, plentiful natural resources, unmatched physical beauty, a diverse and increasingly resilient provincial economy, a favourable geographic location making BC the Gateway to Asia, a flourishing technology sector, and a high quality of life are some of the attributes that set this province apart. Economic diversity, both in terms of export markets and industrial structure, has served the province well and partly explains why BC has boasted one of the strongest economies in North America in recent years. This economic strength, however, is not something that is assured.

Moreover, a closer assessment shows that province-wide metrics mask some troubling realities. Economic growth is uneven across the province and some communities are losing people and economic activity. Despite our comparative success, not all British Columbians are engaged or participating fully in the economy. Some of BC's First Nations communities struggle with unacceptable socio-economic conditions. BC2035 highlights some new thinking and approaches

and offers a series of actions to help ensure every British Columbian from every region of the province, around the boardroom and the kitchen table, will be equipped to participate in the economy of tomorrow.

THE PILLARS

To organize the broad array of ideas heard and researched over the past 18 months, BC2035 is built around four pillars. Each pillar embodies a strategic area that is core to BC's future success.

We have structured and organized BC2035 around Four Pillars, but they should not be viewed as silos. Instead, there are many cross cutting themes woven throughout the pillars. Innovation, human capital, First Nations reconciliation, cooperation, utilizing technology, and government efficiency are topics that emerge in multiple Pillars.



People, Education and Skills is about developing and attracting a high skill workforce in the province. In addition to making sure business and government have the skilled workers that are the backbone of prosperity, this Pillar also looks to the individual level and proposes measures to help ensure every British Columbian has the opportunity to succeed in a dynamic and rapidly changing labour market.

Healthy Communities sets out actions to build strong communities and encourage local





innovation by supporting cooperation among business, First Nations, and local government. Actions related to land use, housing, and local government also fall under the rubric of Pillar 2.



Building a Competitive Economy

captures action items more closely aligned with the Business Council's traditional policy work, such as taxes and ways to leverage government procurement to help spur innovation and company growth. However, this Pillar also transcends businesses' traditional approaches with some long-term thinking and actions that leverage advantages flowing from BC's unique culture and social setting.



Embracing Disruption in the Digital Economy

looks to build on BC's existing strengths and create leading industries that are part of the foundation of BC's future success. With some fresh thinking, there are economic opportunities in the province's health care and education sectors, which today are largely viewed simply as government cost centres delivering services to British Columbians. A central theme in this Pillar is resiliency and preparing for an increasingly fast pace of change. The belief we can do more to prepare for change, including helping governments be more flexible and efficient, is embodied in this Pillar.

HOW TO READ 2035

Readers should keep in mind that BC2035 is not meant to be exhaustive and does not purport to reflect all ideas or policies that could improve living standards, job growth or help prepare BC for the future. Instead, BC2035 is a summary of the themes and ideas that emerged from the consultation process and the Council's ongoing policy work. We are also mindful that circumstances change and we will need to adapt and periodically refresh our thinking as we move through the next two decades. BC2035 is also intentionally brief, providing short summaries and recommendations. As noted, BC2035 is meant to be a conversation starter and therefore is neither highly prescriptive nor does it contain an abundance of detail outlining how and when actions should be undertaken.

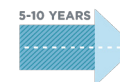
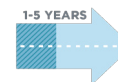
Instead, where applicable, action items and recommendations are broadly classified as short-term (0-5 years), medium-term (5-10 years), or longer-term (10-20 years) priorities. But even these categories reflect possible timelines and suggest how long it might take to fully implement and realize recommendations rather than a formal framework of timelines. In general, the recommendations classified as near-term are also easier to implement, while longer-term ideas might be seen as starting points of a conversation about longer-term, more complex processes.

WE WANT TO HEAR YOUR IDEAS...

The BC2035 report is intended to start a conversation about what kind of future we want for British Columbia. Click this icon to share your ideas on how to grow a long-term, sustainable and inclusive BC economy or visit: bcbc.com/BC2035



TIMELINES



BC2035 reflects the thinking of many people, businesses and organizations across the province, and outlines actions to get BC on a solid pathway to securing a more prosperous future. As such, while it is directed to policy makers, decision makers, community leaders, First Nations leaders, business leaders and politicians it is also designed for a broader audience. We hope it prompts discussion among British Columbians and encourages greater collaboration between senior governments, local governments, the business community and First Nations communities. Our hope is that BC2035 provides new ideas that will encourage new thinking and provide a framework for BC's future prosperity.



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GLOBAL INFLUENCES ON THE PATH TO 2035

URBANIZATION

The world is becoming more urbanized: city populations are growing by 65 million each year. In 20 years, 60% of the global population will live in cities. Growing cities will need natural resources, technology and expertise to support smart infrastructure, the movement of people, access to services and business growth.



SLOW ECONOMIC GROWTH

Demographics, a moderation in trade growth and structural factors are weighing on growth across advanced economies. Shifts towards more protectionist policies may further dampen global growth. Growth in China has now slowed, moving away from exports and investment, placing a drag on commodity prices.



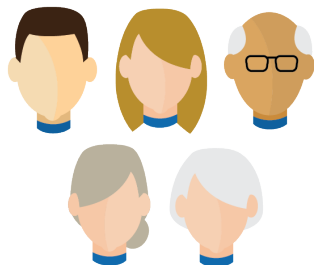
GLOBAL CONNECTIVITY

The world has become more connected. Cross-border bandwidth usage has grown 45 times since 2005 with expectations of a further nine-fold increase over the next five years. Digital flows now have a greater impact on GDP growth. The flow of ideas, information and talent spur innovation and productivity and are the real benefits of globalization.



SHIFTING DEMOGRAPHICS

Globally, the number of older persons (60+) is growing faster than any other age group; within 20 years, they will account for 25% of populations in developed economies and 17% in emerging economies. This shift is placing pressure on healthcare systems, contributing to greater scarcity of skilled labour and altering consumption patterns.



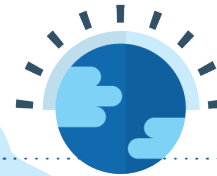
EMERGING MARKETS

Emerging market economies are becoming wealthier and creating unprecedented demand for goods and services. In the coming years, annual consumption in emerging markets, including China and India, will rise to \$30 trillion, up from \$12 trillion in 2010 - representing nearly 50 percent of the world's consumption spending.



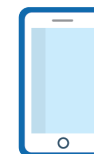
ENERGY & CLIMATE

194 countries, including Canada, signed the Paris Agreement, committing to limit global temperature increases to 1.5 degrees Celsius. While global demand for fossil fuels will continue to grow in the coming decades, the world is moving to reduce carbon emissions, creating new opportunities in renewable energy, energy storage, emission reduction technologies and advanced building techniques.



DISRUPTIVE TECHNOLOGIES

Disruptive technologies - including more powerful computers, artificial intelligence, smart phones, sensors, 3D printing and data analytics - will have an estimated \$40 trillion impact on the global economy over the next ten years. These innovations are replacing traditional business models, changing operations and evolving skill requirements. Policy makers need to develop new education and retraining programs, with a focus on the STEM fields.



BRITISH COLUMBIA

FIRST NATIONS PARTICIPATION



Increasingly, First Nations and economic reconciliation are shaping the future of the provincial economy. Hundreds of partnerships between BC First Nations and private sector companies, as well as the more than 1,200 First Nations owned businesses in BC, are part of the growing success and economic development for First Nations communities across the province.

BC TRENDS AND ASSETS ON THE PATH TO 2035

BC AS A GATEWAY

BC has two of the fastest growing ports on North America's west coast, both of which are critical to the national economy. Vancouver International Airport is also a rapidly growing connection to many North American locations and growing Asian cities. These vital linkages function as a hub supporting economic activity across Canada, creating tens of thousands of jobs in the province.

BRITISH COLUMBIA

ECONOMIC DIVERSIFICATION

BC's economy continues to diversify, contributing to a relatively stronger economy as global markets weaken. BC has a robust base of natural resource activity, while high tech, tourism, professional services, film and television, agriculture, and non-resource manufactured products are growing and supporting the province's export sector.



DEMOGRAPHICS

BC's population is aging. In 1975, there were 5 workers (aged 25 - 64) for each retired person (65+). By 2035, it will drop to 2 workers per retiree. This will contribute to slower economic and labour force growth, greater skill shortages and the need for an effective immigration system to meet future labour market needs. An aging population will also place increased pressure on the publicly funded health care and the need for new investments in health technology and innovation.



URBANIZATION

Currently 66% of British Columbians live in the province's three largest metro regions - Vancouver, Victoria and Kelowna. These urban agglomerations generate a growing amount of economic activity, however, other smaller and more rural areas of the province face challenges attracting talent and nurturing new sectors.

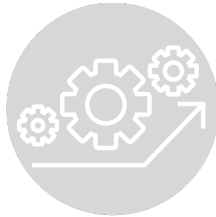
LEADER ON CLIMATE INNOVATION

BC implemented a carbon tax well in advance of most other provinces and states and still has the highest carbon tax in North America. The province has a 98% renewable electricity grid and a burgeoning clean tech sector that is home to many world-leading companies. This is supported by an environment of policy innovation and a broad commitment to advancing clean technologies and sustainable practices.





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PEOPLE, EDUCATION AND SKILLS



PILLAR ONE: PEOPLE, EDUCATION AND SKILLS

INTRODUCTION



Investing in education and skills and fostering creativity arguably are the most important things we can do to support future economic growth and personal prosperity in the province. BC is fortunate to have a top notch education system, one that is recognized and admired internationally. BC also has a highly educated population: **Canada ranks first among 34 OECD countries for the share of the adult population with a college or technical diploma and 8th in the proportion of adults with a university education.** Within Canada, BC has one of the highest shares of working-age people with a university degree.

From early childhood through to advanced levels of post-secondary education, how much we devote to learning impacts the quality of our workforce, our competitiveness, and long-term personal well-being and prosperity. With the ongoing digital revolution, where technology impacts education delivery, every business and worker, understanding and thriving in this complex world of rapid change requires more knowledge, skills and lifelong learning. In an era where economic rewards accrue to jurisdictions able to develop and attract the best and brightest, we need to

strive to improve our education and skills development platforms and outcomes.

Despite our success, some people and regions are being left behind. Educational, employment and income gaps between some First Nations communities and BC's non-Aboriginal population must be reduced. We need to ensure every British Columbian receives a comprehensive education and is equipped to fully participate in the workplace of tomorrow.

Demographics and a steadily aging population are weighing down labour force growth and contributing to tighter labour market conditions. **Provincial government projections point to more than 900,000 job openings over the coming decade, with the majority (69%) of these coming from retirements and workers exiting the job market.**

In this environment, finding ways to engage individuals who are not part of the workforce is important. We need to expand options and reduce the barriers people face trying to participate in the workforce. We also need to focus on equipping people with competencies and skills that help them thrive in a changing workplace rather than train them for specific tasks. Examples include critical thinking, leadership, problem solving and collaboration.



The competition for talent is global and becoming more intense. Policy makers need to recognize that in some regions and sectors a scarcity of high-skilled workers hinders some companies from expanding. In addition to fostering more home-grown talent, BC needs to enhance pathways for foreign students to remain in the province after graduation.

Enhanced capacity for lifelong learning, expanded cooperative work-education training programs, improved relevance of K-12 learning and greater alignment between education and the skills employers require will support long-term economic growth and prosperity across British Columbia.





PEOPLE, EDUCATION AND SKILLS: *PEOPLE FOR JOBS*

ELIMINATE THE SOCIO-ECONOMIC GAPS BETWEEN FIRST NATIONS AND NON-FIRST NATIONS POPULATION

IN 2035: First Nations labour force participation rates will match participation rates of the non-aboriginal population in BC.

CURRENT SITUATION: Meaningful progress advancing reconciliation with First Nations is being made, but labour force participation among some First Nations populations continues to lag behind rates for the non-Aboriginal population. Factors contributing to this discrepancy include wide disparities in access to education, educational attainment, and quality employment opportunities. Government funding targeting post-secondary education is intended to support pathways to gainful employment and financial independence, but differences in economic development, proximity to educational services and job opportunities result in disparate outcomes.

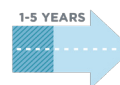
WHERE DO WE START: A good place to start is simply recognizing the opportunity for and potential of BC's First Nations. The Aboriginal population in the province is comparatively young. In 2016, almost 45% of First Nations were under the age of 25 compared to 27% of the non-First Nations population. With BC's population steadily aging and the number of retirements swelling, increasing First Nations labour participation will provide BC employers with a much-needed source of young workers

- particularly in many smaller resource dependent communities where the working-age population has declined.

ACTIONS TO 2035:



Establish a Champions Table through the BC Assembly of First Nations and the BCBC MOU connecting CEOs from business with Chiefs and other Aboriginal leaders to foster collaboration and understanding and explore economic and employment opportunities, and improved or new approaches to education.



Establish a BC internship program specifically for First Nations students to gain valuable experiential learning opportunities.



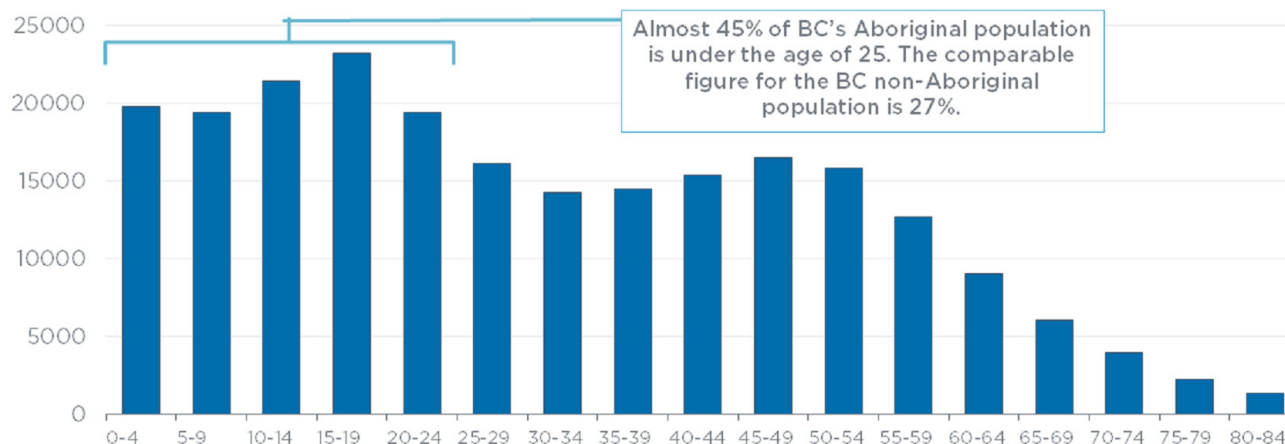
Continue to develop partnerships and reconciliation opportunities to support First Nations' full participation in the workforce.

"I have seen first-hand the benefits of sustainable economic development within our communities and nations."

**Regional Chief
Shane Gottfriedson,
BC Assembly of First Nations**

BCBC & BCAFN Release

BC ABORIGINAL IDENTITY POPULATION BY AGE





PEOPLE, EDUCATION AND SKILLS: *PEOPLE FOR JOBS*

MORE FAMILIES IN THE WORKFORCE

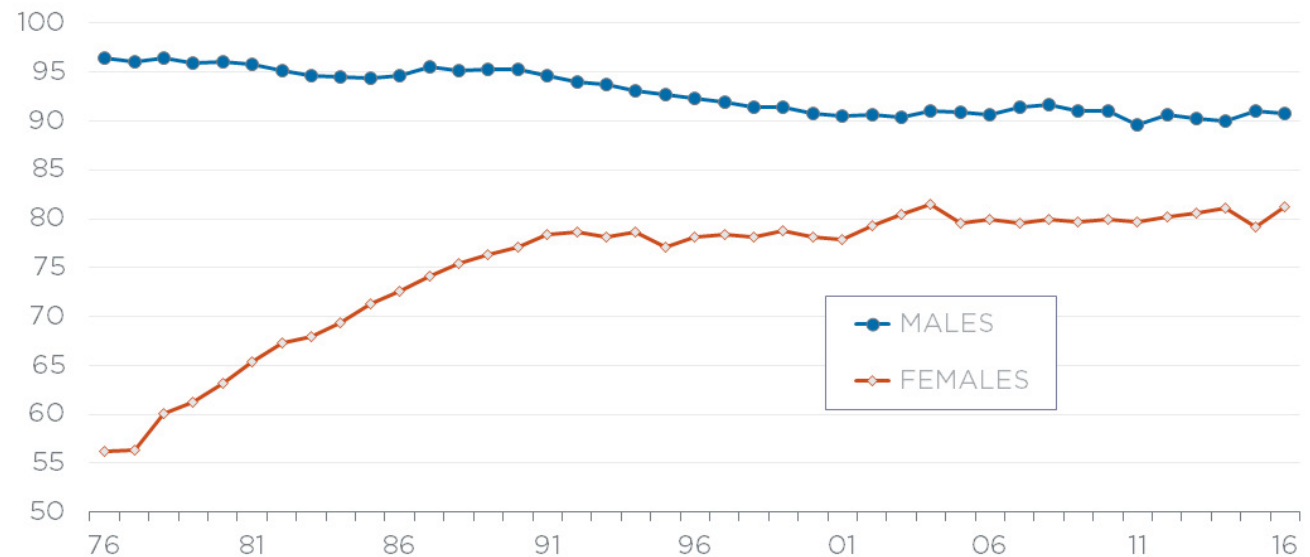
IN 2035: BC will reach gender parity in labour market participation rates.

CURRENT SITUATION: Female participation rates are below their male counterparts. In BC, the proportion of females aged 15 and over in the labour market has hovered around 60% since the early 1990s. In comparison, the male participation rate is just below 70%. Last year in BC, 81% of all women between the ages of 25 and 44 were in the labour force where as the comparable rate for males was 91%. Interestingly, in the pre-child rearing years (15-24), the gap between female and male participation rates is much narrower, with female rates being just two percentage points below their male counterparts. Surveys show that women frequently cite family obligations, including challenges related to child care, as principal reasons for exiting (or remaining out of) the workforce. Population aging also means more and more working-age people, often females, are providing care for elderly parents.

WHERE DO WE START: With more women now obtaining post-secondary credentials than men, mothers with dependent children should be considered “Ms. Opportunity” not “missed opportunity.” Policies aimed at getting more women in the workforce would expand the pool of workers available to

employers and also provide a lift to provincial GDP and government tax revenues. [Economic analysis](#) suggest that, with improved access to child care, higher female participation rates could yield \$450 million annually in additional private employment income and generate an additional \$210 million in tax revenue annually.

ANNUAL BC LABOUR FORCE PARTICIPATION RATES AGES 25 - 44, PERCENT



“Gender parity in the workforce would increase global GDP by 25%; North America and Oceania would see a 19% increase.”

[The Power of Parity](#)
McKinsey Global Institute

70%
Women

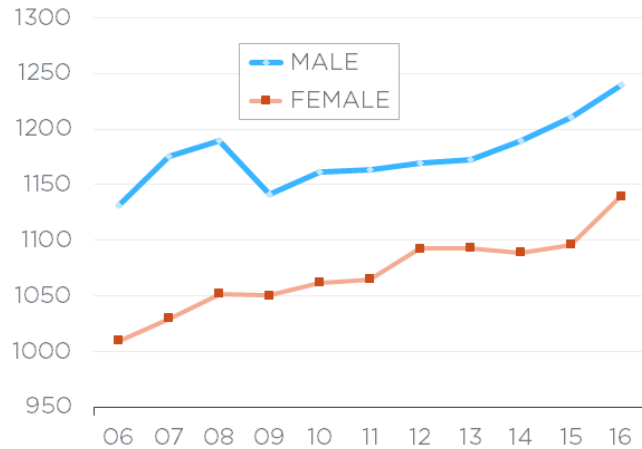
30%
Men

Percentage of working aged men and women who cite family responsibility as the reason for not working.

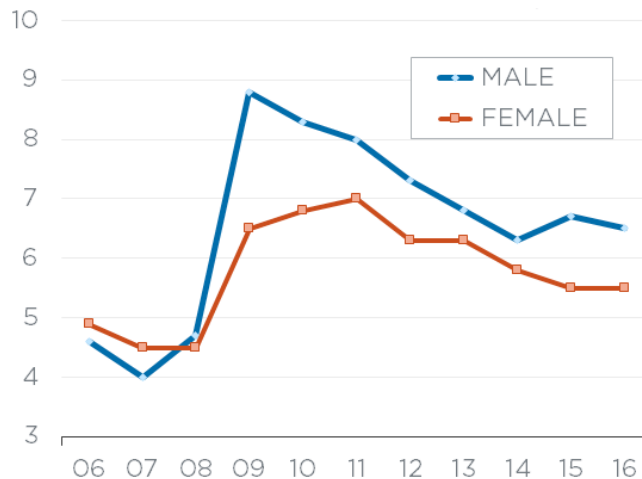


PEOPLE, EDUCATION AND SKILLS *PEOPLE FOR JOBS*

ANNUAL EMPLOYMENT THOUSANDS

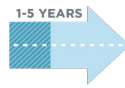


ANNUAL UNEMPLOYMENT RATE PERCENT

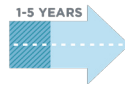


MORE FAMILIES IN THE WORKFORCE

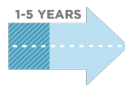
ACTIONS TO 2035: Support working parents by providing accessible and affordable child care options. Doing so will help women remain in the workforce during the child rearing years, which in turn will contribute to economic growth. Individuals who are able to stay in the workforce will also not have to overcome barriers that often arise when re-entering the workforce after an extended absence.



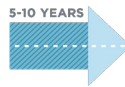
Provide incentives for businesses and not-for-profits to further collaborate to increase and integrate childcare spaces within their communities.



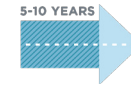
Create tax incentives for companies offering day care options which includes subsidized space.



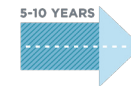
Provide targeted means-tested child care subsidies for families (starting with those most in need).



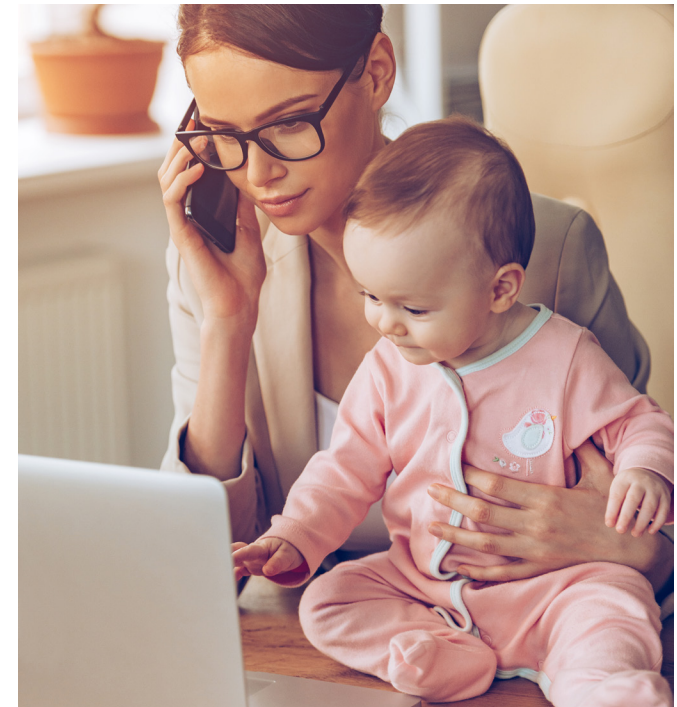
New school designs should be built with more multipurpose space to accommodate daycare spaces and other community activities for pre- and after-school care.



Require school boards and municipalities to submit plans to evaluate and leverage underutilized space that exists in schools and other community facilities to create new daycare facilities.



Establish a plan to direct additional revenue flowing from higher participation rates and associated employment gains to help fund broader and more comprehensive subsidized child care.





PEOPLE, EDUCATION AND SKILLS: *PEOPLE FOR JOBS*

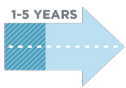
STREAMLINE IMMIGRATION PROCESSES SO BC COMPANIES CAN RECRUIT TOP TALENT FROM AROUND THE WORLD

IN 2035: Immigration policies will be efficient with transparent and expedited processing for high-skilled individuals.

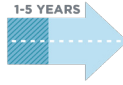
CURRENT SITUATION: Jurisdiction over immigration is shared between the federal and provincial governments, although the system is largely within Ottawa's responsibility. If desired, BC does have influence over immigration policies and the autonomy to develop its own programs. Building an innovative economy with leading-edge companies increasingly depends on being able to recruit top talent from around the globe.

WHERE DO WE START: Examine the existing Provincial Nominee Program (PNP) to determine if BC's current allotment meets employers' needs. Also, evaluate which industries in the province utilize the PNP program and ensure that these sectors are able to expedite the immigration process for high-skilled workers recruited in other countries.

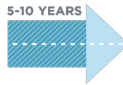
ACTIONS TO 2035:



Work with the federal government to double BC's annual allotment under the PNP to 11,000 by 2020. The PNP has proven to be an effective and efficient way to target immigrants with transferable, in-demand skills, expertise and credentials.



Work with federal government to better prepare potential immigrants for the Canadian job market. This includes assessing academic and work credentials abroad and recognizing them before coming to Canada. Consider using BC and Canadian schools abroad to confirm or fulfill immigrant credentials prior to entering the country.



Work with the federal government to review and modify existing visa programs to make it easier and faster for companies to bring workers into Canada for specific projects.



Expand the PNP's International Post Graduate program to include all graduate and doctoral programs.



For foreign students graduating from recognized Canadian post-secondary institutions, streamline the path to permanent residency. Increase the points allotted in the Express Entry system for foreign students but also evaluate more direct options that encourage graduates to remain in BC.

“With our rapidly aging population, and one of the world’s lowest fertility rates, immigration plays a leading role in Canada’s population growth, accounting for about 65 per cent of annual net growth. By 2035, immigration is set to account for nearly all of it.”

[Conference Board of Canada](#)

260,000

Number of immigrants welcomed to Canada, the equivalent of 0.7% of our population (2014).





PEOPLE, EDUCATION AND SKILLS: *TRAINING FOR JOBS*

INCREASE FIRST NATIONS EDUCATION ATTAINMENT

IN 2035: First Nations high school graduation rates will mirror non-First Nations rates.

CURRENT SITUATION: Educational attainment levels for BC First Nations lag behind the non-First Nations population. Approximately 63% of aboriginal students graduated from high school last year, whereas the province-wide graduation rate was 84%. The good news is that graduation rates for Aboriginal students are up from around 54% over the past six years.

WHERE DO WE START: Evaluate and improve access to K to 12 schooling for First Nations students where needed. Continue to adjust and adapt the curriculum to better engage and retain Aboriginal students. Higher levels of education are correlated with better socio-economic outcomes, which over time contributes to savings for the province in areas such as health and social services, but more importantly it creates more prosperous First Nations communities and people.

ACTIONS TO 2035:

1-5 YEARS



Continue work to increase graduation rates by ensuring all First Nations students have access to a full curriculum, particularly in remote communities.

1-5 YEARS



Study and adopt best practices from schools that have the highest graduation rates in the province. Provide funding to expand these practices to other schools in the province.

1-5 YEARS



First Nations students need better pathways and opportunities for success in college, vocational schools, and universities. Making post-secondary education more accessible through more private and publicly-funded scholarships, appropriate living expense allowances, guaranteed workforce experience through work-integrated learning and mentoring would all help. More flexible learning arrangements, which may include the ability to remain in their local communities would also support better education outcomes.

“There is still work to do so every aboriginal student has the skills they need to succeed in a changing world.”

Honourable Mike Bernier
Minister of Education
Province of BC

63%

High School
Graduation Rates
among BC First
Nations Students
(2015).

84%

High School
Graduation Rates
among BC non-
First Nations
Students (2015).





PEOPLE, EDUCATION AND SKILLS: TRAINING FOR JOBS

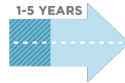
GIVE MORE POST-SECONDARY STUDENTS WORK EXPERIENCE BEFORE GRADUATING

IN 2035: All post-secondary students will have access to work-integrated learning as a mandatory part of their education.

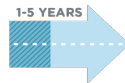
CURRENT SITUATION: New technologies, disruptive innovation, demographic shifts and intense global competition for talent are quickly raising skill requirements and changing expectations for new graduates and employers. To ensure the next generation can compete and succeed in the shift towards a digital and skills-based economy, we must take concrete steps to ensure BC employers and institutions are more efficiently connected with emerging talent.

WHERE DO WE START: Work-integrated learning provides students with industry experience prior to graduating and enriches their learning experience. For employers, it can be an effective way to recruit new employees. Work-integrated learning includes placing students in co-ops, internships, apprenticeships, practicums and clinical placements, community service, mentorship programs, research assistance placements and work-study programs.

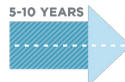
ACTIONS TO 2035:



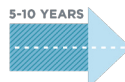
Implement a marketing campaign that encourages businesses to employ students and clearly articulates BC's goal of being a global leader in work-integrated learning.



Study the cost of subsidizing student wages in co-op positions. Consider bonus funding for businesses that regularly employ a substantial proportion of students in the workforce.



Establish a work-integrated learning plan for BC that integrates the [recommendations of the Business Council of Canada's Higher Education Roundtable](#) so that by 2025 all post-secondary students graduate with industry experience obtained through work-integrated learning.



Brand and promote BC as a place where post-secondary students get an education and work experience.

“To ensure our next generation can compete and succeed in the 21st century knowledge economy, we must take concrete steps towards a system in which Canadian companies and institutions are more efficiently and effectively connected.”

Tom Jenkins
Chair of OpenText Corp.

40%

Increase in work-integrated-learning student placements per year between 2011 - 2016 .
([Research Universities of British Columbia](#))





PEOPLE, EDUCATION AND SKILLS: TRAINING FOR JOBS

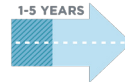
BUILDING ADVANCED JOB SKILLS THROUGH MORE GRADUATE STUDENTS

IN 2035: BC will have doubled the number of funded graduate seats at BC's universities compared to 2015.

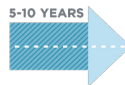
CURRENT SITUATION: BC currently has 16,000 full time graduate student spaces and sits well below the Canadian average in the number of graduate degrees granted per capita. It is also the only major province in Canada not to offer graduate student support and scholarship programs, placing BC at a disadvantage in having too few graduate students take new ideas and innovation into the workplace.

WHERE DO WE START: Creating a more competitive economy requires innovative thinkers and people with advanced skills. Graduate students receive advanced training in their field of study and offer critical lenses that can be applied to broader problem-solving in the workforce and overall economy.

ACTIONS TO 2035:



Double the number of funded graduate seats at BC's research universities within 5 years, notably in STEM-related areas.



Increase the number of graduate degrees in BC by introducing and sustaining a graduate student scholarship program for both BC and international students.

Future Top 10 Competencies

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment & Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

*Jobs of the Future,
World Economic Forum*

“Graduate students play an important role in innovation and commercialization. They are intellectual property carriers transferring ideas from universities to industry.”

Premier's Technology Council

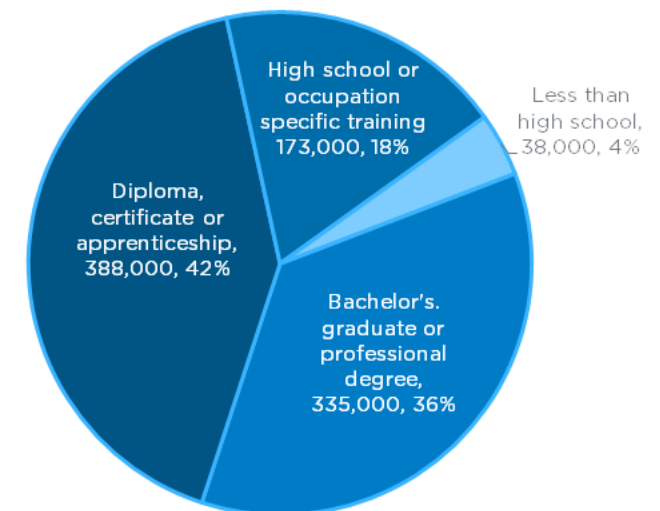
78

Ph.D. degrees
granted in BC
per 100,000
people.

88

Ph.D. degrees
granted in
Canada per
100,000 people.

TEN-YEAR TOTAL OF JOB OPENINGS IN BC BY EDUCATIONAL REQUIREMENT





Business Council of
British Columbia
Est. 1966



HEALTHY COMMUNITIES

PILLAR TWO: HEALTHY COMMUNITIES

INTRODUCTION



Each generation leaves its mark on community development. In the post-war era, suburbs grew and cities sprawled. Today large cities are densifying around urban centres, regional hubs

and transit corridors. Smaller cities are also looking to create vibrant centres. The rapid pace of change affects British Columbia and the communities that make up the province. In many ways, the impact of technology and globalization is more pronounced at the local level. Large urban cities as well as smaller, resource dependent communities need to plan for change.

One area where cities can be more proactive is in leveraging technology. In recent years the concept of the technology-driven “smart city” has garnered more attention. Communities need to embrace smart policies and forward-looking strategies in their development plans. **Investments in digital infrastructure can help cities confront the challenges that stem from urbanization and density.** Technology can help manage congestion, improve energy efficiency, enhance security, educate and engage citizens, and improve the allocation and flow of resources. It is important that communities

across the province be empowered to drive local innovation and leverage their competitive advantages.

With 66% of British Columbians living in Metro Vancouver, Victoria or Kelowna, the province’s major cities are facing the same challenges as other fast growing urban centres.

Key among them are affordability and efficient transportation. The high cost of housing affects the ability to attract talented people from outside of the region and increasingly is prompting residents to move to less costly locations. Compounding the affordability issue is the fact that incomes are comparatively low in Metro Vancouver, with recent figures showing Vancouver ranks 22nd among Canada’s largest 28 metropolitan areas for median household income.

Success in the years ahead requires British Columbians to work together and support the adoption of new technologies. It also requires working cooperatively around the province and across borders. In British Columbia the reality is some smaller, more rural communities are confronting different hurdles than large urban centres so communities across the province need to be empowered to drive local innovation and leverage their competitive advantages.



Smart Cities “use technology to manage urban congestion, maximize energy efficiency, enhance public security, allocate scarce resources based on real time evidence, and even educate their citizenry through remote learning. Cities and regions must consider whether they will be able to economically compete and grow without fully integrating digital technology...”

Getting Smarter about Smart Cities, Brookings Institute



HEALTHY COMMUNITIES CONNECTED REGIONS

EMPOWER POST-SECONDARY INSTITUTIONS TO BECOME REGIONAL ECONOMIC INNOVATION HUBS

IN 2035: Local post-secondary institutions around the province will be “innovation hubs” that support creativity, economic development, ways to improve productivity and community well-being, and collective problem solving, with a particular focus on local issues and opportunities.

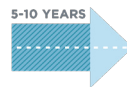
CURRENT SITUATION: The pace of change is accelerating. For most communities, there is no single place or organization addressing local challenges in both the public and private sectors. Post-secondary institutions are spread across the province and are natural places for innovative thinkers and problem solvers to convene. Innovation hubs could foster the exchange of knowledge between industry, academia and government and facilitate a more complete understanding of local circumstances. They could also create a venue to tap into expertise across the province, the country, and even the global brain.

WHERE DO WE START: Enhance the roles that post-secondary institutions play in local communities and regional economies. Establish innovation hubs in all BC post-secondary institutions to help drive economic development, confront local environmental challenges, advance First Nations reconciliation, and provide an opportunity

to tap into a broader network of expertise. These hubs will also serve as catalysts for research and skills development, and provide an “open source hub” where companies and government can seek solutions.

ACTIONS TO 2035:

5-10 YEARS



Create an “innovation hub” platform in post-secondary institutions to share local challenges with creative thinkers, entrepreneurs, academics and the “global brain” to find innovative ideas and solutions for local industry and enhance regional economic growth.



The University of Washington, has established the [Global Innovation Exchange](#), which is a partnership between post-secondary institutions and corporations to develop thought leaders in innovation, while solving technological and design challenges.

BC'S POST-SECONDARY SYSTEM

25

Public Institutions

50

Private Language Schools

300

Private Career Training Institutions

40

Aboriginal Controlled Institutes

20

Private & out-of-province public degree-granting institutions

16

Seminaries & Theological Colleges



HEALTHY COMMUNITIES LEVERAGING DIVERSITY

ENCOURAGE POPULATION GROWTH ACROSS THE PROVINCE AND SUPPORT DIVERSE POPULATIONS

IN 2035: Skilled immigrants will choose to settle in communities throughout every region in British Columbia.

CURRENT SITUATION: Throughout BC's history, newcomers have settled in communities around the province, often to take advantage of job opportunities flowing from major projects or the province's rich resource endowment. These settlement patterns have contributed to the cultural and historical fabric of municipalities around BC.

Today in BC, however, immigrants are drawn to large cities. Roughly 85% of international migrants settle in Metro Vancouver. The Fraser Valley and Victoria areas each attract 5% and 4% respectively, while Nanaimo becomes home for about 1% of all international migrants. With 95% of all international migrants settling in just a few cities, immigration patterns reinforce the concentration of growth in urban centres. Immigrants settle in cities because there are greater and more diverse employment opportunities, there is better access to immigrant support services, and because immigrants are attracted to communities with people speaking the same language and with similar cultural backgrounds. Inter-provincial migrants are more evenly dispersed across the province, but still 40 percent of all people

coming from other provinces settle in Metro Vancouver.

WHERE DO WE START: BC's cultural diversity strengthens and enriches international connections and is a competitive advantage for the province. But much of this advantage is concentrated in Metro Vancouver and in a few other centres around the province. Some creative thinking and innovative policies can be used to help encourage new migrants to settle in other parts of BC.

Long-term planning will also recognize that the high cost of housing in Metro Vancouver makes other communities around the province more attractive for many people looking to purchase homes and raise families. Resilient communities throughout the province provide a more robust foundation for success, and are an essential part of supporting the province's diverse economy in the coming decades.

ACTIONS TO 2035:



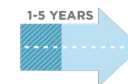
Provide student loan relief for university graduates agreeing to settle outside of the Lower Mainland for a period of at least five years.

“Most new immigrants to Canada locate in one of the three large metropolitan centres; however, some rural regions are competitive in attracting immigrants. The challenge will be turning what we know about immigrant attraction and retention into community-based solutions that will both attract and retain immigrants by creating a more welcoming approach.”

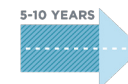
[Investing in Place: Economic Renewal in Northern British Columbia, by S. Markey, G. Halseth, D. Manson \(UBC Press, 2012\)](#)

85%

Percentage of international migrants to BC who settle in Metro Vancouver.



Use tax credits to encourage people to locate in smaller communities.



Develop a regional immigration strategy. While most immigrants will continue to locate in Metro Vancouver, incentives could encourage some newcomers to locate in other parts of the province. Fast-tracking options for people willing to move to regions outside of the Lower Mainland for a period of at least five years may be one possibility.



HEALTHY COMMUNITIES LEVERAGING DIVERSITY

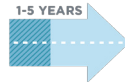
ESTABLISH A CULTURAL BUSINESS CAUCUS

IN 2035: Greater collaboration between business and multicultural organizations will facilitate the exchange of ideas and help forge new pathways between corporate and cultural organizations and contribute to more coordinated economic development.

CURRENT SITUATION: BC is rich in cultural diversity and is home to many cultures and successful businesses. Too often, daily life creates silos leaving people with little interaction outside of their established professional and personal networks. Cross-sectoral and cross-cultural conversations lead to greater social cohesion and opportunities to increase knowledge, trade, and shared prosperity.

WHERE DO WE START: Leverage the broad spectrum of cultural diversity that exists in BC through the creation of a professional multicultural business network. The creation of such an organization will provide British Columbians with opportunities to broaden their social and business networks and increase cultural and corporate partnerships to enhance capital and deal-flows.

ACTIONS TO 2035:



BCBC will create and host a Cultural Business Caucus. The Caucus will create a shared vision for BC as a gateway community and advance opportunities to collaborate across our diverse population.

The Cultural Business Caucus will have a mandate to:

- Explore opportunities related to culture linkages between BC and other regions around the world;
- Foster business supply-chain integration and procurement;
- Enhance capital flows and partnerships between BC businesses and outside parties;
- Facilitate and support the after care of foreign company headquarters that set roots in BC so they continue to invest, trade and grow.

“Fully 65% of those surveyed agree that while most people are tolerant of different ethnic groups, most prefer to be with people in the same group as their own. This means that as a community, we embrace the contributions that different ethnic groups make and the opportunities they afford to enrich our lives but most of us still see our own ethnic group as our ‘in-group.’”

[The Vancouver Foundation
Connections & Engagement Report \(2012\)](#)

40%

Of Metro
Vancouver's
population are
immigrants.

28%

Of BC's
population are
foreign born.





HEALTHY COMMUNITIES SMART REGIONS

MODERNIZE THE WAY MUNICIPALITIES GOVERN AND ARE GOVERNED

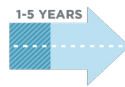
IN 2035: BC municipalities will be more transparent and efficient. They will work collaboratively and have higher levels of citizen engagement. BC municipalities will also effectively engage with business and academia (innovation hubs) with a strong focus on economic development, First Nations reconciliation, and community well-being.

CURRENT SITUATION: Local government is often described as the level of government with the most direct connection to its constituents, and yet voter engagement at the local level is well below provincial and federal levels. Fostering greater connectivity and accountability between municipal governments and their residents is a good starting place. Municipalities are responsible for delivering a wide array of services, and maintaining a steadily growing inventory of infrastructure, particularly in growing urban settings. These pressures have contributed to sizable increases in municipal spending over the past couple of decades. Yet municipal revenue sources are still based largely on a system of local government taxation that evolved in the 1940s. Municipalities also have a myriad of zoning requirements, bylaws and development permitting processes and fees, many of which are not consistent across regions and add to development costs. There

is no mechanism for a resident or investor to challenge municipal decisions or unduly long permitting processes.

WHERE DO WE START: Fostering greater connectivity and accountability between municipal governments and their residents is a good starting place. Municipal budgets should be presented in a transparent manner that can be readily communicated to the public. While municipalities have improved procurement practices, there are still opportunities to secure additional savings in procurement through improved data collection, analysis and reporting. More comprehensive use of performance indicators and more widespread use of best-practices may also benefit municipal operations.

ACTIONS TO 2035:



The province, in conjunction with the Office of the Auditor General for Local Government, should work to enhance accountability and citizen engagement. This should include guidelines for budgetary reporting and spending and tax increases.



The province should impose maximum ratios for business, utility and industrial property tax rates relative to residential rates.

“There is a tremendous growth in urbanization, but there is also a tremendous shift in terms of what people are expecting in their urban habitats... 2-3 million people will try to move into Metro Vancouver through to 2040, this will require enormous amounts of new housing, and radical changes in how the [region] works.”

Miklos Dietz, Vancouver Managing
Partner, McKinsey & Co
BC Business Summit 2016

162

Total number of
municipalities in
BC.

21

Number of
Municipalities in
Metro Vancouver.





HEALTHY COMMUNITIES CONNECTED REGIONS

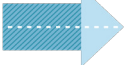
MODERNIZE THE WAY MUNICIPALITIES GOVERN AND ARE GOVERNED

1-5 YEARS



The province and Office of the Auditor General should review the evolution and extent of “downloading” to municipalities to evaluate the need to expand/enhance the municipal tax base and government accountability.

5-10 YEARS



Establish a framework for municipal permitting processes which includes a maximum two year limit on decisions, and incentives for expedited reviews and clear timelines for milestone steps within the process.

5-10 YEARS



A full assessment of the role, geography, accountability and citizen value of regional governments is warranted.

5-10 YEARS

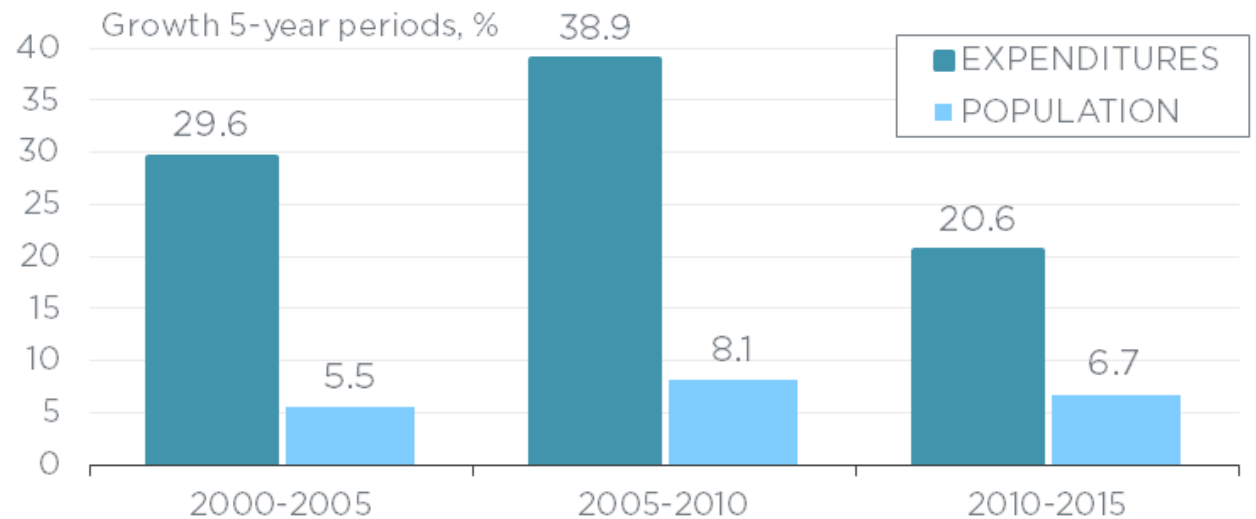


Enable communities, through senior government regulation to establish living labs where cities become open laboratories, making new innovations available to citizens. These innovation centres could attract new investment, research and knowledge in areas such as elder care, fintech, transportation and climate.

\$3.74 B

Total operating and/or program spending by Metro Vancouver municipalities in 2015. Up 67% since 2005.

METRO VANCOUVER MUNICIPALITIES: SPENDING AND POPULATION GROWTH PERCENT



The [Barcelona Living Laboratory](#) and the [Barcelona Digital City](#) are incubators supporting researchers, business, government and citizens to move together to explore new urban innovation models, find community solutions and support digital sovereignty for citizens.



LAND USE POLICY THAT REFLECTS THE REALITY OF URBAN GROWTH AND CHANGE

IN 2035: Land use and planning will reflect BC's economy, including its role as a Gateway, its resource base, and development of its urban centres. In the urban environments, densification is concentrated along transit corridors, enhancing mobility and further reinforcing existing patterns of improved livability.

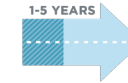
CURRENT SITUATION: The Agricultural Land Reserve (ALR) was established in the 1970s and in some ways no longer reflects the realities of today's economy, dramatic improvements in farm productivity, or possible implications of climate change. Agricultural practices and techniques have changed and land pressures for housing and industrial activities have intensified. The ALR has served BC well, but as with all policies and regulations, its impact on the economy and agriculture sector of today and the future should be re-evaluated. Any review of agricultural land will recognize BC has an innovative, vibrant and growing agri-food sector that is the most diverse in Canada, so protecting land to ensure this sector can continue to expand is critical. The value of agri-food exports has soared to nearly \$4 billion and now rivals a number of other large commodity export categories that have long been the foundation of BC's export base. The rapid growth of the middle class

in emerging Asia holds great opportunity for the BC industry. Agri-food exports to China have already soared by 250% over the past five years and are approaching a half billion dollars.

An even greater concern is the scarcity of industrial land in the Lower Mainland. Some municipalities have taken steps to protect industrial land, but a region-wide reserve strategy is necessary. Because of the need for new funding sources for transit, planners need to address the fact that currently there is no model or framework for capturing some of the large increases in land value that come with new and enhanced transportation infrastructure and related rezoning.

WHERE DO WE START: Some of the suggested changes and policies in the municipal area require provincial leadership and direction. For example, any review of the ALR is a provincial matter. The review should also recognize the connection between land costs and escalating housing costs. Provincial and local policy-makers need to work cooperatively to safeguard industrial, agricultural and other trade-enabling land to protect and enhance the Vancouver region's gateway role. Provincial leadership and input would be beneficial in developing a new industrial land reserve.

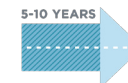
ACTIONS TO 2035:



Undertake an assessment of the ALR that reflects the needs of a modern economy and anticipates future growth requirements in the context of climate change and new technologies such as vertical farming.



The provincial government should work with municipalities to protect industrial lands and ensure there is sufficient space to accommodate increased trade volumes through the Port and Metro Vancouver region.



The province, in cooperation with municipalities, should establish a framework to capture a portion of the increase in land value resulting from new transit infrastructure investment and planning to be reinvested in infrastructure to support affordability and mobility.





HEALTHY COMMUNITIES SMART REGIONS

SMART URBAN HOUSING OPTIONS

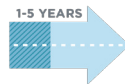
IN 2035: Rental housing stock in Metro Vancouver will meet local demand, helping ensure skilled workers are not deterred from living in the region due to excessive housing costs.

CURRENT SITUATION: The cost of housing in Metro Vancouver is very high. Rental vacancy in the Metro Vancouver area was just 0.7% in 2016. And as a result of tight market conditions, rental rates in Metro Vancouver jumped 6.4% in 2016 - the highest increase on record according to CMHC. The past four years saw steady growth in the number of purpose-built rental buildings, capped off by a record increase in 2016. But more needs to be built to accommodate population growth. The cost of land and prohibitive development expenses contribute to higher rental rates. Policy makers also need to recognize that home ownership is now out of reach for many families and individuals, which suggests more rental stock will be necessary to meet future housing demands.

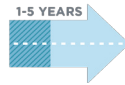
WHERE DO WE START: Constrained land supply coupled with the fact Metro Vancouver is a very desirable place to live are fundamental reasons for the high price of housing in the region. Zoning, land use planning, and development costs are also factors. Developing more affordable housing

requires a comprehensive strategy that considers land supply, transit corridors, zoning and densification plans.

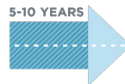
ACTIONS TO 2035:



Review rental housing developments that have been successful in Metro Vancouver and other large metro areas to help inform future plans and rental developments.



Provide incentives for developers to densify existing rental housing.



Currently, owners of purpose-built rental housing pay capital gains if an older (and outdated) property is sold or redeveloped, which makes redeveloping these properties uneconomic. Modify capital gains rules for the redevelopment of purpose-built rental buildings to encourage redevelopment that generates additional rental units. New construction also results in improved energy efficiency and aligns with “smart cities” generally.

How to make housing more affordable: policymakers could increase the number of dwellings in a given metropolitan area. This could be done either by relaxing restrictions on the size of buildings that can be built, or by relaxing restrictions that mandate minimum sizes of individual dwelling units. Cities tend to have a number of zoning rules that artificially restrict the supply of housing.”

[Everything you need to know about the affordable housing debate - Vox](#)

0.7%

Metro Vancouver rental vacancy rate (2016).

6.4%

Metro Vancouver average rental rate increase (2016).





HEALTHY COMMUNITIES SMART REGIONS

BUILD FOR THE FUTURE

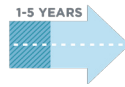
IN 2035: BC will be home to a world-leading network of digital, transit and live-work infrastructure.

CURRENT SITUATION: With a fast growing population, BC needs additional infrastructure investment to compete as a globally connected and innovative jurisdiction. In the province's large urban areas, there is insufficient transit capacity and few innovative mobility options. Parts of the province still do not have access to broadband connectivity. Many roads and bridges are in need of increased maintenance.

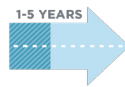
Planning should recognize the coming disruption to transportation from autonomous vehicles and other technologies. More attention needs to be given to planning the movement of goods through and around the Metro Vancouver region. Technology can help facilitate the flow and movement of traffic.

WHERE DO WE START: Expand provincial infrastructure spending and make use of innovative financing models to build new infrastructure. Build for tomorrow and identify opportunities for "living labs" in communities around BC, anticipating advancements in autonomous, electric vehicles, new transit options, and the sharing economy.

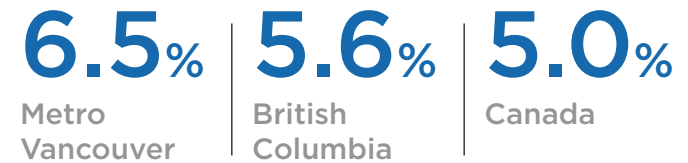
ACTIONS TO 2035:



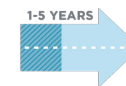
With near record low interest rates, it is an attractive time to finance construction of productive assets. The province should commit to investing an additional \$3 to \$4 billion in infrastructure beyond funds already committed. With today's economic growth, such an increase could be undertaken while keeping the net debt-to-GDP ratio below 20%. There is also an opportunity to leverage federal government funding. Roadway improvements, transit, communication infrastructure, application of sensors and other "smart technologies and data analytics," and updating and upgrading local government infrastructure are all areas where additional investment is necessary.



Examine options for investing in road/highway infrastructure that will improve goods movement, including infrastructure for high speed broadband and other forward looking investments that help with the adaptation of autonomous vehicles to move data, people and goods efficiently.



Population growth 2011 - 2016.



Where appropriate enhance integrated planning for a Metro region that extends from Hope to Whistler and includes the Sunshine Coast.



Establish a new infrastructure financing authority with a mandate for long-term planning and consideration of live-work lifestyles, high-speed connectivity and affordability.



HEALTHY COMMUNITIES SMART REGIONS

WHEN IT COMES TO COLLABORATION, DON'T NEGLECT CROSS-BORDER OPPORTUNITIES

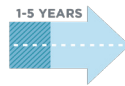
IN 2035: The Cascadia Corridor will integrate the BC and Washington State economies while enhancing the capacity of governments, businesses and post-secondary institutions to work collaboratively and leverage the benefits of urban agglomeration and advanced industry clusters in both regions.

CURRENT SITUATION: Geographic proximity and strong trade linkages mean BC and Washington State share many common attributes and are highly interdependent. BC exports more to Washington than any other state and the Peace Arch border is the busiest crossing along the entire Canada-US border. A number of large technology companies headquartered in the Seattle area have also established a significant presence in Vancouver.

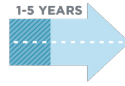
WHERE DO WE START: The Cascadia Innovation Corridor offers the opportunity to work together in like-minded partnerships and collectively overcome barriers, strengthen global economic competitiveness and reflect the reality that cities and clusters are engines of economic growth. The corridor will focus on growing technology-related fields, such as high-tech and advanced manufacturing, life sciences, clean technology, virtual and augmented reality, and data analytics. The Cascadia Corridor also includes joint action on

research, education, workforce development and transportation and investment.

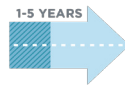
ACTIONS TO 2035:



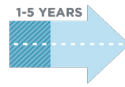
Establish the Cascadia Corridor Alliance to lead a cluster strategy to support this vision.



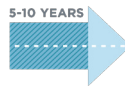
Support the recent announcement to build a fibre optic connection between Vancouver and Seattle.



Leverage collective strengths in data, virtual reality, life sciences and clean technology to attract highly skilled talent to the region.



Have Vancouver and Seattle alternate hosting an annual technology and innovation summit.



Facilitate the movement of people and knowledge across the border with streamlined immigration policies.



Strengthen the transportation links between Seattle and Vancouver through high-speed rail, autonomous vehicle lanes, efficient air transport and streamlined border processing.

“Working together, we can build a globally competitive 21st century innovation corridor that connects and enhances both regions. This is a unique opportunity that can create benefits for people throughout the region for generations to come.”

Brad Smith, President, Microsoft
[2016 Cascadia Corridor Innovation Conference](#)

\$300
MILLION

Annual VC investment in Vancouver.

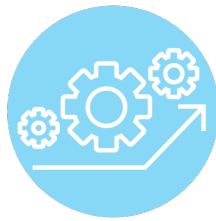
\$1.8
BILLION

Annual VC investment in Seattle.





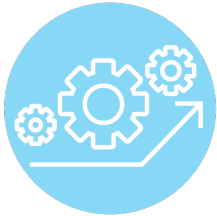
Business Council of
British Columbia
Est. 1966



BUILDING A COMPETITIVE ECONOMY

PILLAR THREE: BUILDING A MORE COMPETITIVE ECONOMY

INTRODUCTION

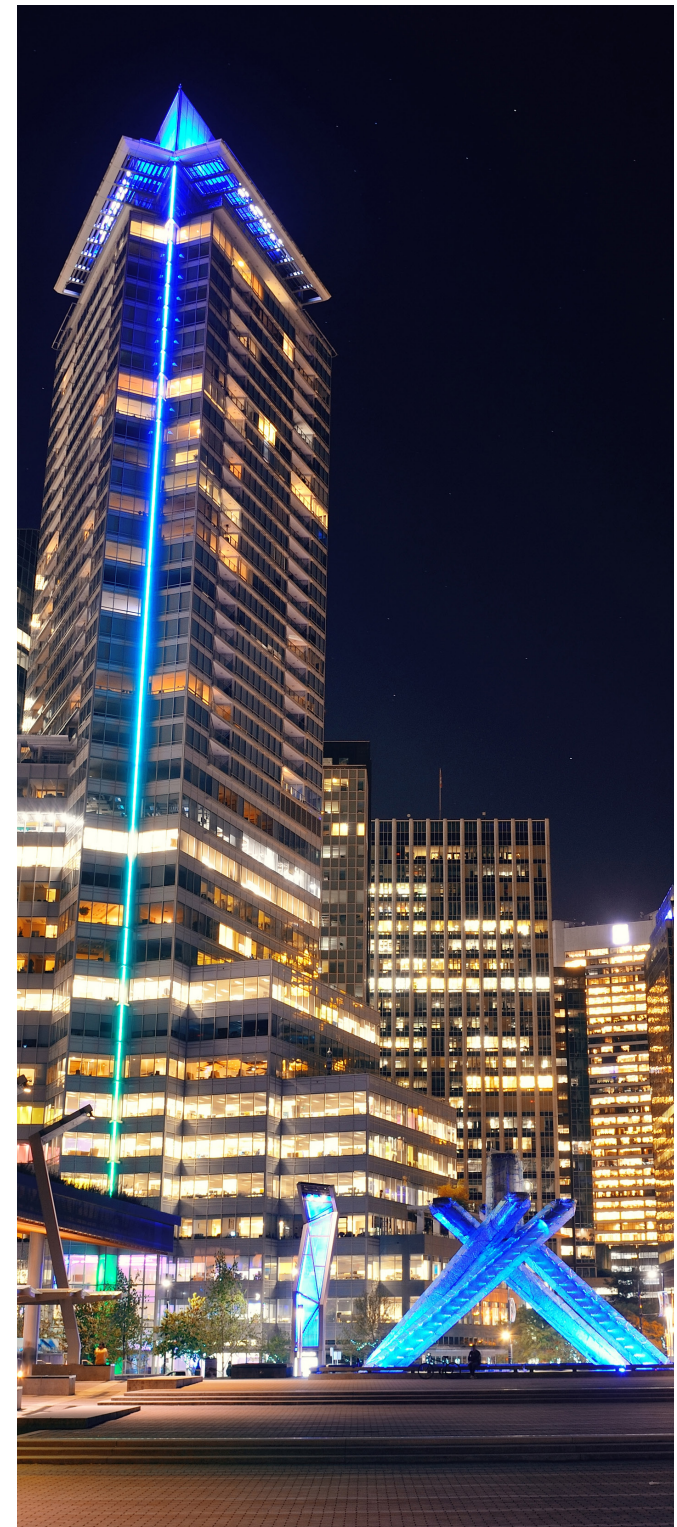


The coming decades hold vast opportunity for BC. The province is blessed with unmatched natural beauty and resources, a highly educated population, a world class education system, a growing population, geographic advantages connecting North America to the Asia Pacific, and an increasingly diverse and resilient economy. The emergence of a massive new middle class in Asia underscores the importance of existing trade linkages and the need to further raise the BC brand profile in that part of the world. British Columbia needs to leverage our good fortune and make the province a place that is recognized for its innovative approach, as a place of opportunity, and as a good place to invest and grow businesses. Our long-term collective and individual prosperity depends on building a competitive economy, which includes plentiful employment opportunities with family-supporting incomes, and sufficient funding for government services to protect the vulnerable and support the quality of life we value.

To advance this vision, we need a tax and regulatory environment that supports growth and public confidence. A strong focus on innovation, which includes strengthening

connections to foreign markets, leveraging public sector procurement, and incentives for companies bringing innovative products and services to market, is a critical ingredient in building a competitive economy. Too often we err on the side of over-regulation rather than innovation and outcomes. Foreign observers often lament the lack of streamlined decision-making or the limited presence of outcome-based regulatory frameworks. The cumulative cost of taxes, various fees, layers of regulations, and complex and lengthy permitting process is a growing deterrent to business. BC also lags other large metro areas in Canada as well as international peers when it comes to firm size. One reason BC needs to devote more attention to supporting company growth is because larger firms invest more in research and development activities and also tend to be more innovative.

In the years ahead, industry should be encouraged to adapt to disruption and make use of a streamlined regulatory environment. Fostering a more globally competitive and innovative economy requires the active engagement of a wide array of stakeholders, including First Nations, government, business, and academia. The quality and pace of collaboration and decision-making will determine how prosperous we remain on the pathway to 2035.





BUILDING A MORE COMPETITIVE ECONOMY: INNOVATION AND INVESTMENT

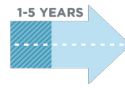
MODERNIZE BC'S TAX SYSTEM

IN 2035: BC will have a competitive and efficient tax system that supports growing businesses and is also attractive for families and high skill individuals.

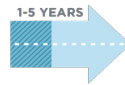
CURRENT SITUATION: In the North American context, BC's corporate and personal income tax rates are reasonably competitive. However, BC's biggest competitive hindrance lies with the PST as it applies to most business inputs. Taxing business inputs, particularly capital equipment, puts businesses operating in BC at a disadvantage. The PST is especially detrimental for companies of any size selling products and services into foreign markets, where it is more difficult, and often not possible, to pass on the costs associated with the tax. An additional challenge is that tax policy in BC and across Canada discourages companies from growing. The gap between the small business tax rate and the general corporate income tax rate is sufficiently large so as to provide a financial incentive for companies to retain their status as a small business.

WHERE DO WE START: In addition to improving overall competitiveness, there is a need to make the tax system more robust and resilient as consumption patterns continue to shift towards services and internet-based purchases.

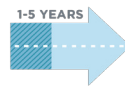
ACTIONS TO 2035:



Update and restructure the provincial sales tax system. Options include broadening the sales tax base to capture a wider array of services while extending exemptions on business capital equipment beyond the resource and manufacturing industries.



Revisit elements of business tax policy to ensure closer alignment with the needs of an innovation-led economy. Structure the tax system to encourage more firms to scale-up and to invest more in tech and productivity-enhancing equipment and processes.



Improve transparency around fees for government services to foster greater accountability at the provincial and municipal levels.



Adopt a government-wide lens on the "all-in" cost of doing business in the province. The goal should be to keep taxes and fees broadly competitive with other jurisdictions while monitoring the consolidated cost of doing business in the province.

"When the fiscal system supports strong investment, firms can create new jobs and also provide workers with the latest equipment and technology. These investments increase productivity which leads to better wages and stronger economic growth."

"The analysis in this paper finds that both these challenges—revenue and investment—have roots in the shortcomings of BC's PST."

[Fiscal Options for Building a Prosperous British Columbia](#)
Professor Kevin Milligan

2.5%

BC's small business tax rate (up to \$500K).

11%

Mid-sized - large business tax rate (over \$500K).

7,600

Businesses in BC with over 50 employees.

390K

Total number of businesses in BC.



BUILDING A MORE COMPETITIVE ECONOMY: INNOVATION AND INVESTMENT

GOVERNMENT PROCUREMENT FROM BC-BASED COMPANIES

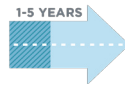
IN 2035: Government will have a more holistic view of the economic impact of procurement activities. BC businesses will be viewed as favourable suppliers and have some degree of prominence. In support of innovation and new emerging companies, government will have systems to help evaluate and adopt new local technologies and services.

CURRENT SITUATION: Across most government ministries there is a culture of risk aversion and a strong emphasis on securing the lowest cost procurement option. While ensuring good value for tax-payers is important, there is scope to factor in other economic considerations and better leverage government procurement to support BC companies. Given that BC has a comparatively small number of large-scale companies, procurement should be used more effectively to support innovation and company growth in the province.

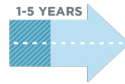
WHERE DO WE START: Begin by viewing government procurement as part of a broader innovation and economic development strategy that recognizes the lowest cost option is not always the best option. Government should carefully examine opportunities for purchasing products and services from established and emerging BC companies. For many companies, success in

the home market is a powerful signal that helps gain access into foreign markets.

ACTIONS TO 2035:



Implement a government-led procurement strategy with an emphasis on how to support growth of BC-based business.



Develop a BC-focused strategy to maximize the benefits of federal government innovation-related investments (notably in research and technology development and adoption) and other federal industrial and technology development programs in areas where the province has existing strengths.

“Need to find a way to get both government and big business to be less risk adverse (regarding procurement)...Strategic procurement of Canadian products spurs innovation, supports talent and business retention and business growth.”

Hon. Kevin Lynch, PC, OC
BC Business Summit 2016

\$264,163,000

Approximate annual value of government procurement across Canada.





BUILDING A MORE COMPETITIVE ECONOMY: INNOVATION AND INVESTMENT

GLOBAL CENTRE FOR SOCIAL INNOVATION

IN 2035: BC will be recognized globally as a hub for social innovation and innovative impact investing. Agencies working in the area of social innovation will see BC as the place where collaboration and problem solving happen. As a centre for social innovation, BC contributes to addressing and helping solve some of the world's most pressing social challenges.

CURRENT SITUATION: Social innovation is gaining traction as a strategy to address and manage social issues, such as population aging, rising health care costs, poverty and social strife. It also includes innovation in public services, academic institutions and new organizations that focus on non-market activities. Working collaboratively, we can build upon the good work and leadership that is underway in social impact investing and social innovation in BC today. Many of the challenges confronting BC are also shared by the global community and ought to be viewed as an opportunity to build upon BC's existing social innovation base as an export sector.

WHERE DO WE START: BC should aim to be a global leader in the realm of social innovation. There is an opportunity to leverage attributes unique to BC including the strong social and environmental dimensions of the local culture, First Nations culture,

our multicultural heritage, as well as some of the social challenges within our society. Partnerships amongst governments, non-profits, academic institutions, First Nations and the business community should be viewed as effective methods of problem-solving.

ACTIONS TO 2035:



The province and the business community fund a substantive annual "Social Change" prize awarded to an individual or organization developing a creative and effective solution that addresses a significant social issue. Potential examples include homelessness, First Nations community challenges or the risks associated with climate change.



BC will host an annual global event bringing together academics, social entrepreneurs and business leaders to share ideas and best practices.



Establish a Global Centre for Innovation in BC. The activities flowing from the Global Centre will be aimed at attracting social impact capital and impact-oriented firms looking to make a difference in the local and global community.

Social Innovation in BC: RADIUS (Radical Ideas, Useful to Society) is a social innovation lab and venture incubator based at SFU. They work with community partners to understand problems and design, test and launch interventions.

radiussfu.com

35%

Growth in social venture sector between 2010-15.
[\(UBC Survey\)](#)

\$500 MILLION

Yearly social venture sector earnings in (2015).
[\(UBC Survey\)](#)





BUILDING A MORE COMPETITIVE ECONOMY: INNOVATION AND INVESTMENT

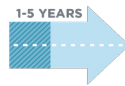
STREAMLINED PROJECT-APPROVAL PROCESS FOR COMPANIES WITH ESTABLISHED TRACK RECORDS

IN 2035: BC will have world-leading regulatory practices that help attract investment and companies to the province while ensuring public confidence.

CURRENT SITUATION: BC continues to have long and complex regulatory review and permitting processes. Lengthy review timelines add to costs and deter investment. A concern for many businesses operating on the land base in the province is that government has insufficient resources to permit projects in a timely manner. Further, public confidence in permitting processes has been diminished in recent years.

WHERE DO WE START: To address this challenge, BC needs to shift towards more outcome-based, transparent regulatory frameworks that build public confidence. A culture where efficiency and timeliness is highly valued and balanced with sound regulatory practices needs to be established. Make greater use of online filing and records of past compliance. More widespread use of technology and data analytics could help improve confidence in regulatory and approval processes.

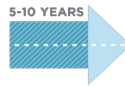
ACTIONS TO 2035:



Create a streamlined regulatory framework to enable more efficient and transparent decision-making.



Help build public confidence in the regulatory system by using advanced technologies such as satellites, sensors, drones, data integration and virtual reality technology, and make relevant information available to interested parties through transparent reporting and access to data.



Build outcome-based regulation frameworks for operators with proven records. Firms with good performance records that consistently meet all compliance requirements should be recognized with streamlined and lower cost regulatory processes. Inspection capacity could then be redirected to unproven or poor operators.

“How do we refrain from refraining? How do we not slow down opportunities? How do we embrace innovation?”

“We don’t move forward by saying no, we move forward by saying how.”

Martha Hall Findlay
President and CEO
Canada West Foundation
BC Business Summit 2016

\$325 billion

Value of current and proposed major private and public sector projects in BC.

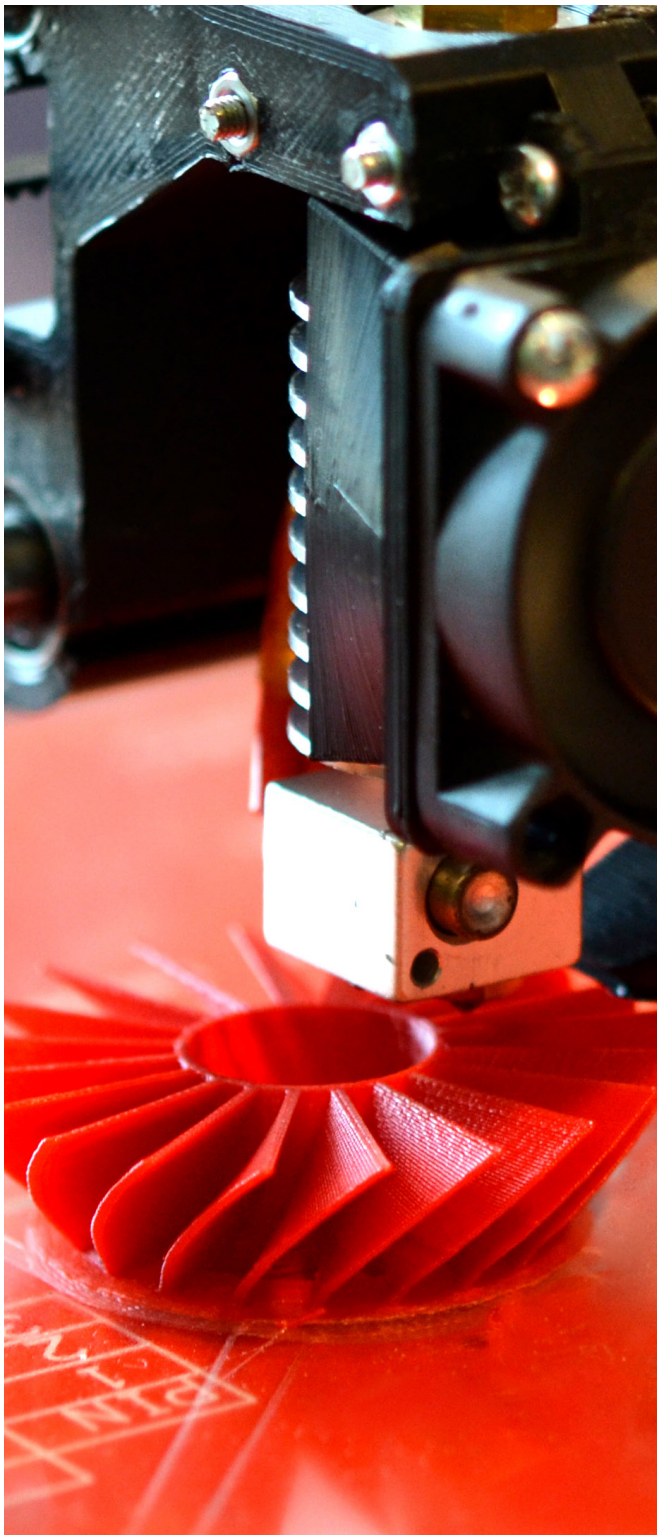




Business Council of
British Columbia
Est. 1966



EMBRACING DISRUPTION IN THE DIGITAL ECONOMY



PILLAR FOUR: EMBRACING DISRUPTION IN THE DIGITAL ECONOMY

INTRODUCTION



One of the biggest challenges facing BC, and indeed all jurisdictions, is the pace of change and rise of new technologies that disrupt or displace established industries.

Yet with change and disruption comes opportunity. Technological advancements are occurring in areas including robotics, artificial intelligence, nanotechnology, biotechnology, the Internet of Things, big data and data analytics, 3D printing and autonomous vehicles. **The fourth industrial revolution is reshaping the way we live, work and relate to one another. The breadth and depth of these changes promises to transform entire systems of production, management, and governance.**

These developments hold great promise to make life better for British Columbians. However, rapid technological change also stirs fear about navigating through uncharted market disruptions. Governments are struggling with balancing the interests of consumers and industry, while also supporting innovation and the rise of new industries. In this environment, governments need to be flexible, agile and prepared to act quickly. The rise of the sharing economy is a good example. Governments have struggled with new ride sharing companies and so far have

not permitted Uber or similar services to operate anywhere in BC. Yet, urban centres are heavily congested and, during peak periods, consumers are frequently unable to secure a taxi. As further developments of this kind occur, government needs to be better prepared to respond. Taking years to deliberate over emerging technologies and services erodes BC's attraction as a dynamic and desirable place to live, play, and do business.

As we move through this new economic era we must strive to be a resilient and forward-looking region in the face of rapid and profound change. BC can draw upon its many strengths by working together to embrace the new economy and prepare for the way ahead through a commitment to sound planning.

Looking forward, 2035 holds the promise of prosperity for all British Columbians. But how we collectively respond to change and how effectively we are able to innovate and adapt will shape this prosperity.



EMBRACING DISRUPTION IN THE DIGITAL ECONOMY

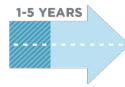
CHIEF INNOVATION AND RESILIENCY OFFICER

IN 2035: British Columbia will have a Chief Innovation and Resiliency Officer, who contributes to having BC recognized as the most innovative, forward-looking jurisdiction in North America.

CURRENT SITUATION: Transitioning into the digital era is a significant challenge for government. Disruption is continuous and the private sector and governments are devoting more and more resources to IT, data management, new delivery platforms and security. At the moment, there is no vision or agency examining how governments can best respond to the changes in the digital era.

WHERE DO WE START: Government can play a more active and forward-looking leadership role in fostering capacity to respond and adapt to disruption and technological change. Having an agency and person focused on the implications of technological change and how governments can be more innovative, nimble and adaptive is a starting point. The role and associated office would operate with the mandate of making BC the most innovative and responsive jurisdiction in North America.

ACTIONS TO 2035:



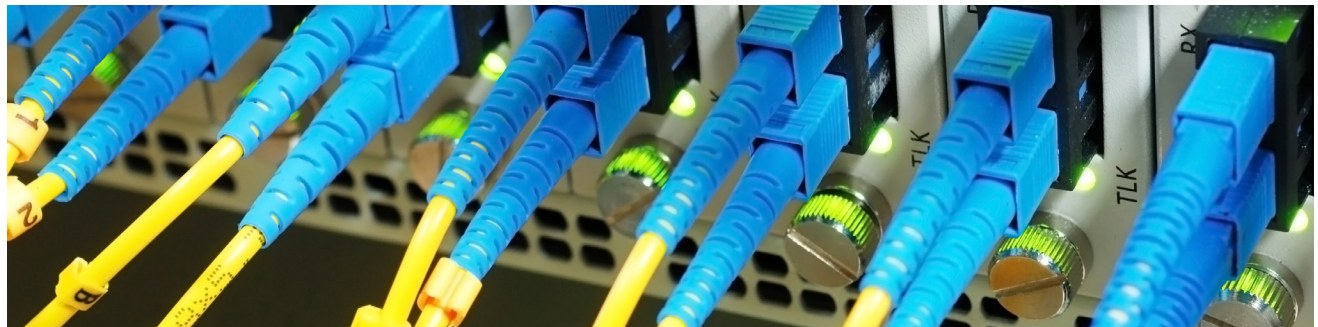
Establish a Chief Innovation and Resiliency Officer, who heads up an independent innovation office. The Officer will accelerate the pace at which emerging issues and disruptions are identified and how quickly government responds. The Chief Innovation & Resiliency Officer will also have a mandate to:

- Conduct government performance audits and work to implement forward-looking and efficient regulations, best practices, and improve government service, transparency and accessibility through the more effective use of ICT.
- Make more effective use of data, innovations and technology to upgrade government capacity and efficacy.

“You wouldn’t run a big private sector company without a chief risk officer, and yet we don’t have the same thing in government. Having someone who carries that resilience perspective is very important. [This office] has to... connect projects and implementers together.”

Ernst & Young

- Help ensure appropriate investment is made in new infrastructure relating to new technologies, such as charging stations for electric cars.
- Promote multi-disciplinary public-private partnerships and living lab-type innovations, such as [Barcelona’s Living Lab](#).
- Collect and manage information pertaining to technology, privacy and the consolidation of private information and big data (e.g. health records).





HEALTH CARE AS AN ECONOMIC OPPORTUNITY

IN 2035: BC will be home to a global personalized health industry cluster that will be a significant source of discovery, economic growth, jobs and wealth creation in BC.

CURRENT SITUATION: BC has a number of globally leading strengths in health research and innovation that save lives and improve health outcomes. These advances benefit British Columbian patients first, but are also changing the standard of care for the entire world. In health care today, there are innovations in the delivery of services and in the different channels consumers use to interface with the system. There are also innovations on the industrial or “supply” side: the development of new products, treatments and pharmaceuticals, medical procedures, diagnostics, as well as IT/informatics such as electronic records, wearables and other technical advances are all relevant to quality of health care. These inputs can be used domestically to improve treatment and empower people to take charge of their own health outcomes and quality of life. But they also have the potential to boost prosperity through the creation of new companies, more high-paying jobs, and the development of more export-capable BC suppliers of health-related goods, services and technologies.

Policy-makers in Canada have been slow to see the potential of a health industry cluster, in part because of a strong culture of cost containment and risk aversion. Canadian companies frequently report a pervasive unwillingness to support private sector innovations or “buy Canadian” on the part of government-funded/government-controlled institutions. In contrast countries such as Denmark, Sweden and the UK have supported their health industries and have been successful in growing global scale clusters and innovations. A [recent report](#) on healthcare innovation concluded that “Canada is failing to leverage [the] industry as a driver of economic growth.”

WHERE DO WE START: Healthcare is one of the biggest “industries” in BC, accounting for 11% of provincial gross domestic product and employing hundreds of thousands of people. BC will spend over \$500 billion delivering healthcare services in the province over the next 20 years. This expenditure represents a large market where government procurement could be used to help support local BC health industry companies. It is time for policymakers to start viewing the broad healthcare sector as an economic driver and a catalyst for innovation, not simply as a cost centre. There are steps that can be taken to make the publicly funded healthcare

By fostering a more consumer-driven health environment and leveraging Canada’s global advantages in selected areas of health-related innovation, it may be possible to redesign how services are delivered to improve outcomes – at an affordable cost.”

BCBC Policy Perspectives
(March 2016)

\$19 B

Total health
related spending
(2016/17)

42%

Share of BC
budget for Health
Ministry (2016/17)

system more receptive to change and open to improvements that will attract capital, talent and spur discovery. This will advance the development and production of innovative health-related products and services in BC and for the world market.



“Under the prevailing Canadian model for organizing and paying for health care, there is little incentive to introduce better systems, new products or innovative services. It is difficult to see how the system can be sustained indefinitely in its present form.”

BCBC Policy Perspectives
(March 2016)

HEALTH CARE AS AN ECONOMIC OPPORTUNITY

ACTIONS TO 2035:

1-5 YEARS



Commit to developing a significant and global health innovation cluster in BC, that differentiates us from other jurisdictions focusing on personalized medicine and areas where the province has existing global advantages.

1-5 YEARS



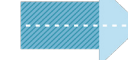
Establish a Healthcare Innovation Office that is responsible for partnering with researchers and the private sector to encourage the adoption and spread of innovative products, services and technologies throughout the system and to external markets, drawing on the expertise of the local health innovation cluster. The Office would have a mandate to consider and support made-in-BC options whenever appropriate, and work to build up the health innovation cluster in areas where the province has clinical and research strengths, e.g., personalized medicine in cancer care and diagnosis, genomics, heart and lung disease, and chronic and infectious disease.

1-5 YEARS

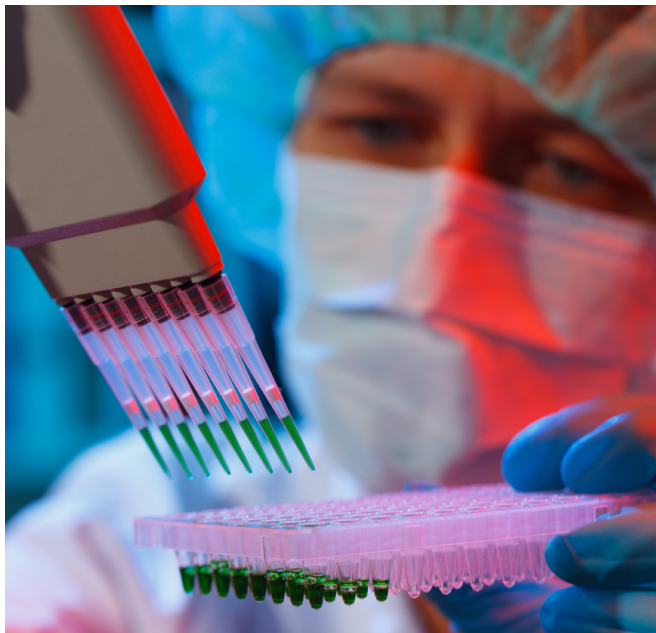


Develop a health strategy to make the province a leader in using digital technologies, integrated data platforms and tools to improve performance, quality of care, and health outcomes, that lead to advances in preventative and informed self-managed patient care.

5-10 YEARS



Find ways to support and speed up the adoption of new products and innovative technologies and services in BC's healthcare system that can be merchandised globally.





EMBRACING DISRUPTION IN THE DIGITAL ECONOMY

HIGHER EDUCATION AS AN ECONOMIC POWERHOUSE

IN 2035: Advanced education will be one of BC's largest export engines.

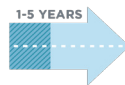
CURRENT SITUATION: BC has world-class post-secondary institutions. These institutions have been very successful in attracting international students, which brings many benefits to the province. Foreign students studying in BC pay tuition that is five to six times higher than Canadian residents' student fees. Out of country students are an important source of revenue for many post-secondary institutions, permitting them to offer new programs as well as funding additional seats for domestic students.

As with tourism, international students bring global dollars to spend inside the province, contributing to a significant source of "export" earnings for BC. In 2013/2014, the international student body spent over \$2.6 billion in BC to pay for their tuition and living expenses, and supporting 27,500 jobs. If they remain in the province after completing their studies, foreign students are well-positioned to become high-skilled workers. As labour market conditions tighten, BC employers are increasingly seeking top talent from around the world. Students graduating from BC institutions are familiar with the local culture and often already have local work experience.

Additionally, the rise of a global middle class means a growing demand for higher education. Global enrollment in higher education is expected to grow as high as 8 million international students by 2025.

WHERE DO WE START: BC already has a solid foundation from which to build a larger international education export sector. With BC's top-notch schools, Canada's reputation as a tolerant and safe country, stable financial system and BC's high quality of life, the province offers an attractive package for would-be students. Recognizing the importance of this sector and its potential contribution to the provincial economy and future labour market requirements is a good starting point.

ACTIONS TO 2035:



Update the province-wide strategy to grow the international education sector in BC. This new strategy would involve the institutions, the government and the private sector and will outline plans around promotion and marketing, financing, seats for British Columbians and better integration with the business community and labour market requirements.

"Education is an export. In Nanaimo, each international student injects \$40,000 into the local economy during their stay at school—tuition, housing rental, food, entertainment. That's comparable to a small business."

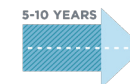
**Ralph Nilson, President
Vancouver Island University
2035 Workshop - Nanaimo**

141 K

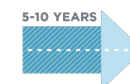
Number of international students studying in BC. [\(2016/17 Ministry Target\)](#)

8 MILLION

Estimated global enrollment of international students by 2025. [\(OECD\)](#)



Examine opportunities for international students to gain greater access to BC education outside of studying in BC, such as the expansion of education programs in foreign countries by BC-based schools, e.g. through satellite campuses, institutional partnering or online learning.



Align education export goals with immigration and trade policies. Upon completion of their schooling offer foreign students expedited immigration to help fill BC's needs for skilled workers.



EMBRACING DISRUPTION IN THE DIGITAL ECONOMY

“IF YOU WANT TO CHANGE THE WORLD, DO IT FROM BC”: ADDRESSING CLIMATE CHANGE THROUGH TECHNOLOGY

IN 2035: BC will build on its climate change leadership through technology.

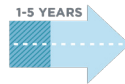
CURRENT SITUATION: BC is a North American pacesetter in climate policy, and has an emerging clean technology cluster. BC implemented a carbon tax in 2008, and remains a leader in North America with respect to pricing carbon. BC has also achieved overall carbon neutrality in the provincial public sector, something very few other jurisdictions have managed, or even sought, to accomplish. Approximately 98% of electricity generated in the province comes from renewable sources, a proportion that few other jurisdictions around the world can claim.

The carbon tax is applied across all sectors of the economy and climate policy in BC does not protect its energy intensive export industries. In this regard, BC stands out, as all other jurisdictions that have priced carbon have also taken measures to help protect trade exposed industries. Policies, as well as new technology, can help BC's industries compete in the global marketplace while also reducing carbon emissions.

WHERE DO WE START: Tackling the challenge of global climate change is an enormous task – too large for any single company or government. But there is

considerable scope to enhance adaptive capacity and expand the clean tech sector by acting together. A low-carbon, climate-resilient future requires bold collective action from government, business and academia, as well as R&D funding and support to bring technologies to the commercialization stage.

ACTIONS TO 2035:



Support research and development in the energy, clean technology and environment sectors.



Work closely with the federal government to align climate action priorities.



Examine road pricing in urban centres and its capacity to reduce congestion and emissions from the transportation sector.



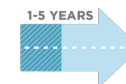
BC should leverage the Cascadia Innovation Corridor and combine efforts with Washington institutions to combat risks posed by climate change.

“On any reasonable assessment, BC remains a North American pacesetter on a number of important aspects of climate policy, with industry and government continuously improving policies and operational efficiencies through the availability of new innovations.... In fact, endowed with a largely carbon-free power sector, BC arguably should have a brand advantage.”

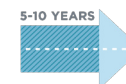
[BCBC Blog, 2016](#)

\$1.7 BILLION

BC's Clean Tech sector revenue.
(BC Government)



Explore opportunities to work with western provinces to reduce regional GHG emissions.



BC can leverage and build its brand as a clean energy producer with low GHG inputs into our export products.



CONCLUSION

At its core BC2035 is about improving prosperity in BC in the face of disruptive change we don't control. It is also about leveraging and acting on the strengths we do possess. We believe in order for the province to become a more prosperous place, we must be competitive and innovative. For this reason, BC2035 contains ideas about streamlining regulatory processes and improving the tax system. To grow companies and create jobs that support the social outcomes we desire, the province needs to be an attractive place to invest capital.

Readers will recognize, however, that BC2035 is about much more. We believe, in our rapidly changing world, the need to be nimble, innovative and responsive is as important as more traditional metrics of competitiveness. Efficient decision making and the capacity to respond quickly is now a fundamental element of being a competitive jurisdiction. Developing human capital is also a prominent part of the BC2035 project. If BC is going to be competitive and prosperous, it is abundantly clear that in today's economy nurturing and optimizing education and training in the province and also attracting top talent from other jurisdictions is one of most important roles for public policy. We also believe that BC needs to protect and continue to advance equality of opportunity for all British Columbians, but especially for our First Nations populations and in the realm of securing greater female participation in the labour market.

Perhaps more importantly, BC2035 is about pushing the envelope and exploring new ideas. In this regard, we hope that the project sparks conversations and promotes greater collaboration and new thinking among community leaders, business leaders, First Nations, academia, and politicians and policy makers. We were careful to say at the outset that BC2035 is not intended to be overly prescriptive. It sketches out elements of a road map that will help BC become a more prosperous place in the coming decades. But some ideas and recommendations require further work. Moreover, one of the themes of BC2035 – the rapid pace of change and technological advancement – makes it difficult to be highly prescriptive about planning and priorities 10 or 20 years out. Instead, we underscore the need for BC to adjust and respond to change and become a jurisdiction recognized as nimble, innovative and open for business.

To begin, it is clear the BC2035 project would not have been possible without the valuable contributions from community leaders, business organizations and individual British Columbians from all around the province. The Prince George Chamber of Commerce, the Surrey Board of Trade, the Nanaimo Chamber of Commerce, the Kamloops Chamber of Commerce and the NEXT Leaders Council played central roles in bringing people together to share their ideas. The project benefited immensely from regional input, so a special thank you is extended to all the individuals

“We control our destiny.”

**BC2035 Workshop Participant
Prince George**

who took the time to participate in the Nanaimo, Prince George, Surrey, Kamloops, Kelowna, Dawson Creek and Vancouver roundtables. The BC2035 Task Force, drawn from the Business Council's Board and membership, was instrumental in developing and guiding the process. The Task Force members devoted many hours to the project and their surefooted guidance and input was critical in the development of the project's content.

There are also many individuals who devoted their time and thoughts to the project. Thank you to everyone, including numerous business, community and First Nations leaders, for their work with BCBC staff.

We are especially grateful for the contributions from our sponsors Encana, BCIT, the Chartered Professional Accountants of BC, Lawson Lundell LLP, Mountain Equipment Co-op, Rio Tinto and Vancouver Island University.

As in the spirit of the project, the BC2035 report is the product of consultation and collaboration. We look forward to continuing this work through ongoing research and feedback from readers, contributors, business leaders and community partners. Please share your ideas for BC2035 and check back for updates at www.bcbc.com/bc2035. Any errors or omission in the report are the sole responsibility of the Business Council.



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