

PROVINCE OF BRITISH COLUMBIA
**STRATEGIC
PLAN** 2015/16 – 2018/19





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Strong Economy

In British Columbia we are fortunate to have a diverse economy along with skilled people working in diverse sectors to build our province's future.

Fiscal Responsibility

Sound fiscal management is the key that unlocks the door of continued growth for B.C.'s diverse economy. It allows the province to attract investors – and that in turn allows government to provide skills training to ensure British Columbians are first in line for well-paying jobs. It allows government to provide services and build infrastructure.

B.C.'s government has delivered three balanced budgets in challenging financial times, the only province or territory in Canada to accomplish this. And the Province is projecting three more.

In 2013, government began a Core Review, with a mandate to examine all government programs and services – including Crown corporations, agencies and boards to position the province for sustained economic growth and prosperity. The overarching goal of the review process was to respect the interest of taxpayers by making the best possible use of government resources while achieving government's vision of a strong economy and secure tomorrow.

Taxpayer Accountability Principles now set out clear expectations for the public sector – to deliver services well, and affordably.

Small Business

As B.C. grows its diverse economy with the *BC Jobs Plan*, small business throughout the province plays a big role. Small business employs more than one million people in B.C., and the Province has led the country in supporting small businesses by cutting red tape – and in the coming year will continue to lead by continuing to reduce the cost and burden of unnecessary regulations, making it easier to do business in B.C.

Job Creation and Investment

By 2022, 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:

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

First Nations

The benefits of a diverse and growing economy extend beyond skills training and education. They extend to public safety, social services, health care and infrastructure. Now more than ever before, B.C. must partner with First Nations to make all this happen.

2014's Supreme Court decision on Tsilhqot'in title provides a historic opportunity to build a better partnership, ensuring First Nations have a real stake in economic growth and development.

Since 2005, B.C.'s government has signed over 250 significant agreements with First Nations, from treaties and reconciliation agreements to economic development agreements.

Natural-Resource Sectors

While our economy continues to diversify in British Columbia, natural resources remain our backbone.

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.

Forestry

Forests are a cornerstone of our diverse economy, and the recovery of our forest sector from the 2007-2009 global economic downturn continues. By the end of 2014, the value of forest products to all markets increased to a total of \$12.4 billion, a 63% increase from 2009 (worst year of downturn).

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.

During 2015/16, we are taking actions to further strengthen B.C.'s forest sector by implementing recommendations from the B.C. Effectiveness Review, developing a competitiveness strategy and continuing to diversify forest products and markets.

Our commitment to help forestry-dependent communities impacted by the mountain pine beetle continues. We've now invested almost \$996 million on forest management and economic development opportunities in the Interior. Our 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.

Mining takes up a very small portion of B.C.'s land base – less than one per cent – but it has a tremendous positive effect on our economy. In 2013, B.C. produced \$2 billion worth of copper and nearly \$300 million worth of gold. More than 30,000 British Columbians are employed in mining, mineral exploration and related sectors with average annual salary and benefits of more than \$100,000 per year.

Energy

B.C.'s population and diverse economy are growing, and the demand for power is expected to increase by 40 per cent over the next 20 years. That's why in December 2014, our government approved the Site C Clean Energy Project, concluding it will provide British Columbia with the most affordable, reliable clean power for over 100 years. Over the first 50 years of Site C's project life, ratepayers will save an average of \$650 to \$900 million each year, compared to alternatives.

AgriFoods

British Columbia's *AgriFoods Strategy* is working, as we've seen impressive growth in the sector's annual revenue from \$10.5 billion in 2010 to \$11.6 billion in 2013.

The five-year strategy builds on our worldwide reputation for producing innovative, safe, high-quality, and great tasting foods, creating new markets for B.C. businesses and creating new opportunities and wealth for farming families and the 61,000 British Columbians working in our agrifoods sector.

In December 2014, our government provided another \$2 million in the Buy Local program, meaning the Province has invested \$4 million since 2012 to help B.C. companies find new customers in British Columbia. We have also been building the market for B.C. agrifoods abroad, which reached \$2.7 billion in exports to more than 140 countries in 2013, including setting record agrifood exports to China in each of the last four years. In addition, work continues to support the diverse sectors in our province, including a seven-year tree fruit replant program, a three-pronged approach to support organic producers, and a carbon tax rebate program for greenhouse vegetable and floriculture growers.

Our partnership with the federal government continues to deliver benefits to B.C. food producers as well. Under the Growing Forward 2 agreement, about \$427 million will be invested in B.C. from 2013-2018, providing key risk-management programming to producers who suffer unexpected losses, funding for new product development and commercialization, with programs that increase sustainability and competitiveness, and others that focus on developing new markets, or expanding production capacity.

B.C. farmers with land in the Agricultural Land Reserve are able to operate with the knowledge and security that legislation passed in 2014 enshrines the Agricultural Land Commission's independence, ensuring they have the tools to continue making independent land decisions; help farmers grow their businesses; and support food production and security for future generations.

On the water, the B.C. government will continue to support socially and ecologically responsible management of B.C. fisheries, including an environmentally and economically sustainable aquaculture industry.

By working with industry leaders of Canada's most diverse agricultural province, and with our colleagues in local, provincial, federal and international governments, B.C. agrifood producers will continue to see the benefits of the implementation of the Agrifoods Strategy, and its successor that we're developing, both of which will encourage innovation, strengthen our domestic and international markets, and ensure a sustainable future for food producers and food security in British Columbia.

Natural Gas and Liquefied Natural Gas

Our government has developed clear standards for our work to grow the important sector of natural gas. We committed to three key principles to guide our work developing this sector:

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

After three years of planning, the LNG industry will begin to see leading proponents starting to make final decisions to move forward with some of the largest capital projects in our province's history.

Already progress is being made. Fortis has broken ground on its \$400-million Tilbury LNG facility expansion project in Delta, and the partners in the Douglas Channel LNG Consortium, led by AltaGas, have completed their transfer of ownership, demonstrating their firm commitment to a Kitimat-based LNG facility.

The job creation and economic opportunities presented by LNG will be far reaching, creating a brighter future for our communities and their people. Over time, we project as many as 100,000 new jobs could be created through diversification with the natural gas sector.

First Nations also stand to gain from the promise of LNG with the finalization of many new benefit agreements in 2015, similar to the one recently signed with the Nisga'a Nation that allows them to collect property tax on their land for industrial operations.

Over the last year, the Province has put in place a competitive policy framework that defines the playing field. The LNG income tax framework gives companies the certainty they need to make investment decisions, while legislation has been passed to establish greenhouse gas emission targets that will make B.C. LNG facilities the cleanest in the world.

We now have 18 proposals for LNG export operations. Provincial Environmental Assessment Certificates have been issued for six LNG projects. While the interest has been tremendous, our goal remains to meet the *BC Jobs Plan* target of three LNG facilities by 2020.

Today our natural gas industry employs more than 13,000 people and generates billions of dollars in revenue - more than \$15 billion over the last 10 years. LNG will build on a 50-year tradition established by our existing oil and gas industry by turning an abundant domestic resource into a global exportable commodity. We have enough natural gas to help fuel our world for the next 150 years.

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 a 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.

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 and wireless comprise 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 1,200 wireless technology businesses alone.

Health and life sciences companies produce medical devices, bio-pharmaceuticals, bio-products and process innovations. B.C.'s bio-pharmaceutical cluster alone comprises more than 310 organizations and companies.

Digital and screen-based media companies include more than 900 firms involved in areas like interactive design; digital entertainment and games; digital film, animation and special effects; mobile content and applications; and e-learning.

A strong technology sector will benefit from government's on-going work toward our target of providing high-speed connectivity to 100 per cent of British Columbians by 2021. Today, over 93 per cent of British Columbians have access to high-speed connectivity. We are nearly two-thirds of the way to our target for additional cellular coverage along highways; and 264 schools have had their Internet connections upgraded to high-speed fibre-optic cables

Tourism

British Columbia is one of the top tourism destinations in the world. We have it all here, and our industry is thriving. In 2013, the tourism industry generated over \$13.9 billion in revenues, a 44.3-per-cent increase over 2003.

Maintaining B.C. as a strong destination of choice is a key component of our government's goal to further grow tourism under the *BC Jobs Plan*. We invest over \$90 million per year in the tourism sector.

The traveller economy generated over \$3.3 billion in export revenue in 2013. Every region of the province is involved in tourism, and it's part of the economic fabric of each and every community. B.C.'s tourism industry grew 2.1 per cent in 2013, generating \$7.3 billion of GDP and employing approximately 132,200 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. Destination BC, the tourism marketing Crown corporation, launched its first three-year Corporate Strategy in November 2014, and is seeking to strengthen the key drivers behind tourism revenue—marketing and the travel experience—in new ways. The corporation is also refocusing its operations and spending on its primary role, marketing B.C., while also supporting tourism development in all of B.C.'s regions. Some of Destination BC's key actions include:

- ▶ Revitalizing the Super, Natural B.C. tourism brand, to showcase British Columbia's wilderness and vibrant communities, and the emotional connection these make with travellers.
- ▶ Refining marketing strategies to target potential growth markets such as China, the US, Australia, Japan, and the UK, and leveraging the latest in social media and other marketing techniques.
- ▶ Working with industry and communities to create the kinds of remarkable experiences that lead travellers to return to B.C., or recommend our province as a destination to others.
- ▶ Supporting industry, communities and Aboriginal people in expanding their tourism offerings, businesses and jobs.

Transportation

In 2015, our government will be releasing a new 10-year comprehensive transportation plan called *B.C. on the Move*. The plan will set out a series of short-, medium- and long-term priorities based on technical analysis and consideration of extensive public and stakeholder engagement conducted across the province.

B.C. on the Move will help guide transportation improvements over the next 10 years to ensure we keep citizens and our economy moving forward. The plan will focus on moving goods and people safely and reliably, growing the economy, connecting and strengthening communities, and maximizing collaboration and investment with partners including First Nations, the federal government, local governments, and the private sector.

We continue to four-lane more sections of the Trans-Canada Highway between Kamloops and the Alberta border, improving the flow of trade and increasing safety for everyone who depends on the corridor. We also continue to support economic growth by increasing capacity along Highway 97 as part of the Cariboo Connector Program.

Education and Skills Training

Our government is working to ensure that British Columbians are first in line for the one million job openings forecast in B.C.

The goal is to maximize the potential of our existing workforce and our young workforce of the future. To do this, in April 2014, the B.C. government launched *The Skills for Jobs Blueprint: Re-engineering Education and Training*.

It sets out the fundamental changes and shifts we must undertake to make the most effective use of our existing resources and future investments in education and training. The blueprint lays out three objectives to make education and training more effective and more relevant to the needs of industry and today's workforce.

These objectives are:

1. A head-start to hands-on learning in our schools.

Students in elementary, middle or high school will get a better, earlier head-start to hands-on learning so they'll be ready for the workforce or more advanced training when they graduate.

2. A shift in education and training to better match with jobs in demand.

For students in a college, university, or an institute, or those thinking about attending, we're better matching training with jobs in demand and maximizing the spaces available to provide the programs they need to compete successfully in the workforce.

3. A stronger partnership with industry and labour to deliver training and apprenticeships.

For those looking to move into or upward on the worksite, we're building stronger partnerships with community, industry and labour to better connect them with the on-the-job and classroom training they'll need to boost their skills or achieve certification.

Accomplishments in the Blueprint so far include:

- ▶ Construction is underway on two **new multi-million trades training facilities** on Vancouver Island and in the Okanagan.
- ▶ Government has funded **1,424 critical trades training seats** in post-secondary institutions across the province.
- ▶ We've launched the **BC Access Grant program** and provided education and training programs for hundreds of Aboriginal learners in their community.
- ▶ We've also launched **Skills Exploration 10-12** to give high school students the opportunity to explore a variety of trades while they earn credit towards graduation.
- ▶ Through the Industry Training Authority, we've hired **15 Apprenticeship Advisors** around the province.

- ▶ New resources like **Find Your Fit, the Apprentice Job Match Tool and My Blueprint Builder** are getting more British Columbians, particularly youth, interested and aware of in-demand occupations.

In order to enhance and strengthen our trades training system, the McDonald report was submitted in February 2014. Some highlights of the work done by the Industry Training Authority since then include:

- ▶ Reconstituting the ITA board of directors and appointing the CEO.
- ▶ Completing the ITA 90 Day Transition Plan.
- ▶ Establishing 10 Sector Advisory Groups.
- ▶ Hiring five Industry Relations Managers to engage industry on apprenticeship and skills training.
- ▶ Hiring a Manager of Apprenticeship Completions.

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 27-per-cent increase since 2000/01 despite a drop in student enrolment of more than 66,000 students.

Since 2001, government has committed more than \$4.2 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 significantly engaging 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 government will continue the education reforms contained in the **B.C. Education Plan**, including curriculum enhancements with an emphasis on interdisciplinary, project-based, hands-on learning opportunities for all students.

We are proud to say this government reached a fully funded, six-year agreement with the BCTF. This means hundreds of millions of additional dollars will flow into the K-12 system over the life of the agreement.

We have 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 post-secondary institutions by 44 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.

The \$1,200 B.C. Training and Education Savings Grant, announced in Balanced Budget 2013, will launch in August 2015 to help families save for their children's future

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.

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 400,000 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.

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

We take very seriously our duty to protect and care for B.C.'s most vulnerable citizens. 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 41 per cent.

For vulnerable children, we continue to strengthen services to ensure they have the supports and resources they need to thrive.

We recognize that families are facing challenges with accessing mental-health services for their children. Our government is committed to strengthening the system of supports for children and families by improving access to services and making it easier for families to navigate the range of available services.

As part of this commitment, in early February 2015, the Ministry of Children and Family Development launched a new, interactive online child and youth mental health and substance use services map to make it easier for families to find the services their kids need as soon as possible.

The ministry is also implementing a more efficient mental-health intake process to reduce wait times for initial assessment of a child's service needs. The new process is expected to be fully implemented by the end of April 2015.

We have set a vision for British Columbia to become the most progressive place in Canada for people with disabilities. This vision will be achieved through the implementation of **Accessibility 2024**, a 10-year action plan that includes measures for success and cross-government commitments that will help improve accessibility for people with disabilities.

Since 2001, our government has invested \$4 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 are working with the City of Vancouver on a strategy to better address mental health and housing.

Our government is very proud of our bullying prevention initiative called ERASE Bullying. ERASE Bullying is a comprehensive, 10-point strategy that is making British Columbia a leader in addressing and preventing bullying.

A five-year, multi-level regional training program for 15,000 educators and community partners is underway to help them proactively identify and address threats. Currently over 10,000 personnel have been trained, including public, independent, First Nations educators and community partners. A confidential and anonymous online reporting tool for students to report bullying and other harmful behaviours has been launched, and safe School Coordinators are now in place in all 60 school districts. Some of B.C.'s top provincial leaders from partner groups, law enforcement and social agencies came together to form the ERASE Provincial Advisory Council on Bullying and Violence Prevention. The council is responsible for endorsing Provincial Guidelines for Violence Threat Risk Assessment.

An ERASE Student Advisory responsible for addressing student safety issues was established and is still going strong in its second year with 20 students from public, independent and First Nations' schools from across the province. This year, the students will launch their provincial social media guidelines for schools and districts and continue to advise the ministry on bullying and other student safety issues.

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

Safe Communities, Strong Families

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.

Over the past year, we have taken significant action on violence against women. In December 2014, government released a final status update report on the recommendations in the **Missing Women Commission Inquiry** (MWCI) report, with significant action completed or underway on the major themes directed at the Province.

This February, we introduced a long-term strategy to move towards a violence-free B.C. and ensure women, including Aboriginal and vulnerable women, have the supports they need to help prevent violence, escape from violent situations and recover if they have been the victims of crime.

The **Violence Free BC Strategy** builds on significant work the Province has done over the past year, including opening new Domestic Violence Units in Kelowna and Surrey, and more than \$70 million in annual investments in prevention and intervention services, and programs that benefit victims of crime.

In December 2014, we released **Getting Serious About Crime**, the report of the Blue Ribbon Panel on Crime Reduction. Noting that existing programs and strategies are already addressing, to varying degrees, many issues raised in its consultations, the panel made six broad recommendations for government to use a more cohesive, collaborative approach to prevent and reduce crime. In the immediate term, government is considering a regional, integrated community safety partnership pilot project.

Since 2012, when we released a green paper identifying challenges facing the justice system, followed by an independent review by Geoffrey Cowper, we have released a two-part white paper on justice reform which details our action plan to create a transparent, timely and balanced justice system for British Columbians. In this planning period, we will build on a solid foundation for reform that includes:

- ▶ Appointment of five judges to Provincial Court, bringing the total appointed since 2012 to 27.
- ▶ Completion of two court backlog reduction projects with the Office of the Chief Judge.
- ▶ Addressing time to trial for criminal matters – resulting in the shortest wait times in over a decade.
- ▶ A new Justice Reform and Transparency Act which supports our commitment to increased transparency and continued justice reform.
- ▶ Creation of the Justice and Public Safety Council, enabling justice partners to work collaboratively.
- ▶ A new Family Law Act – landmark legislation that puts children’s interests first and encourages families to solve disputes outside the courtroom.
- ▶ Modernizing legislation on inheritance and succession planning by bringing the Wills, Estates and Succession Act into force.
- ▶ Legislation that will lead to the formation of an innovative online civil resolution tribunal.
- ▶ Addressing delays and backlogs in traffic court by passing legislation to create a driving-notice review board.
- ▶ Celebration of the two-year anniversary of the Independent Investigations Office (IIO) – signalling an ongoing commitment to increased transparency and accountability for policing in the province.

Healthy Citizens

Healthy Families

We continue to honour our commitment to protect health care in British Columbia. In 2015, the provincial health care budget will again reach a record level - \$19.2 billion – more than double the amount spent in 2000/01. 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.

B.C. health care is already one of the most efficient in the country. We have the second-lowest cost per capita and deliver the best outcomes. Our government's strategic vision for health care 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. We will continue to innovate with new approaches, which 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 planned and underway 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 that opened in 2014.
- ▶ Kelowna's \$381-million Interior Heart and Surgical Centre, due to be completed by 2016.
- ▶ Children's and Women's Hospital Redevelopment; three phase redevelopment costing \$678 million, with Phase 2 – the new Teck Acute Care Centre under construction and planned to complete in 2017.
- ▶ North Island Hospitals Projects mean \$606 million in spending on new facilities for the Comox Valley and Campbell River planned for occupancy in fall 2017.
- ▶ New Patient Care Tower at Penticton Regional Hospital for an estimated \$325 million and planned for completion in late 2018.
- ▶ Major projects at St. Paul's, Royal Columbian, Vancouver General Hospital, Royal Inland Hospital, and Queen Charlotte/Haida Gwaii Hospital.

Our smoking cessation program will continue 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 have established a new Office of a Seniors' Advocate to ensure the needs of this diverse group are recognized and represented.

The new office is helping to ensure that citizens get the greatest benefit from the menu of cross-ministry supports. These range from long-term residential-care services, help with transportation and housing options, and protection from 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 are working to establish a school of traditional Chinese medicine at Kwantlen Polytechnic University.

2015/16 Ministry Service Plans

Office of the Premier

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/prem.pdf>

Aboriginal Relations and Reconciliation

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/arr.pdf>

Advanced Education

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/aved.pdf>

Agriculture

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/agri.pdf>

Children and Family Development

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/cfd.pdf>

Community, Sport and Cultural Development

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/cscd.pdf>

Education

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/educ.pdf>

Energy and Mines and Minister Responsible for Core Review

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/mem.pdf>

Environment

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/env.pdf>

Finance

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/fin.pdf>

Forests, Lands and Natural Resource Operations

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/flnr.pdf>

Health

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/hlth.pdf>

International Trade and Minister Responsible for the Asia Pacific Strategy and Multiculturalism

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/mit.pdf>

Jobs, Tourism and Skills Training and Minister Responsible for Labour

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/jtst.pdf>

Justice

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/jag.pdf>

Natural Gas Development and Minister Responsible for Housing

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/mngd.pdf>

Social Development and Social Innovation

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/sdsi.pdf>

Technology, Innovation and Citizens' Services

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/mtics.pdf>

Transportation and Infrastructure

<http://www.bcbudget.gov.bc.ca/2015/sp/pdf/ministry/tran.pdf>

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.*

