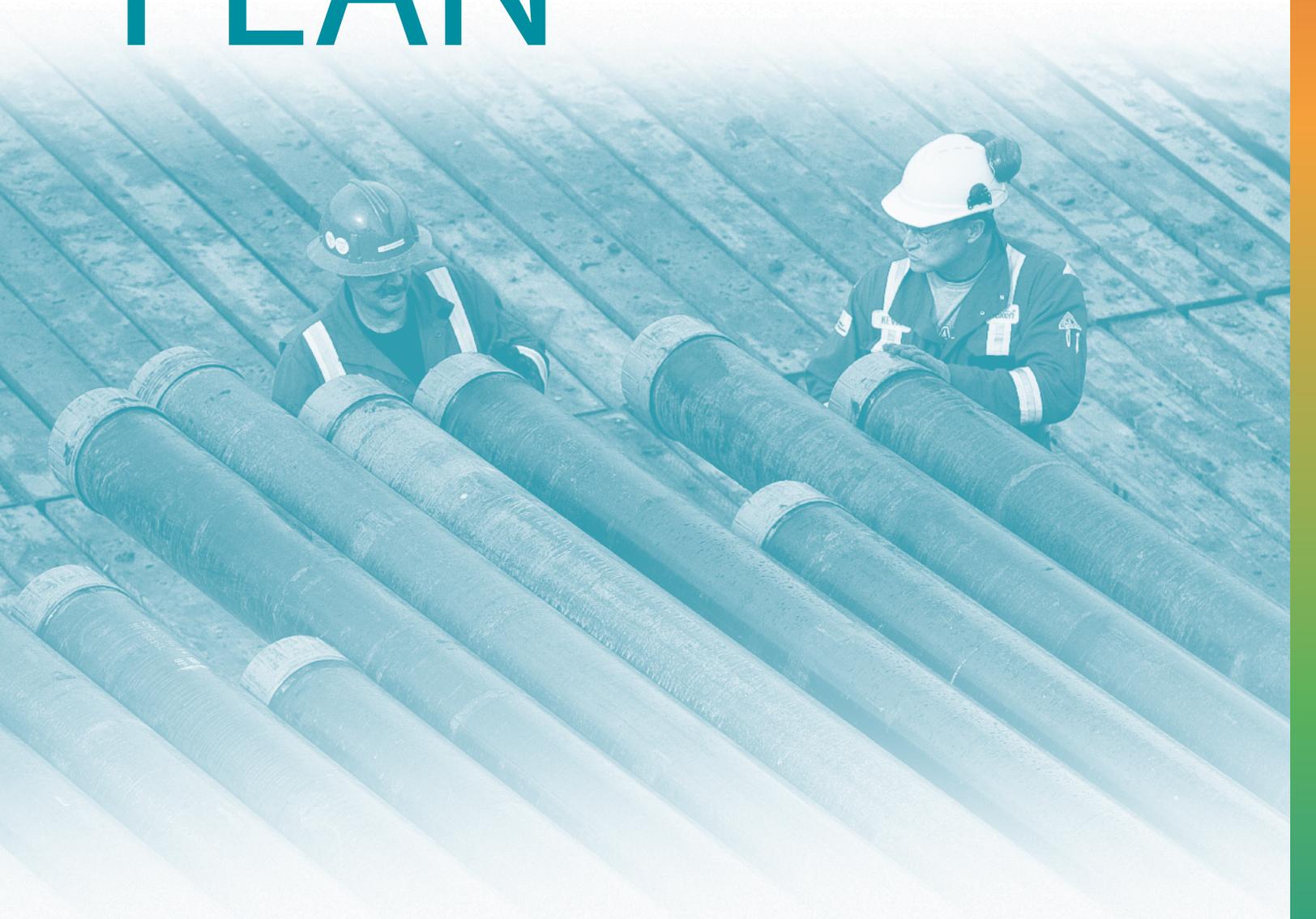


PROVINCE OF BRITISH COLUMBIA

STRATEGIC PLAN

2013/14 – 2016/17





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Letter from the Premier



*Honorable Christy Clark
Premier of British Columbia*

As we prepare to re-introduce our balanced Budget 2013, I want to thank British Columbians for the mandate we received in the May 2013 election. British Columbians want a strong economy and a secure tomorrow, and that is the basis for our work over the coming planning period. We are already at work to ensure we follow through on every promise.

Achieving a balanced budget – not just for 2013 but through to 2015/16 – is a key commitment of our new government. Its significance goes beyond even the importance of following through on our promise. By achieving this balance, we are demonstrating that we do not back away from tough decisions. We are demonstrating our commitment to controlling and reducing government spending. And we are showing a disciplined approach to dealing with the many demands that are made every day on the provincial treasury – an approach that is fair, informed and balanced, and that, above all, is accountable to British Columbians for how we use their tax dollars.

As a reflection of our commitment to controlled spending, we are launching a core review of all ministries, to identify efficiencies and drive forward our regulatory reform and red-tape reduction initiatives.

The temptation to spend beyond our means confronts us all at times and, without discipline, we can succumb to tempting choices and accumulate needless debt. That debt can linger and constrain the choices of next generations of British Columbians. But I am determined to protect and preserve our province's triple-A credit rating, and to ensure we continue to save taxpayers millions of dollars every year through reduced borrowing costs.

Our responsibility as a government is to develop our economy in an environmentally sustainable manner, while we get to "yes" with every possible measure to draw investment and create jobs. We have developed an ambitious and realistic plan for the British Columbia economy, a plan that is clear about the path we are taking and involves citizens in our goal to make British Columbia the economic engine of Canada.

Since we released the *BC Jobs Plan* in September 2011, there have been billions of dollars of new investment in British Columbia, along with the creation of thousands of jobs. Our *Jobs Plan* has clear targets that have guided our work – targets that include new and expanded mines, and economic development agreements with First Nations.

A key element of the *BC Jobs Plan* is our commitment to the development of a new sector for the province – liquefied natural gas (LNG). In the *BC Jobs Plan*, we promised to work with LNG export proponents to bring at least one LNG pipeline and terminal online by 2015 and have three in operation by 2020. And we were clear that we would maintain B.C.'s leadership on climate change and clean energy.

Guided by some of the strongest environmental laws in the world, we are making remarkable progress on these targets, including policy changes that foster growth and ensure power will be available to the sector. This work will now be even further accelerated through creation of a new Ministry of Natural Gas Development.

The choices we have made have positioned us to seize the opportunity of a generation – an industry that can create thousands of new jobs and add one trillion dollars to our Gross Domestic Product.

Based on the level of investment from the private sector and our advanced negotiations with proponents, I was very pleased to announce that LNG revenues will support a new Prosperity Fund that will be used to pay down debt, support social services and improve affordability, bringing benefits that British Columbians can rely upon for generations to come. Along with our balanced budget, seizing the opportunity of liquefied natural gas sets us on a course for a debt-free British Columbia.

Developing the potential of liquefied natural gas has been a key focus of government over the past year, but we have kept equal pace in pursuing every economic advantage for British Columbia, from accelerating mining permitting to important investments in agriculture. We have created a new ministry that is focused on technology and innovation, to ensure this industry continues to be an important contributor to the **BC Jobs Plan**. A new ministry of International Trade will further enhance our position as Canada's gateway to Asia.

Based on the **BC Jobs Plan**, there will be one million job openings across our province between now and 2020 – 43 per cent of which will require people with trades and technical training. The work our government has done over the past decade to transform our training and credential granting system has doubled the number of registered apprentices since 2001. Now, we are positioned to make even greater progress, ensuring British Columbians are at the front of the line for new jobs being created by working with labour, education and industry to create a 10-year Skills Training Plan.

Delivering on the **BC Jobs Plan** is central to the work of ministries across government. The investment and jobs it helps to create in turn provide stable and reliable income for families.

I am proud to lead a government that delivers high-quality health-care, education and social services to British Columbians. My government is working to ensure these services continue to be available for those who need them. Equally important is our commitment to ensuring the same high level of service will continue to be available for our children and grandchildren, and that British Columbians are confident and can rely upon the knowledge that these services are sustainable.

We have introduced important changes to income-assistance programs and we are implementing an aggressive agenda to bring timeliness to our justice system. We have taken an innovative approach to public sector collective bargaining, by finding efficiencies that generate savings and, in turn, are funding modest wage increases for employees across the public sector.

Health care has remained a priority for our government. And even within the context of controlled government spending, we have increased the health care budget by \$6.9 billion since 2001, made investments in new physicians, nurses and nurse practitioners, and increased the numbers of operations and diagnostic tests. We will deliver on our promise for end-of-life care by doubling the number of hospice beds by 2020 so we can better care for those we love in their last days.

We have also continued to make significant investments in infrastructure, building new hospitals, long-term care facilities, and social housing in every corner of the province. These projects have been part of our larger plan for infrastructure investments that include four-laning of the Trans Canada Highway from Kamloops to Alberta, replacing the George Massey Tunnel, construction

of the South Fraser Perimeter Road and construction of the new Evergreen Line for rapid public transit. We also continue to prepare for the province's future power needs by making investments in projects that include construction of the Site C dam.

As you read through this Strategic Plan, I invite you to learn more about other important government initiatives, including E.R.A.S.E Bullying, a program that is particularly close to my heart.

I believe government may never rest. Our society is changing. British Columbians have different needs depending on where they live and the stage of their life. Our new government is ever alert to the need to adapt to citizens' needs, even when it includes making tough choices. Our plan for a core review of government programs and services will be fundamental to our commitment to ensure government is serving these needs.

Our new government has set ambitious goals and we will meet them.

We are focused on delivering the services British Columbians need, and meeting the expectations of a society that wishes not only for its own well-being, but for that of generations to come. I thank British Columbians for the mandate we have received. Its implementation is work we do together with all of you.



Honourable Christy Clark
Premier of British Columbia

Our Priorities to Achieve Excellence for British Columbians

A government that is focused on job creation and investment in the province.

A government that works continuously to ensure the sustainability of and improve social programs that support families of every description, and improve the lives of British Columbians.



Courtesy of Nexen

Strong Economy

Job Creation and Investment

By 2020, B.C. will see one million job openings, and almost half of them will require trades or technical training.

This job creation is supported by *Canada Starts Here: The BC Jobs Plan*. Our plan is built on the natural, strategic and financial advantages of British Columbia—our location as Canada’s gateway to Asia, our multicultural population, our world-class infrastructure, our strong balance sheet and low-tax environment, our natural-resource advantages, and our highly skilled labour force.

The *BC Jobs Plan* is founded on three pillars:

1. Working with employers and communities to enable job creation across British Columbia.
2. Strengthening our infrastructure to get our goods to market.
3. Expanding markets for B.C. products and services, particularly in Asia.



Across government, work has focused on meeting the targets that were set out in the *Jobs Plan* and its related sector strategies. Since the launch of the plan, billions in new investment and thousands of new jobs have been added to the economy of British Columbia. Eight of 19 targets have been met, with the remaining targets on track to be met as promised.

The lead ministry for delivery of the *BC Jobs Plan* is the Ministry of Jobs, Tourism and Skills Training. To accomplish the goal of seizing economic opportunities, the Ministry works to:

- ▶ Open and expand priority international and domestic markets for B.C. goods and services, and attract and facilitate new investment to grow B.C. priority sectors.
- ▶ Develop B.C. regions and key industries to their full economic potential.
- ▶ Enhance competitiveness for small business by streamlining regulatory requirements and processes, and providing easier access to government programs and supports.
- ▶ Ensure that B.C. has enough skilled, highly productive workers to meet the needs of our growing economy.
- ▶ Promote safe and healthy workplaces and ensure that employers, workers and unions understand and apply B.C.'s labour laws.
- ▶ Promote labour stability and protect workers, by balancing the interests of employers and workers.
- ▶ Support B.C.'s tourism industry in being globally competitive and sustainable.

To accelerate our work to build new markets and demonstrate our new government's commitment to growing and diversifying our provincial exports, we have established a new ministry of International Trade and Asia Pacific Strategy. Our success in growing our provincial lumber exports to China over the past decade will be replicated in other industries and with other countries of the Asia-Pacific – in particular, India.

In this planning period we will launch a new, integrated organization that will partner with Canada, the business community and educational institutions to make Vancouver and Canada's west coast the hub for Asian and South Asian corporate offices and investment activity.

Through the *BC Jobs Plan*, eight areas in the natural resource, knowledge-based and infrastructure sectors of the economy are targeted with specific growth measures.

Natural-Resource Sectors

While our economy continues to diversify in British Columbia, natural resources remain our backbone. We are proud of that.

Among the many assets we bring for vibrant trade with emerging economies, our natural resources continue to enjoy high demand, in turn supporting well-paying jobs for British Columbians.

Development of the natural-resource sectors in British Columbia is based on our commitment to our world-leading environmental protection laws. While there is always tension between the need to protect the environment and the need to grow our economy and create jobs, our government embraces this dynamic. Our commitment to environmental protection is clearly demonstrated through our global leadership on climate change and clean energy, our protection of species-at-risk, expansion of parks in British Columbia, and the increased rigour of our environmental assessments.

One aspect of potential resource development has emerged as an area of concern for British Columbians – the shipment of heavy oil.

We have taken a strong position on new proposals for heavy-oil pipelines in British Columbia. Our thorough cross-examination of the Northern Gateway Pipeline proposal at the National Energy Board's Joint Review Panel hearings is guided by five clear principles that all new heavy-oil pipeline proposals must meet: a completed environmental assessment review, world-leading marine and land oil-spill prevention and response, First Nations participation and a fair share of project benefits are the non-negotiable tenets of our approach. Our new government has made it clear already that, in its current form, the proposal for a Northern Gateway Pipeline does not meet the five conditions.

To support the continued and sustainable development of our natural resources, we are continuing to make important investments in new electricity-transmission infrastructure. The Northwest Transmission Line will open new areas to mining, while allowing northwest communities currently relying on diesel generators to switch to cleaner electricity. When completed in 2014, it will also provide a secure interconnection point for clean-generation projects. The Dawson Creek/Chetwynd Area Transmission Project, also expected to be finished in 2014, will serve the South Peace region, benefitting the regional economy by making clean power

Facts about global LNG:

- * LNG is a natural gas which has been cooled to keep it in a liquid form.
- * It is a non-toxic, odourless, non-corrosive and less dense than water. It is a stable, low-risk fuel. If it spills, LNG will warm, rise and dissipate into the atmosphere.
- * LNG, unlike natural gas in a gaseous form, can be shipped overseas and has been safely used and transported around the world for 50 years.
- * Between 2000 and 2009, the volume of LNG traded, on an annual basis, increased by 77.3 per cent.
- * The largest growth potential moving forward exists in the Asia Pacific market, specifically in Japan and South Korea. China and India are also competing for additional natural-gas supply.

available to natural-gas and other industrial customers, as well as residents. And we continue to fully support the development of Site C dam, where work is underway to prepare for a harmonized environmental assessment with the federal government.



Natural Gas and Liquefied Natural Gas

Our new government has already followed through on our promise of establishing a dedicated Ministry of Natural Gas Development.

Our government has elaborated clear standards for our work to develop this important sector. Most importantly, we committed to three key principles to guide our work developing this sector:

- ▶ Keep B.C. competitive in the global LNG market.
- ▶ Maintain B.C.'s leadership on climate change and clean energy.
- ▶ Keep energy rates affordable for families, communities and industry.

In just 12 months, our government made remarkable progress on all three goals, and we are now working closely to further develop interest from super-major industry proponents. Since last year, over \$6 billion dollars in investments have been made to acquire upstream natural-gas assets and execute strategic corporate acquisitions.

Based on the level of industry commitment and investment, our government is now establishing the British Columbia Prosperity Fund. Royalties generated by the Liquefied Natural Gas Sector will be designated to this fund, ensuring British Columbia families can benefit from the prosperity created by natural gas. The main focus of the fund will be to reduce provincial debt. We will also target measures to improve social services and to make life more affordable for families.

Our work to develop this new sector for British Columbia is taking place in a co-ordinated fashion on several fronts.

To ensure British Columbians are at the front of the line for every one of the tens of thousands of jobs this opportunity will create, we are undertaking a Labour Market Partnership project to assess the employment needs of the sector and ensure our training opportunities are aligned.

We will subsequently lead the development of a comprehensive workforce strategy and action plan, with the continued support of industry and training authorities. Within the next year, we will release this action plan so British Columbians are trained in time with the skills necessary to fill these jobs.

British Columbia is a clean-energy leader for a reason.

We are the first jurisdiction in North America to become carbon neutral, and our carbon tax has proven to influence positive change with the reduction of province-wide greenhouse-gas emissions. This leadership is guiding the development of B.C.'s LNG industry.

Since the release of the **BC Jobs Plan** we have been in discussions about power supply requirements with LNG proponents. Government remains committed to clean energy as part of the solution, while flexibility is required to address important business decisions that need to be made. We are confident solutions will be found and, over the next year, power-supply arrangements between industry and BC Hydro will be reached. With a commitment to clean energy, the use of the best technology, and the best climate-action policies, B.C.'s LNG industry will meet new standards of environmental responsibility.

The fight against climate change is a global issue. By exporting natural gas, B.C. will supply growing markets with a cleaner energy alternative compared to higher emission sources like coal and diesel. B.C.'s natural gas is also expected to replace the use of nuclear power in other areas of the world.

In February 2013, we hosted Canada's first international Liquefied Natural Gas conference under the theme, "Fueling the Future: Global Opportunities for LNG in B.C." We brought together industry experts, learning institutions, training authorities, First Nations, community leaders and other stakeholders to discuss market opportunities, technology and skills development, and work is underway to plan for a similar conference in 2014.

Our progress in the last year is the foundation for our plan in coming years:

- * Significant investments in B.C.'s natural-gas sector, with approximately \$6 billion to prepare and accelerate the province's growth prospects and an additional \$1 billion to further LNG proposals.
- * Major LNG proponents have come forward with plans to build an export operation, with five large projects proposed right now. When the LNG Strategy was released last year, there were only two facilities proposed for development.
- * A workforce strategy and action plan is underway with the leadership of government and the guidance of industry and training authorities. This strategy will ensure British Columbians will be trained with the skills to fill tens of thousands of jobs created from LNG construction and operation.
- * Power-supply discussions with proponents are moving forward, with the government of B.C. focused on having the cleanest LNG industry in the world. In July 2012, government updated the Clean Energy Act to ensure a reliable, timely and cost-competitive option of gas-fired electricity generation could be used to meet the large power demands of LNG industry.
- * Actions have been taken to protect residential ratepayers and to ensure hydro rates for industry remain competitive. LNG proponents will be required to contribute capital for any new power infrastructure built. Government also amended its self-sufficiency policy so BC Hydro can mitigate rate increases by planning electricity supply against average-water availability, instead of critically low water levels.



Forestry

Our forests have built and sustained British Columbia's families and rural communities. Forests are a cornerstone of our economy, directly employing over 53,000 in 2011 and exporting goods totalling \$9.95 billion.

The BC Jobs Plan Forest Sector Strategy was developed on the six priorities outlined in the report of the Working Roundtable on Forestry:

- ▶ A commitment to using wood first.
- ▶ Growing trees, sequestering carbon, and ensuring that land is available from which to derive a range of forest products.
- ▶ Creating a globally competitive, market-based operating climate.
- ▶ Embracing innovation and diversification.
- ▶ Supporting prosperous rural forest economies.
- ▶ First Nations becoming partners in forestry.

With the strategy, government committed to a review of log-export policies. The results of that review were the basis for a change to the fee structure for exporting some logs, and a change to the fee schedule for logs such that the fee for low- and mid-grade logs exported from the mid-coast timber supply will be reduced. These and other measures will stimulate harvesting activity in remote areas, particularly important in the face of experts' predictions that we are poised for considerable growth in this sector.

In Fall 2012, government released *Beyond the Beetle: A Mid-Term Timber Supply Action Plan* that represents next steps in our ongoing response to the mountain pine beetle.

This action plan was in direct response to the Special Committee on Timber Supply, an all-party committee that was appointed in May 2012 to investigate and make recommendations to address the loss of mid-term supply in the central Interior due to the mountain-pine-beetle epidemic.

Since 2001, the B.C. government has invested over \$884 million on forest management and economic development in the mountain-pine-beetle-impacted areas, to help forestry-dependent communities diversity their economic base. This action plan focuses on reforestation, forest inventory, fuel management and intensive and innovative silviculture. New funding is increasing

the area for re-inventory from 18 million hectares to 35 million hectares, with the highest priority being the areas impacted by the mountain pine beetle.

Our new government is committed to making B.C.'s forest industry a sunrise industry again. We will continue every effort to keep the sector growing, including annual forest-industry trade missions to Asia to find new markets and create jobs at home.

Mining

British Columbia is a national leader in mining and mineral production. We are the nation's single largest exporter of coal, the largest producer of copper, and the only producer of molybdenum. We also produce significant amounts of gold, silver, lead, zinc and more than 30 industrial minerals.

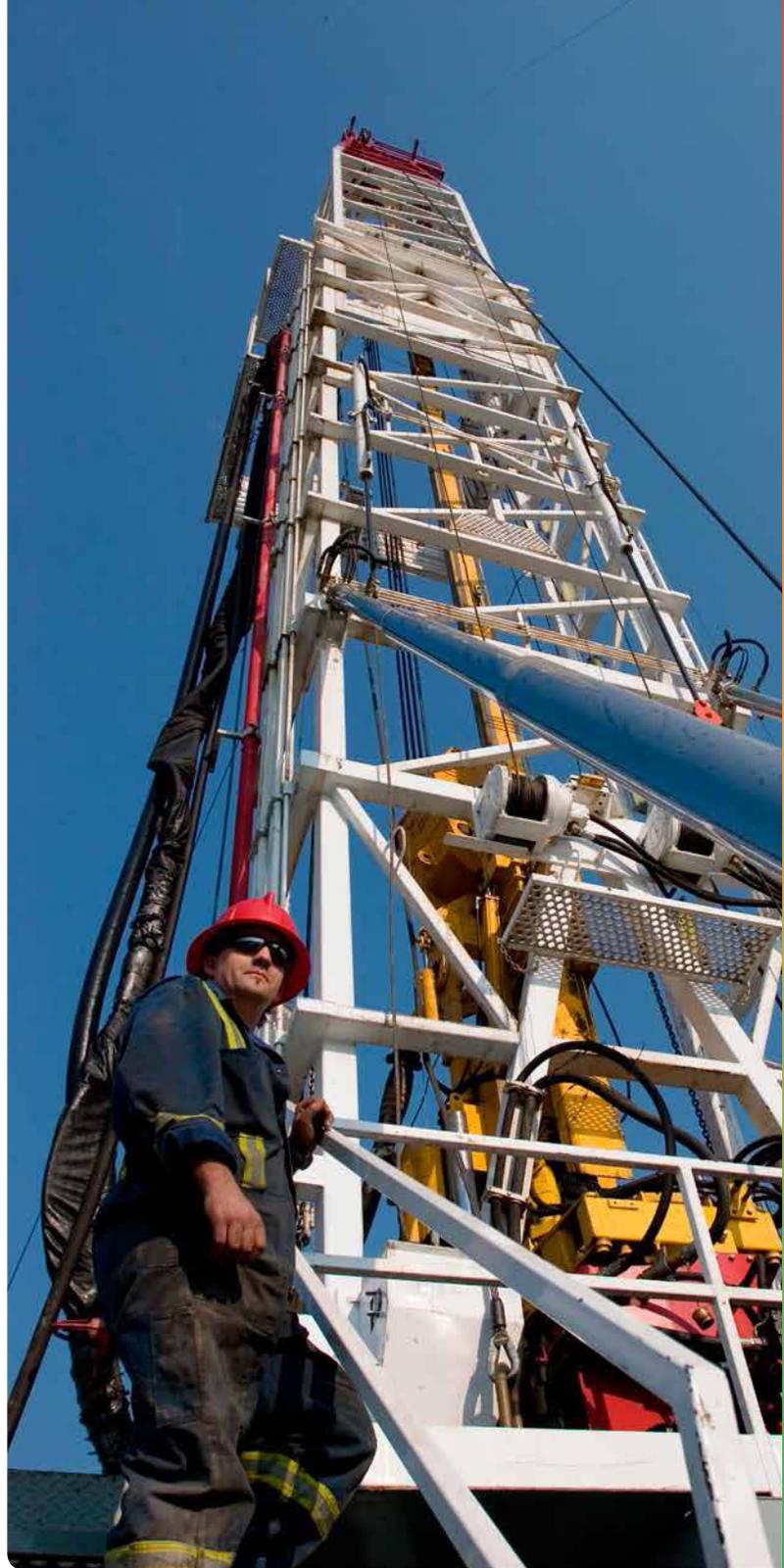
British Columbia's *Mineral Exploration and Mining Strategy* set an ambitious goal for development of eight new mines and expansion of nine existing ones by 2015. The strategy also defined six key steps to increase investment, expand job creation, develop new economic opportunities, protect the environment and build a better quality of life for future generations.

Meeting this goal will support the creation of 5,000 new direct and indirect jobs in British Columbia. These new and expanded mines will bring more than \$150 million annually in government revenue.

Meeting this goal is what our government is doing, with two new major mines having started production, six more receiving permits and starting construction, and approval of six major expansions of existing mines.

The *BC Jobs Plan* set a target for reducing the backlog of mineral exploration permits by 80 per cent by August 2012, along with targets for reducing the backlog in land and water authorizations. These reduction targets were achieved, and government has invested an additional \$7 million to make sure the systems are in place to ensure backlogs do not creep back up. Our new government has made it a priority to continue to improve efficiencies and timeliness of the permitting process, and backlogs will continue to be dramatically reduced.

Like LNG, mines require a considerable amount of power. The Northwest Transmission Line will open new areas to mining, while allowing northwest communities currently relying on diesel generators to switch to cleaner electricity. When completed in 2014, it will also provide a secure interconnection point for clean generation projects. The Dawson Creek/Chetwynd Area



Transmission Project, also expected to be finished in 2014, will serve the South Peace region, benefitting the regional economy by making clean power available to natural gas and other industrial customers, as well as residents.



AgriFoods

In British Columbia, the agrifoods sector provides more than 61,000 jobs and generates close to \$10.5 billion a year in provincial revenues. We have the most diverse agrifoods industry in Canada.

In this planning period, government will be guided by *B.C. AGRIFOODS: a strategy for growth* to ensure we seize new opportunities that are emerging for this sector in British Columbia.

This five-year strategy will lead the sector to becoming a \$14-billion-a-year industry by 2017, and outlines the plan we are executing to encourage innovation, strengthen our domestic and international markets, and ensure a sustainable future for farmers, ranchers, fishers and other food producers.

One of the immediate actions taken under the B.C. Agrifoods Strategy was to provide British Columbia's high-tech greenhouse vegetable and floriculture growers with \$7.6 million in carbon-tax relief, allowing producers to focus on maintaining their competitive edge.

The *Growing Forward 2 Agreement*, finalized in September 2012, continues our government's tradition of ensuring the voices of B.C. farmers, seafood harvesters, and processors are heard in Ottawa and that B.C.'s families and the communities that form our agrifoods sector receive appropriate attention and resources from the federal government.

B.C.'s Agrifoods Advantage

By 2030, Canada will be one of only a handful of countries exporting more food than it imports. That means growing opportunities for B.C.

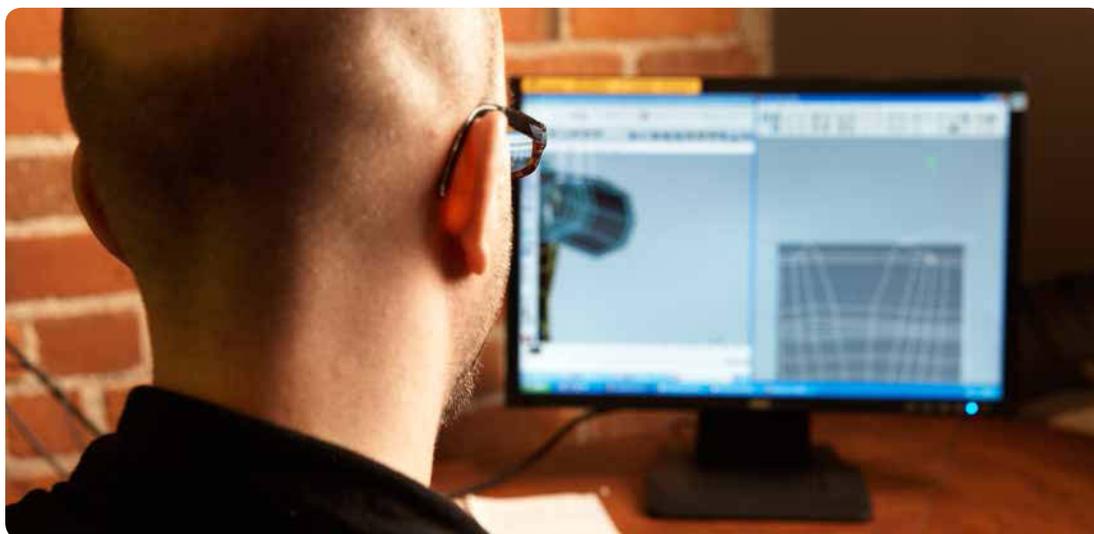
- * The province is recognized globally for its high-quality food safety standards.
- * Markets in the U.S. and the U.K. are well-established, while markets in China, South Korea and India are emerging. One early success is the recent pilot project with China for the export of B.C. cherries.
- * Shipping costs are lower, due to our proximity to Asia.
- * Our agrifoods sector is adaptable and resilient with a modern infrastructure.
- * It's also the most diverse in Canada, with over 200 agriculture and 100 seafood species, a world-renowned wine industry and a growing array of high-quality, high-value niche products.

The agreement will provide key risk-management programming to producers who suffer weather-related losses, as well as business-development programs that reward ideas and help turn them into new dollars for farms and businesses.

Our Buy Local program is investing \$2 million to help B.C. producers and processors promote their products to British Columbians. The funding supports local businesses and organizations as they launch or expand their marketing campaigns, and allows B.C.'s diverse food industry to use customized promotions specific to their market and needs. Our new government will accelerate plans to encourage buying local, continue to open new markets in Asia, and keep focused on our work to break down inter-provincial barriers so all Canadians can enjoy B.C. wine.

British Columbia typically exports about \$2.5 billion a year to more than 140 countries, and we will continue our targeted efforts to build trade with growing Pacific economies. The Agrifoods Strategy is built on our international reputation for high-quality, high-value products, and our partnership with industry to reach new markets is getting results.

B.C. has set record exports to China in each of the last two years through a strategic approach that builds relationships with stakeholders there, and introduces them to the quality of B.C. foods.



Knowledge-Based Sectors

British Columbia is home to a vibrant community of knowledge workers, and our economy benefits from the progress and success in every corner of this sector.

Technology, Clean Tech and Green Economy

British Columbia's technology sector provides jobs for more than 84,000 people and includes nearly 9,000 established companies along with some 18,750 emerging companies.

Our government's vision for the technology sector in this province is to be a recognized leader for developing and growing innovative technology companies, and a destination for technology investment.

The technology industry in British Columbia has limitless opportunities and is a significant contributor to the success of the *BC Jobs Plan*. Our government developed B.C.'s Technology Strategy to create and support new opportunities but we know we can do better. To accelerate

our work, we have established a new ministry focused on technology and innovation, with a mandate to work with industry and the BC Innovation Council to make sure government is doing everything possible to help the industry move ahead.

Through post-secondary education and investments in research and technology, we strive to maximize return on investment, build vibrant communities and deliver value for British Columbians. We will work with our post-secondary institutions to ensure that more of the innovative ideas created on campus are put on the track to become successful, commercial ventures. Our new government will also thoroughly examine total government spending on innovation and research and recommend ways in which those funds can be re-deployed within the sector, resulting in additional commercialization and job creation.

The technology sector includes four sub-sectors:

- ▶ Clean technology includes power generation, energy efficiency, transportation and industrial processes. British Columbia's commitment to continued leadership on climate and energy policies helps to foster innovation and growth in this sub-sector.
- ▶ Information and communication technologies (ICT) and wireless comprises more than 6,000 companies undertaking software publishing, computer manufacturing and systems design, engineering services, and wired and wireless communications. B.C. has more than 500 wireless technology businesses alone.
- ▶ Health and life sciences companies produce medical devices, biopharmaceuticals, bio-products and process innovations. B.C.'s biopharmaceutical cluster alone comprises more than 90 companies.
- ▶ Digital and screen-based media companies include more than 600 firms involved in areas like interactive design; digital entertainment and games; digital film, animation and special effects; mobile content and applications; and e-learning.

B.C. Creative Futures

A key area of focus for the government over the past several months and into the foreseeable future will be to ensure we are doing all we can, in a balanced fashion, to support the creative industries. We are pursuing a three-part strategy – called B.C. Creative Futures – to support sustainable, long-term success for the province's creative sector:

PART ONE: ARTS ENGAGEMENT FOR CREATIVITY – BC ARTS COUNCIL

By encouraging young British Columbians to think creatively through greater engagement with the arts, B.C. Creative Futures will nurture emerging creative leaders and help develop a future workforce of collaborative, innovative thinkers. With the BC Arts Council (BCAC), an independent agency supporting artists and cultural organizations throughout the province, our government will deliver new and expanded existing programs to support the strategy,

BCAC's \$5.25-million share of the funding, plus additional financing from our government, will increase council's support from the B.C. government from \$16.8 million in 2012-13 to a record level of \$24 million in 2013-14.

PART TWO: STRATEGIC VISION – CREATIVE BC

Supported by the B.C. government, Creative BC will work with creative industries in the province to develop and implement a broad strategy capitalizing on the sector's strengths and identifying new opportunities for the future. Creative BC will work with film and TV, digital media, music, publishing and other components of the creative economy.

Government is providing \$1 million to Creative BC for research, development and international marketing.

As an independent, non-profit society combining services previously available through separate agencies, Creative BC will engage government and the creative industries in a fresh partnership. Creative BC started operations in April 2013.

PART THREE: SUPPORT FOR EXPANSION AT EMILY CARR UNIVERSITY OF ART + DESIGN



The B.C. government is helping to build a new visual, media and design facility at Emily Carr University of Art + Design's Great Northern Way Campus – a facility that supports the BC Creative Futures strategy for a strong creative economy in British Columbia.

Our work to pursue opportunities for the technology sector writ large also continues on many planes.

B.C. is more successful than most other Canadian jurisdictions in attracting venture capital. In 2011, B.C. ranked third among provinces for venture capital invested (\$226 million in B.C. companies), and second for venture investment per capita (\$49.52). Government will continue to support venture capital programming for small businesses from “angel investors” – entrepreneurial investors who fund start-up and growth companies – as well as expansion capital from fund managers working with the [B.C. Renaissance Capital Fund](#).

A strong technology sector will benefit from government's on-going work toward our target of providing high-speed connectivity to 97 per cent of British Columbians. We are nearly one-third of the way to our target for additional cellular coverage along highways; and 181 schools have had their Internet connections upgraded to high-speed fibre optic cables

Tourism

British Columbia is one of the premier tourism destinations in the world. We have it all here, and current projections place tourism industry revenues at \$15.1 billion for 2013/14 and \$16.1 billion for the 2014/15 fiscal year.

Maintaining B.C. as a strong destination of choice is a key component of the government's goal of having tourism revenues grow to \$18 billion by the end of 2016. We have instituted a new Minister of State for Tourism and Small Business to support the Minister of Jobs, Tourism and Skills Training by re-doubling our efforts to grow British Columbia's tourism sector and meet the aggressive targets we laid out in our tourism strategy.

The traveler economy generates over \$3 billion in export revenue annually. Tourism affects every region of the province and is part of the economic fabric of each and every community. B.C.'s tourism industry grew 1.2 per cent in 2011, generating \$6.5 billion of GDP and employing approximately 127,000 people, translating to roughly one out of every 15 people employed in the province.

Consistent with *Gaining the Edge: A Five-Year Strategy for Tourism in British Columbia*, we have adapted our global tourism market approach to ensuring a strong and sustainable tourism sector by creating Destination BC, a new tourism marketing Crown corporation that commenced operations in April 2013. Destination BC focuses on attracting visitors from priority markets and increasing revenue per stay. Its activities include:

- ▶ Marketing British Columbia as a tourism destination domestically, nationally and internationally.
- ▶ Promoting the development and growth of the tourism industry in British Columbia to increase revenue, employment and economic benefits.
- ▶ Enhancing public awareness of tourism and its economic value to British Columbia.
- ▶ Supporting the tourism industry: providing support for regional, sector and community tourism marketing; providing leadership in tourism marketing and product development; supporting training and development related to tourism marketing.
- ▶ Supporting visitor services.
- ▶ Conducting tourism marketing research.

Canada's Approved Destination Status with China is a critical asset in increasing the number of visitors from this market. Other emerging markets such as India and Mexico are also promising.

We are working with partners across government to create an investment climate that promotes innovation and sustainability for the tourism sector, including analysis of supportive taxation regimes, an appropriate regulatory environment, and maximizing the economic potential of Crown assets.

We are striving to identify and advance common tourism issues with federal, provincial and territorial governments. We are also facilitating access to Crown land for tourism development and programs, under the provincial "One Land Manager" integrated decision-making framework. And, we are fostering solutions to labour shortages in B.C.'s tourism workforce, critical to tourism growth and investment attraction.

Transportation

Our government is working to improve road safety, reduce congestion and improve air quality. Our modern and effective transportation network is the lifeblood of our economy, and we continue to meet significant milestones with well-designed and well-maintained transportation investments that support B.C.'s trade opportunities and contribute to our economic growth.

The *Pacific Gateway Transportation Strategy 2012 – 2020: Moving Goods and People* targets \$25 billion in new public and private-sector investment in transportation infrastructure to meet rising Asian demand for B.C.'s and Canada's products, beyond the \$22 billion our government has already committed.

This investment will directly contribute to the goals of the *BC Jobs Plan* by creating at least 17,000 additional jobs by 2020.

Our government continues to invest in the Port Mann/Highway 1 Improvement (PMH1) Project to alleviate the worst traffic bottleneck in the province. When the \$3.3 billion project is fully complete it will have created approximately 8,000 construction jobs.

More than 4,000 construction jobs have been created during construction of the South Fraser Perimeter Road (SFPR), the eastern portions of which were also opened to traffic on Dec. 1, 2012. We expect to see 7,000 long-term jobs in Delta and Surrey as a result of improved industrial development opportunities.

Recognizing how important the maintenance and rehabilitation of our existing highway systems are in protecting our investment and ensuring the safety of highway users, we will invest an additional \$518 million in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway-safety improvements over the next three years.

This past winter, our government began a multi-phase consultation process for the George Massey Tunnel Replacement Project. Projects of this scale take time to plan and implement, and by starting now, we maximize the potential to make the best decisions moving forward.

- ▶ Our new government has set out important initiatives. The Minister of Transportation and Infrastructure has been charged with completing the South Fraser Perimeter Road, the Cariboo Connector and the Kicking Horse Canyon projects on time and on budget. He will also work with the Mayors' Council to develop improvements to the governance structure at TransLink and identify funding options to provide additional resources to fund transit in the Lower Mainland while remembering that any new funding source will need approval from voters through a referendum.

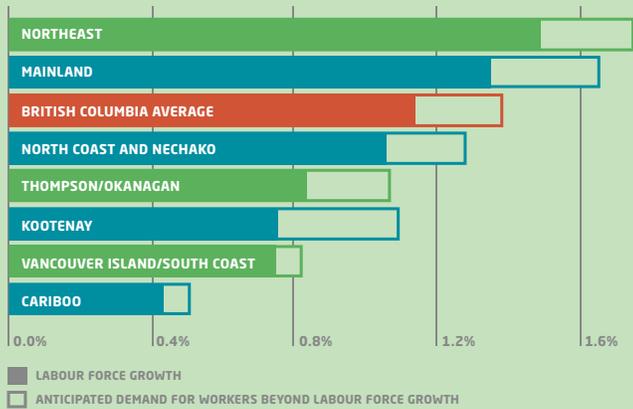
Education and Skills Training

The bedrock of our success in growing the economy will be our work to ensure that British Columbians are at the front of the line for the one million new jobs forecast for the B.C. economy in the coming years.

We aim to create long-term jobs and investment in B.C. by focusing on eight key industry sectors: forestry; mining; natural gas; agrifoods; technology (including clean technology); tourism; transportation; and international education.

We are working with the Industry Training Authority to implement our Skills and Training Plan and create a more effective skills and training system. This includes matching trades and technical program dollars to regional needs, piloting flexible training delivery models to reduce the time apprentices must spend away from the worksite, and introducing up to 15 regional apprenticeship coaches to increase apprenticeship completion rates. Our government has also invested \$75 million to improve training facilities and equipment and ensure the availability of technical education teachers, particularly with trades certification.

DEMAND FOR WORKERS WILL GROW FASTER THAN THE LABOUR FORCE IN ALL REGIONS OF BRITISH COLUMBIA THROUGH TO 2020



The Skills and Training Plan represents fundamental change to how we prepare British Columbians for the jobs of tomorrow. It is the result of engagement with industry, employers and post-secondary institutions. Our plan for a more effective skills and training system in British Columbia is built on four key areas of action:

1. Today’s training is tomorrow’s careers – promote dynamic opportunities in trades and technical fields and improve policies that support these choices.

- ▶ Developed an integrated plan to create multiple pathways to graduation and career preparation.
- ▶ K-12 sector target of a 50-per-cent increase in the number of graduates proceeding immediately from high school to a trades or technical program.

- ▶ Ensure students are better aware of trades and technical career opportunities.

2. Invest in and improve our training facilities and equipment, and ensure the availability of technical education teachers, particularly with trades certification.

- ▶ Extend partnerships between post-secondary institutions and industry through shared facilities, equipment and staff.
- ▶ We will also ensure the availability of teachers delivering trades and technical training, and help school districts co-ordinate regional sessions to review labour needs and opportunities.
- ▶ Address equipment and facility needs for trades and technical training through our existing capital envelope. We will be seeking partnerships with industry and others to ensure students have access to new, advanced technologies and equipment already available on worksites.



3. Get the right mix and quality of trades and technical programs and accelerating completion times and rates while maintaining the high standards required by industry.

- ▶ Ensure program dollars are matched to regional needs, and thereby ensure the right seats are available in right places. The solution does not lie in increasing funding,
- ▶ Be smarter about how program funding is aligned: ensuring it is correctly matched to labour-market needs.
- ▶ Build on existing centres for mining, oil and gas and shipbuilding, creating hubs to further leverage our partnerships with industry.

4. Align economic immigration selection to British Columbia's labour-market needs.

- ▶ Improve our work with industry to address needs in high-unemployment areas by recruiting workers from other provinces.
- ▶ Conduct up to six industry-led recruitment missions and improved marketing efforts.
- ▶ Improve our recruitment of trades and technical workers from other countries, by committing to three international recruitment missions for 2012/13 for high-demand occupations.

Our government has built this innovative and ambitious *Skills and Training Plan* on the foundation of our post-secondary and K-12 education systems.

Our government has made extensive investments in British Columbia's K-12, post-secondary and skills and training programs over the past decade. These investments are helping to ensure British Columbians are best-positioned and first in line to benefit from the opportunities being created.

In 2012/13, our government's funding to school districts was a record \$4.7 billion – a 26-per-cent increase since 2000/01 despite a drop in student enrolment of more than 63,000 students.

Since 2001, government has committed more than \$4 billion to school capital and maintenance projects throughout B.C. Current major capital projects include Oak Bay High School replacement, Kitsilano Secondary replacement/renovation, and Belmont and Royal Bay replacement.

We are also pursuing a significant engagement effort with British Columbians to modernize our education system in ways that put students at the centre of learning, reflecting input from experts like the Conference Board of Canada about the skills our students need to succeed. Our new government will continue the education reforms contained in the B.C. Education Plan, including providing teachers with performance assessment and support, and curriculum enhancements.

We appointed a new Superintendent of Reading who is working with teachers in school districts across the province to improve reading skills, particularly for students in kindergarten to grade three.

A significant focus of our new government is pursuit of our goal of a 10-year agreement with the province's public-school teachers. If achieved, such an agreement will provide greater certainty and stability for all partners in the education system, especially students, teachers and parents.

Government invested more than \$1.9 billion to support post-secondary education in 2012/13 and, over the past 10 years, we have boosted funding to operate our postsecondary institutions by 47 per cent.

Students in British Columbia pay just one-third of the actual costs of their education, and tuition in B.C. is the fourth-lowest in Canada, with increases capped at two per cent annually. Our investments have helped make British Columbia the home of world-class universities.

To encourage access and participation in post-secondary education and training, our government maintains a number of programs that provide supports to students and their families. These include disability-support programs and increased weekly maximum student-loan limits for students with a dependent, and a one student/one loan approach that supports students by extending lead time for defaults, shortening the amortization period and matching federal repayment assistance. In 2012/13, we introduced a student-loan-repayment assistance program for low-income families and those with significant family obligations.

We have also introduced the \$1,200 B.C. Education and Training Grant Program, as promised in Balanced Budget 2013.

The recent development of an Aboriginal post-secondary vision for the future comes after more than a year of successful engagement with Aboriginal leaders, communities and students. It includes more than \$16 million this year for programs and financial assistance to help Aboriginal students succeed at their post-secondary studies.

Open-educational resources and textbooks are now providing students with easier, and more affordable, access to learning.

We are continuing to make progress on the targets we set through our International Education Strategy. International education is the two-way flow of students, educators and ideas between countries, and its expansion is helping to create new relationships between British Columbia and other regions. We developed the strategy to position British Columbia and its residents to benefit even more from the social, cultural and economic opportunities that flow from international education activities. Through the strategy, we are achieving three goals:

GOAL 1: Create a globally oriented education system in British Columbia.

GOAL 2: Ensure that all students receive quality learning and life experiences.

GOAL 3: Maximize the benefits of international education – social, cultural and economic – for all British Columbia communities, families and businesses.

Secure Tomorrow

A wealthy economy allows government to be rich in supporting citizens who need it. A growing economy that creates new sources of wealth allows government to do more. Our government is acting to improve life for families of all kinds, in every corner of British Columbia. Our work is built on three pillars:

Family affordability

Being a fiscally responsible government is essential to ensuring British Columbia thrives. Our government's work to keep taxes low and government spending under control has brought substantial benefits to B.C. families. Since 2001, government has reduced provincial personal income taxes for most taxpayers by 37 per cent or more and taken steps so that an additional 325,000 people no longer pay any B.C. income tax. In total, more than one million modest-income British Columbians pay no provincial income tax at all.

The minimum wage has been increased three times. Tax-savings measures are helping parents keep their children active in sports and the arts, helping seniors make renovations to remain in their homes, and helping first-time home buyers.

Our government has done a lot to make life affordable in B.C., and we know that raising a family is an exciting and, often, an expensive challenge. Last year, we made changes to improve the affordability of student loans, and in this planning period, we will introduce measures that make it easier to save for the post-secondary education of British Columbia's kids. Starting immediately, all B.C. children with an RESP and born on or after January 1, 2007 will be entitled to receive the \$1,200 B.C. Training and Education Savings Grant.

The costs associated with quality child care can place a burden on British Columbia families. We are launching balanced measures to improve accessibility of quality child care and help ease its expense, while we continue to ensure the highest quality of service.

Supporting vulnerable families

Our duty to protect and care for B.C.'s most vulnerable citizens is one that our government takes very seriously. We have implemented improved supports that help all British Columbians share in the benefits as our economy continues to grow.

Our efforts are making a difference. Since 2003, British Columbia's child-poverty rate has dropped by 45 per cent, with 75,000 more children lifted out of poverty. This represents the second-lowest child poverty rate in British Columbia since 1980.



For vulnerable children, we continue to strengthen services to ensure they are protected and can thrive. This work benefits from the recommendations we have received from the Representative on Children and Youth and includes the reappointment of the director of child welfare and improved monitoring.

We recognize that families are facing challenges with accessing mental-health services for their children, and our government has a two-year action plan to review and strengthen child and youth mental-health services. Key priorities of the action in the coming six months include:

- ▶ Improved access to services.
- ▶ Improving support for families to navigate the range of available services.
- ▶ Ensuring a consistent approach as children move between community mental-health services and hospitals.

We have introduced balanced reforms to income-assistance policies that help vulnerable families attain better financial security, assist individuals with disabilities, and help people avoid the cycle of income-assistance dependence.

Over the past decade, our government has invested close to \$3.2 billion to provide affordable housing for low-income individuals, seniors, and families in communities throughout British Columbia.

In this planning period, we will be re-doubling our efforts to help those living with mental illness and addictions, and continue to implement initiatives that support families who are living with a family member diagnosed with dementia.

We will continue the implementation of our new Provincial Office of Domestic Violence, implement a joint Advocacy Protocol with the Representative for Children and Youth, and advance the new Child Protection Response Model. We are introducing legislation to establish a seniors' advocate and bringing forward a plan to address elder abuse.

Social innovation and entrepreneurship in B.C. mean leveraging resources from business, government and non-profits to achieve a common purpose. Our government supported BC Ideas, an online competition that resulted in over 460 innovative solutions to social issues submitted by British Columbians. The BC Social Innovation Council has provided recommendations that we are looking at, and we continue to provide on-going support for social innovation and entrepreneurship in B.C. through collaborative partnerships with other sectors. And now, we are advancing our efforts in this area by expanding the mandate of the Minister of Social Development to explicitly include Social Innovation.



Our government is very proud of our work on a new anti-bullying initiative called E.R.A.S.E. Bullying. E.R.A.S.E. Bullying is a comprehensive, 10-point strategy that is making British Columbia a leader in addressing and preventing bullying. We are rolling out a five-year, multi-level and provincewide training program for 15,000 educators and community partners to proactively identify and address threats. Safe School Coordinators are now in place in all 60 school districts. New online tools, including one to report bullying anonymously, have been implemented.

We are establishing a Provincial Advisory Committee and, with feedback from experts and, most importantly, from children and adults who have experienced bullying, we will maintain our leadership in this area with a goal of eliminating bullying from our schools and workplaces.

Through EmbraceBC, we will continue our work to ensure that we challenge racism however it manifests, and create inclusive, multicultural environments in our schools, our work places and our communities.

Safe communities, strong families

Ensuring that families are protected and feel safe at home and in their communities is an important part of putting families first in British Columbia. Our government is committed to measures that ensure safe communities and protect our sense of community. We have taken on crime and criminals through several targeted initiatives such as our guns and gangs program and our approach to anti-human trafficking training, and we have seen tremendous success.

Our government is providing protection to families and vulnerable British Columbians by implementing more measures to prevent crime and violence.

Perhaps most notably, we have continued to make progress on our commitment to modernize the justice system. In 2012, we released a green paper identifying challenges facing the justice system. An independent review of the justice system by Geoffrey Cowper followed, including review of legal aid services and British Columbia's charge assessment process.

Since that time, we have released the first of a two-part white paper on justice reform. In this planning period, we will build on a solid foundation for reform that includes:

- ▶ Appointment of nine judges in response to Cowper’s recommendations, in addition to the nine judges appointed in February, 2013.
- ▶ A protocol agreement with the Office of the Chief Judge to work together on two court backlog reduction projects.
- ▶ A new Family Law Act – effective March 18, 2013 – landmark legislation that puts children’s interests first and encourages families to solve disputes outside the courtroom.
- ▶ A new Justice Access Centre for Victoria – a one-stop citizen-focused centre for legal information and service, anticipated to open mid-2013.
- ▶ Expanded availability of child-protection mediators to rural and remote communities to resolve child protection cases.
- ▶ Legislation that will lead to the formation of an innovative online civil resolution tribunal.
- ▶ Increased number of sheriffs serving British Columbians from 465 to more than 500 – resulting in a 15-per-cent increase over the past two years.
- ▶ Addressing delays and backlogs in traffic court passing legislation to create a driving notice review board.
- ▶ Launch of three justice-data dashboards – applications that take raw data and transform it into a visual format, providing a user-friendly way to access information on B.C.’s justice system.
- ▶ Creation of the Independent Investigations Office (IIO), a civilian-led agency, to investigate incidents of death or serious harm involving police – signalling a new era of increased transparency and accountability for policing in the province.



Healthy Citizens

Healthy Families

Even in tough economic times, we have honoured our commitment to protect health care. With a budget that is over \$16.1 billion, investments in health care have increased by \$6.9 billion since 2001. Today, more than 800,000 residents do not pay MSP premiums.

These new investments pay for new physicians, nurses and nurse practitioners who are treating patients throughout the province. They have helped increase the number of operations and diagnostic tests to ensure patients are being diagnosed early and treated appropriately.

Our government's Innovation and Change Agenda builds on an already strong health system, and helps ensure that we are making the most of every dollar while continuing to provide top notch care to B.C. families. New approaches will allow us to make improvements for patients in rural and urban areas as well as improvements to primary health care that will have lasting benefits.

Major health care investments in coming years include hospitals, clinics, and residential and complex-care buildings. Investments in equipment like CT scanners, MRIs, and lab and surgical equipment ensure the needs of B.C.'s growing population can be met. Key projects include:

- ▶ Surrey Memorial's new \$512-million critical-care tower, to be completed in 2014.
- ▶ Kelowna's \$393 million Interior Heart and Surgical Centre, due to be completed by 2016.
- ▶ Children's and Women's Hospital Redevelopment, costing \$680 million, will roll out in three phases.
- ▶ North Island Hospitals Projects mean a forecast \$600 million in spending on new facilities for the Comox Valley and Campbell River by 2017.
- ▶ Major projects at St. Paul's, Royal Columbian, Vancouver General Hospital, Royal Inland Hospital, Lions Gate Hospital, Lakes District Hospital and Queen Charlotte/Haida Gwaii Hospital.

Through investments in public transit, cycling and other alternatives to single-occupant vehicles, our government is supporting B.C. families by encouraging a shift towards healthier communities, more active lifestyles and reduced greenhouse gas emissions.

By combining buying power through Health Shared Services BC, health authorities have been able to improve the cost-effectiveness of their services, which will result in savings of nearly \$200 million in the first five years.

The price of generic drugs will be reduced starting in 2013, providing significant savings to B.C. families when they fill the prescriptions that help them stay healthy.

Our smoking cessation program will continue on to help hundreds of thousands more British Columbians take the first step to quit smoking with free access to nicotine-replacement products and PharmaCare coverage of prescription drugs for smoking cessation.

Over the next 20 years the number of seniors will almost double to an estimated 1.3 million. We are establishing a new Office of a Seniors' Advocate to ensure the needs of this diverse group are recognized and represented.

The new office will help to ensure that citizens get the greatest benefit from the rich menu of cross-ministry supports that exist. These range from long-term residential-care services, assistance with transportation and housing options and protection to issues like financial fraud and elder abuse.

Our innovative health-care system is responding to the changing needs of British Columbians and embracing new practices. In this planning period, we will work to establish a school of traditional Chinese medicine at a British Columbia post-secondary institution.

Outcome Measures

Our new government has set out the following key deliverables over the planning period:

ABORIGINAL RELATIONS AND RECONCILIATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Continue to work with B.C. First Nations to secure long-term treaties that provide economic benefit and security for all British Columbians.
3. Work with B.C. First Nations that are impacted by natural-gas extraction, pipelines or LNG facilities to ensure they are provided with the ability to participate in this generational opportunity.
4. Work with B.C. First Nations that are in the area of a new proposed refinery to ensure they are provided with the opportunity to participate in and benefit from this economic opportunity.
5. Implement our commitment in Strong Economy, Secure Tomorrow to secure another 10 new non-treaty benefit agreements over the next two years and showcase the economic and social results of these agreements to encourage further First Nation participation.
6. Work with B.C. First Nations to ensure they participate in the Standing Offer Program by BC Hydro through the First Nations Clean Energy Business Fund.
7. Work with the Minister of Jobs, Tourism and Skills Training to increase the number of First Nations people participating in our apprenticeship and skills-training programs to ensure economic prosperity includes First Nations members.

ADVANCED EDUCATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the institutions within your portfolio are meeting their budget targets and using their resources as efficiently as possible.
3. In concert with the Boards of B.C.'s colleges and universities, set targets for post-secondary graduates that will enable our province to match the skills we need with the skills we are graduating.
4. Continue to minimize overheads within our publicly funded universities and, where possible, consolidate functions across different post-secondary institutions.
5. Review the student loan program and make recommendations for improvement to ensure the loan program is meeting the needs of today's students.
6. Include the requirement for post-secondary boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.
7. Cooperating with the Ministry of Agriculture, ensure that a Centre of Excellence in Agriculture is created at the University of the Fraser Valley.
8. Implement our government's commitment to establish a School of Traditional Chinese Medicine at a publicly funded B.C. post-secondary institution.
9. Deliver on the *BC Jobs Plan* targets contained in our International Education Strategy including doubling the number of international students studying in British Columbia by 2016.

AGRICULTURE

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the Agricultural Land Commission is delivering on the improvements promised arising from the budget increase it received in Balanced Budget 2013.
3. Ensure the Agricultural Land Reserve is working for British Columbia and propose any changes necessary. These changes must successfully balance our desire to protect valuable farmland while allowing for responsible economic-development opportunities.
4. Bring forward ALR changes that will further encourage the stability of farm families and the farming industry in British Columbia.
5. Execute industry growth objectives as outlined in the *BC Jobs Plan* and the agricultural sector plan, *BC Agrifoods, a Plan for Growth*.
6. Execute Strong Economy, Secure Tomorrow commitments including:
 - Implementation of the additional Buy Local program funding;
 - Creation of a long-term and sustainable tree-fruit replanting program upon the expiry of the current program;
 - Work with the Ministry of Finance to implement the 25-per-cent tax credit for farmers on the value of farmed food that is donated to food banks;
 - Implementation of a new meat-inspection system by January 1, 2014 and work with the BC Association of Cattle Feeders to develop and promote their "Certified BC Beef" brand;
 - Work with Intergovernmental Relations to break down interprovincial trade barriers on B.C. wine and to create new markets for B.C. vintners;

- Work with the Ministry of Advanced Education to create a new Centre of Excellence for Agriculture at the University of the Fraser Valley; and
 - Work with the provincial organic-farming sector to create a “BC Organic” brand to market B.C. organic foods.
7. Work with the Minister of International Trade to ensure trade capacity for B.C. agricultural support is sufficient to secure additional Asian trade-export growth.
 8. Implement Cohen Commission recommendations pertaining to British Columbia.
 9. Working with the Minister of Finance, ensure that the carbon-tax relief committed to the agricultural sector in *Balanced Budget 2013* is delivered.

CHILDREN AND FAMILY DEVELOPMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Implement the Early Years Strategy ensuring that families and children receive the supports they need to succeed.
3. Working with the Minister of Finance, ensure that the early childhood tax benefit registration is implemented to maximize parent participation in this important family-support program.
4. Continue to make measurable improvements in the provision of accessible and effective services for the children, youth, and families served by MCFD. Key to these improvements is a continued focus on services and outcomes for Aboriginal children, youth, and families.
5. Complete the implementation of the Integrated Case Management computer system to provide front line child-protection personnel the tool they need to keep kids safe.
6. Create a regular quarterly meeting between yourself and the Representative for Children and Youth to create a more open and transparent relationship with her office.
7. Ensure that the ministry identifies opportunities to support the Province's Erase Bullying strategy.

COMMUNITY, SPORT AND CULTURAL DEVELOPMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.
3. Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities.
4. Implement local government election changes in time to be used for the November 2014 local government elections.
5. Work with the sport and cultural-development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.

EDUCATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Successfully achieve 10 years of educational stability by overseeing negotiations on a long-term collective agreement with the BC Teacher's Federation.
3. Review the mandate and structure of the BC Public Sector Educators Association (BCPSEA) and provide options for reform.
4. Continue the educational reforms contained in the *BC Education Plan* including providing teachers with performance assessments and support and curriculum enhancements.
5. Implement the anti-bullying support to educators as committed by our government.
6. Implementation of the \$1,200 BC Education and Training Grant Program as promised in *Balanced Budget 2013*.
7. Work with the Federation of Independent Schools Association, review and provide options for improvement and support educational choice for students and parents in British Columbia.
8. Provide options for the provision of online textbooks for parents to assist their children with homework in the K-12 sector.
9. Implement the \$563 million seismic upgrade program to ensure our educational facilities can protect those learning and working in the event of a major earthquake in our province.
10. Fully implement and build on the resources allocated for arts education committed in *Balanced Budget 2013*.
11. Work with the ministries of Jobs, Tourism and Skills Training and Advanced Education to ensure seamless transitions to the workforce for students who choose apprenticeship or other post-secondary training programs for those entering the trades.

ENERGY AND MINES

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Conclude the provincial consultations on the Columbia River Treaty and present options to Cabinet on any improvements that can be made to the treaty.
3. Work with the Ministry of Aboriginal Relations and Reconciliation to continue to sign mineral tax-sharing agreements with First Nations to encourage mine development across the province.
4. Continue to develop the Site C dam project and support it through the environmental assessment review process.
5. Complete the Northwest Transmission Line and Iskut Extension.
6. Continue to find efficiencies at BC Hydro, reporting these findings to Cabinet.
7. Minimize rate increases to consumers and industry at BC Hydro while continuing to replace and build hydroelectric and transmission infrastructure.
8. Work with the clean-energy sector to ensure that there remain significant opportunities for renewable-energy companies to provide power to British Columbia.

ENVIRONMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the marine- and land-based heavy-oil spill response studies for our government's five conditions for proposed heavy oil pipeline projects in British Columbia.
3. Review the Environmental Assessment Office and ensure timelines are appropriate for both economic development and environmental protection objectives and making recommendations for improvement as necessary.
4. Review the Pacific Carbon Trust and provide options for reform.
5. Working with the Minister of Natural Gas Development, ensure that LNG operations in British Columbia are the cleanest in the world.
6. Complete the Groundwater Protection Act consultation; introduce and pass legislation as committed in Strong Economy, Secure Tomorrow .
7. Consult with communities, First Nations and industry to potentially develop a provincially designated protected area in the Klappan (Sacred Headwaters).
8. Create a new roundtable of representatives from communities, industry, labour, First Nations and the environmental sector to provide guidance on how to balance environmental protection with economic development.
9. Ensure all revenues from fishing licences are provided to the Freshwater Fisheries Society for conservation purposes no later than 2015/16.
10. Create an annual water-use report for companies involved in hydraulic fracturing to ensure public awareness of the water-conservation strategies being undertaken by upstream natural-gas companies.

FINANCE

1. Reintroduce *Balanced Budget 2013* with the following updates:
 - Platform commitments that impact the spending track of government;
 - Restated expenditures based on post-election ministry re-alignment; and
 - Updated economic-growth projections from the Economic Forecast Council.
2. Ensure *Balanced Budget 2013* comes in balanced as per Public Accounts released in summer, 2014.
3. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
4. Execute the government asset sale program as outlined in *Balanced Budget 2013*.
5. Protect British Columbia's AAA credit rating.
6. Working with the Minister Responsible for Core Review identify members of your ministry to form a team for him in his efforts to identify resources that can be released for other government priorities.
7. Introduce and pass legislation that will create the Prosperity Fund and determine its expenditures once revenues begin flowing to government.
8. Ensure that Crown agency reviews continue and are regularly undertaken by the Internal Audit team for Crown corporations and other designated organizations.
9. Undertake a review of our 10-year capital plan to ensure the priorities of government as outlined in Strong Economy, Secure Tomorrow are identified and planned within the plan.
10. Work with the ministers of Finance of Ontario and Quebec to secure an agreement on a competitive film industry tax credit regime.
11. Continue to pursue a common securities regulator for Canada that protects British Columbia's interests and ensures the B.C. securities industry is not negatively impacted by a new regime.
12. Undertake regular outreach activities with the private sector to ensure transparency with industry on the state of the provincial economy and the ability to move with greater speed should provincial government action be required.

13. Continue to consider and implement the recommendations of the Tax Competitiveness Panel.

14. Work with the Minister of Education to ensure maximum participation for the \$1,200 B.C. Education and Training Savings Grant.

FORESTS, LANDS AND NATURAL RESOURCES

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Consult with communities on the mid-term timber supply report and implement area-based tenures as recommended to the Legislature last spring.
3. Examine the role and effectiveness of BC Timber Sales and bring forward recommendations for improvement to Cabinet.
4. Monitor and assist with softwood lumber agreement treaty discussions leading up to renegotiation in 2016.
5. Work with Geoscience BC to establish long-term, predictable funding to foster oil, gas and mineral exploration and development in B.C.
6. Streamline all mining application processes to ensure that they all can be done online with faster turnaround times for project proponents.
7. Co-sponsor with the forest industry annual B.C. trade missions to China, India, Japan and Korea to continue diversifying B.C. lumber exports.
8. Work with the forest industry to develop the cellulose filament research opportunity in British Columbia.
9. Develop a plan for the \$10 million in additional silviculture provided to reforestation in the province beginning in 2015/16.
10. Implement the Outdoor Recreational Vehicle strategy.
11. Work with the B.C. Guides and Outfitters to ensure continued access to Crown land and continued economic and tourism opportunities in rural British Columbia.
12. Undertake a review of provincial permitting processes to eliminate red tape wherever possible while maintaining rigorous permitting requirements.

HEALTH

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure services are delivered within health authority budget targets.
3. Review and recommend to Cabinet within eight months the priorities of a new government to ensure maximum value for taxpayers while providing maximum benefit to patients.
4. Continue our governments' change and innovation agenda within the health-care sector. We will continue to strive for better outcomes for patients while ensuring the best possible value for money. As our population continues to age, controlling the growth of health-care spending will be a critical component to ensuring successive balanced budgets. Driving innovation and change will be necessary within the following sectors:
 - Primary Care;
 - Community and Home Care;
 - Hospitals (care-team design and pay for performance initiatives); and
 - Prevention.
5. Ensure full implementation of provincial mental health plan, Healthy Minds, Healthy People.
6. Successfully conclude labour negotiations within the health sector for the 2014 round of collective bargaining.
7. Complete laboratory reform initiative and achieve required savings.
8. Increase the scope of practice for Nurse Practitioners in British Columbia by working with the BC College of Physicians and Surgeons and other credentialing organizations.
9. Create and implement addiction space expansion that includes a significant role for the non-profit sector in the delivery of these new spaces by 2017 as committed in Strong Economy, Secure Tomorrow.
10. Continue executing our government's end-of-life care strategy and create plan for hospice plan expansion and begin process of doubling the number of hospice spaces in British Columbia by 2020.
11. Work with the provincial health authorities to develop a preventative health plan for the province.

INTERNATIONAL TRADE

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Develop our Asian trade export strategy as outlined in *Strong Economy, Secure Tomorrow* that will include annual ministerial-level sectoral trade missions.
3. Work with Canada and the BC Business Council to attract major Asian firms to invest in B.C. and locate their North American presence in our province.
4. Work with the Ministry of Jobs, Tourism and Skills Training to review the status of current *BC Jobs Plan* targets for exports and make recommendations to Cabinet on how to accelerate export opportunities.
5. Work with the Ministry of Forests, Lands and Natural Resource Operations as we approach the end of the softwood lumber agreement in 2016 to ensure British Columbia's position is understood and well-represented by Canada in any upcoming negotiations.

6. Work with provincial multicultural organizations to ensure they are connected to and are participating in the activities of the provincial government.
7. Represent British Columbia's interests with the federal government in current and future international trade agreement discussions.
8. Examine the strategy executed by Australia to aggressively pursue Asian trade and economic development and report back to Cabinet on what B.C. can learn and implement from their successful strategy.
9. Ensure that our multicultural programming is relevant and useful to our ethnic communities and that they are able to participate fully in the programs of our government.

JOBS, TOURISM AND SKILLS TRAINING

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Refresh, set new ambitious goals and continue implementation of *BC Jobs Plan*:
3. Working with the ministries of Advanced Education and Education develop a seamless 10-year skills-training plan for students from high school through entry into the workforce.
4. Review role and function of Industry Training Authority.
5. Working with industry, training organizations and labour, identify areas of apprenticeship reform to improve results and reduce barriers to apprenticeship participation either on the part of employers or apprentices.
6. Review sectoral jobs round tables outcomes to ensure that government is meeting the needs of industries as they face the challenges of a growing economy.
7. Working with the Ministry of Education, identify best practices and pilot new programs to ensure high-school students are able to obtain applied trades skills while in high school.
8. Working with the Ministry of International Trade and the Intergovernmental Relations Secretariat, act as lead ministry for Premier's trade missions.
9. Execute on our provincial tourism strategy and achieve goals as described in *Gaining the Edge*, the provincial sectoral strategy for tourism in our *BC Jobs Plan*.
10. Implement film-industry commitments as outlined in *Strong Economy, Secure Tomorrow* including increased tax credits for post-production and a new BC Film Commission office in California.

JUSTICE AND ATTORNEY GENERAL

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the justice reform agenda including integration and court efficiencies as envisioned in the Cowper Report and subsequent white papers issued in response by the Province.
3. Consult with the Canadian Bar Association and implement the transfer of administrative penalties and traffic tickets from the court system to administrative tribunals such as the Civil Resolution Tribunal.
4. Open a new Justice Access Centre in Victoria in 2013.
5. Work with the Legal Services Society to expand criminal and family legal-aid services in advance of the \$2-million budget increase to be provided in 2014/15.
6. Complete your ministry's long term plan to improve courtroom capacity and access to justice for residents in the Lower Fraser Valley.
7. Protect the public by ensuring maximum benefit from the three year extension of the Guns and Gangs Strategy.
8. Work with stakeholders to define policing responsibilities.
9. Work with communities in the Lower Mainland, Greater Victoria and Central Okanagan regions to examine and implement options to improve policing integration.
10. Work with communities to expand domestic-violence units that bring together police, victim services and child-protection workers to improve integration in these cases.
11. Complete the construction of the new Okanagan Correctional Centre on time and on budget.
12. Continue the work underway to consider implementation of the recommendations of the Missing Women Commission of Inquiry.
13. Immediately begin consultations with stakeholders on modernizing B.C.'s liquor legislation and regulations and bring forward options for reform to Cabinet.
14. Consider and present options to convert the Liquor Distribution Branch into either a Crown agency or Crown corporation with its own board of directors.

NATURAL GAS DEVELOPMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with project proponents to complete negotiations and accelerate final investment decisions on B.C. LNG projects.
3. Maximize the use of clean power in LNG projects while preserving maximum provincial revenue-generation opportunities.
4. Secure pipeline corridors with First Nations along proposed natural-gas pipeline routes.

5. Work with heavy-oil and refinery proponents in order to ensure clarity on provincial expectations with respect to the five requirements in order for B.C. to consider supporting heavy-oil pipelines or projects in our province.
6. Review the operations of the BC Oil and Gas Commission and propose changes to improve the timeliness of permitting for project applications.
7. Work with the BC Association of Building Inspectors to determine and implement a new home-inspector accreditation to ensure consumers buying a home can be assured that their inspector is qualified and trained to help them purchase the largest investment in their lives.
8. Successfully implement the 14-project partnership with the City of Vancouver to build 1,500 new apartments of supportive housing.

SOCIAL DEVELOPMENT AND SOCIAL INNOVATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Deliver on the platform commitment to create a white paper on how to improve the lives of those living with disabilities in British Columbia.
3. Continue client-service integration to improve services and supports to people living with disabilities.
4. Complete and monitor CLBC reforms and report out to Cabinet.
5. Manage the budget of CLBC to ensure both fiscal discipline and maximum service delivery to individuals.
6. Implement the next phase of our social-assistance reform as presented to Treasury Board earlier this year.

TECHNOLOGY, INNOVATION AND CITIZENS' SERVICES

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Expand the BC Training Tax Credit program to include co-op and placements in small technology firms.
3. Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program, which would double the tax credits available for B.C. firms.
4. Expand the value of the Small Business Venture Tax Credit program by an additional \$5 million in 2015/16.
5. Maximize the use and report out on successes of the Telus Strategic Investment Fund.
6. Ensure the successful implementation of the BC Services Card and report to Cabinet on the rollout and uptake of the program.
7. Work with our post-secondary institutions to ensure that more of the innovative ideas created on campus are put on the track to become successful, commercial ventures.
8. Thoroughly examine total government spending on innovation and research and recommend to Cabinet ways in which those funds can be re-deployed within the sector resulting in additional commercialization and job creation.

TRANSPORTATION AND INFRASTRUCTURE

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the South Fraser Perimeter Road, Cariboo Connector and Kicking Horse Canyon projects on time and on budget.
3. Working with the Mayor's Council, develop improvements to the governance structure at Translink and identify funding options to provide additional resources to fund transit in the Lower Mainland while remembering that any new funding source would need approval from voters through a referendum no later than the 2014 municipal election campaign.
4. Develop a Memorandum of Understanding with the Port of Prince Rupert for the development of LNG terminals in the Prince Rupert-Port Edward region.
5. Develop and implement a Kitimat port structure and governance model in anticipation of a number of LNG marine terminals being sited on the Douglas Channel.
6. Working with BC Ferries, implement the service optimization and cost containment plan developed by the corporation and Ferry Commissioner.
7. Continue the Crown agency review at the Insurance Corporation of BC and ensure ICBC returns to a solid financial footing.
8. Continue the four-laning project of the Trans-Canada Highway between Kamloops and the Alberta border as committed in *Strong Economy, Secure Tomorrow*.
9. Continue consultations and planning for the replacement of the Massey Tunnel.
10. Initiate and consult on a transportation strategy for Vancouver Island that would improve the movement of people and goods by land, rail, air and sea. This strategy would involve continued safety improvements along the Malahat highway and continued encouragement of the federal government to restore passenger rail service to the Island.



Government's Core Values

- * *Integrity: to make decisions in a manner that is consistent, professional, fair, transparent and balanced;*
- * *Fiscal Responsibility: to implement affordable public policies;*
- * *Accountability: to enhance efficiency, effectiveness and the credibility of government;*
- * *Respect: to treat all citizens equitably, compassionately and respectfully; and*
- * *Choice: to afford citizens the opportunity to exercise self-determination.*

