

Province of British Columbia

STRATEGIC PLAN UPDATE 2009/10 – 2011/12

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BRITISH
COLUMBIA

The Best Place on Earth

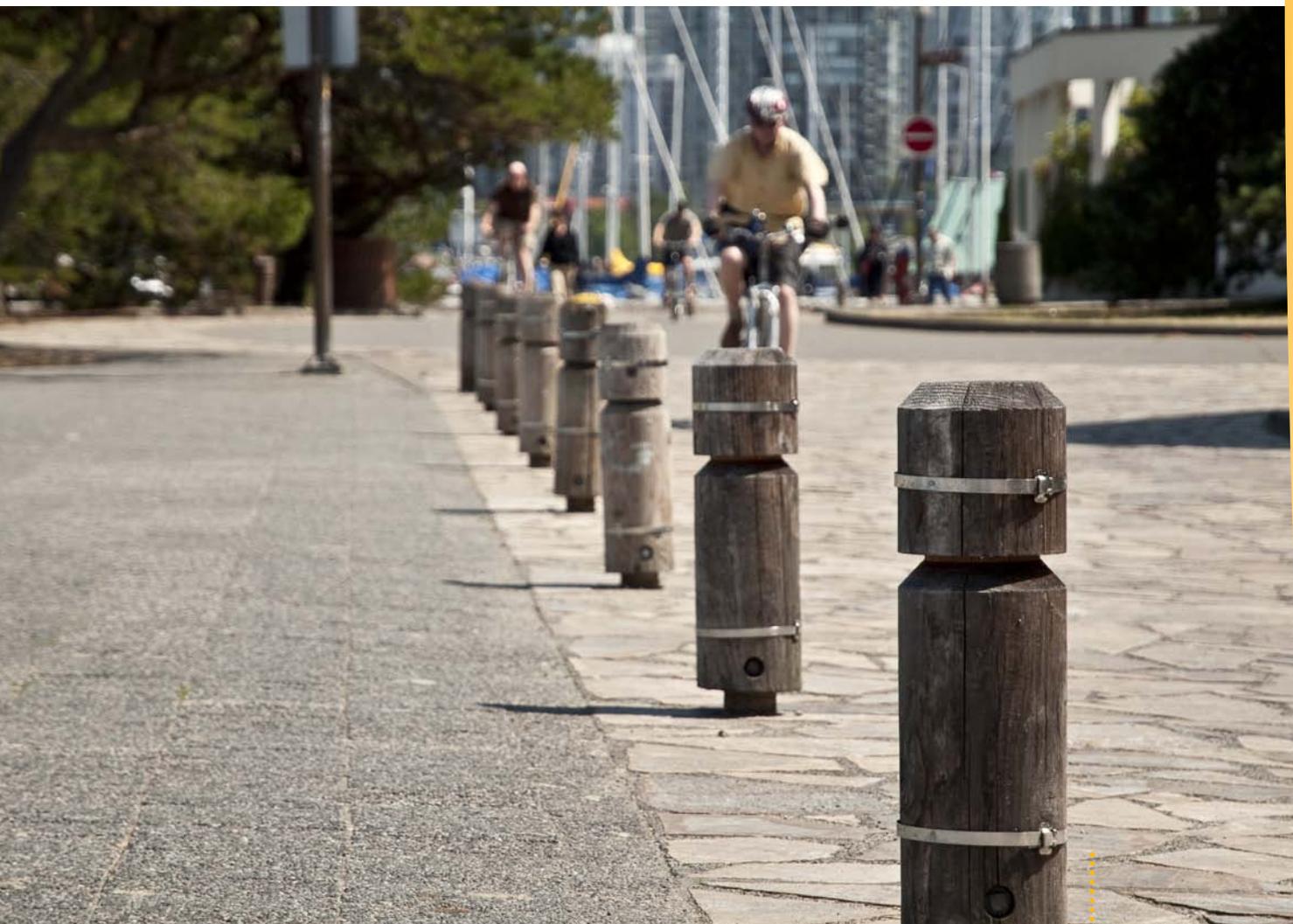
GREAT GOALS FOR A GOLDEN DECADE

- 1 Make B.C. the best educated, most literate jurisdiction on the continent.*
- 2 Lead the way in North America in healthy living and physical fitness.*
- 3 Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.*
- 4 Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.*
- 5 Create more jobs per capita than anywhere else in Canada.*



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*To be a prosperous and just province,
whose citizens achieve their potential and
have confidence in the future.*

GOVERNMENT'S CORE VALUES ARE

- **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.

Letter From The Premier

This is an exciting time for British Columbians as our province prepares to welcome the world for the 2010 Olympic and Paralympic Winter Games. It will be the event of a lifetime as we showcase our communities and people to an audience of billions around the globe. It will also be an unprecedented opportunity to market B.C. to the world and create an economic legacy that will last for years to come.

There's no question that B.C. is also facing challenges as we work to come through the worldwide economic downturn stronger and more competitive than ever. The foundations of sound fiscal planning and careful governance we've put in place, combined with the economic boost of the upcoming 2010 Games, will help position B.C. to lead our nation and seize new opportunities as the economy recovers.

Our government has a number of key priorities on which it has been focusing over the last number of years: seizing emerging global opportunities as Canada's Pacific Gateway, health care, education, climate change, supporting safe and strong children and families, and closing the socio-economic gaps with Aboriginal people. All of these priorities depend on one thing – a strong economic foundation that allows us to increase support for critical public services and initiatives.

That is why the top priority over the short term will continue to be a focus on strengthening our economy and creating jobs, particularly through our capital infrastructure programs. Our ability to adapt to the changes in our environment as a result of the warming climate will further create economic growth as B.C. takes advantage of emerging "green" technology markets. We also look forward to creating further certainty with Aboriginal people as we close the socio-economic gaps that separate Aboriginal and non-Aboriginal people.

Together we will continue to open Canada's Pacific Gateway and attract new investment and jobs to every region of our province. We will create new opportunities for growth in clean energy, forestry, mining, small business and technology. We will harness the incredible marketing power of the Olympics to generate growth in tourism and trade, creating opportunity and lasting legacies across the province.

This Strategic Plan provides an update to the Strategic Plan tabled in February, and continues our vision and priorities for British Columbia over the next three years. Further details on each Ministry's role in these priorities can be found in individual Ministry Service Plans and Annual Service Plan Reports.



Honourable Gordon Campbell
Premier of British Columbia



1. A Healthy Economy

GREAT GOAL

Create more jobs per capita than anywhere else in Canada.

In 2001, the Province started laying its foundation for a strong economy, which has been one of the primary priorities for this Government from the start. This put us in a stronger position than most when the world's economy changed course last year and set us up to emerge from this crisis in a position of strength. A healthy economy is the pillar upon which everything is based upon: our social services, our quality of life, and the means to build a healthy and prosperous future for all British Columbians.

The economic plan announced last fall represented government's immediate response to the downturn in the economy, providing supports to families, businesses and workers. This year, we continued to respond, through accelerating infrastructure spending on public works and ensuring government is managing its own internal spending.

There are signs that the economy is starting to turn around, but government will need to remain proactive in our programs and maintain careful management of our spending to ensure that we continue to move in the right direction and are able to keep protecting our health care and education systems.

Since February, the Province has introduced a number of measures that will foster an improved economic environment and investment climate. We have reached an agreement with the federal government to harmonize our provincial sales tax with the federal GST. This harmonized sales tax (HST) will



provide an estimated savings to B.C. businesses of \$2 billion, as well as savings of an estimated \$150 million annually in compliance costs. As the federal government will bear the full cost of administering the tax, the Province will save a further \$30 million annually.

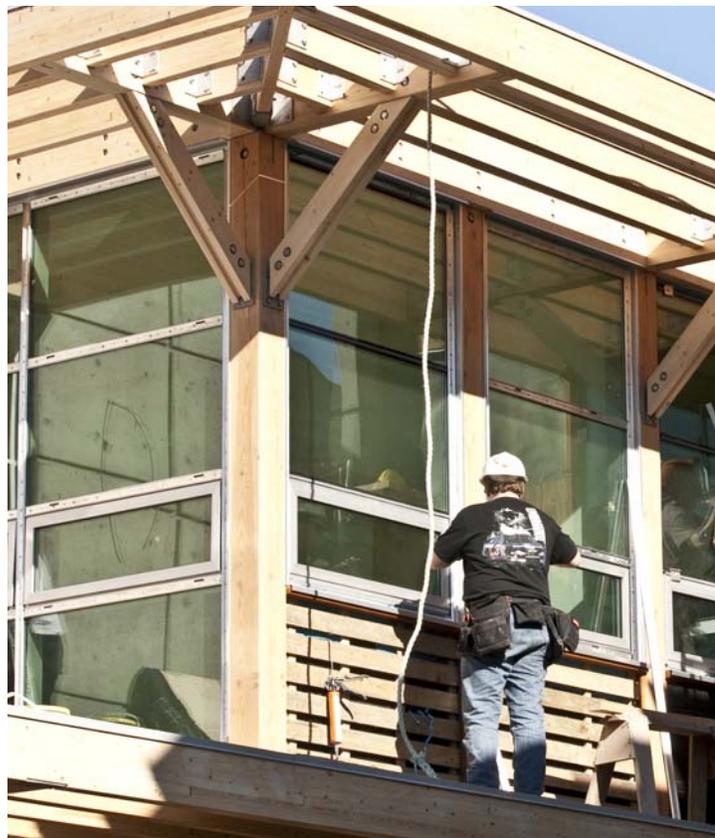
This agreement will also benefit all British Columbians through a transfer payment to the Province of \$1.6 billion, which will provide further funding support for our social programs. The implementation of this tax will enhance competitiveness, and increase investment and productivity in British Columbia. The overall tax burden will continue to be the second lowest in Canada for B.C. families, primarily as a result of the significant cuts to personal and corporate income tax as well as the elimination of corporate capital tax undertaken by the B.C. government since 2001.

The 882 major construction projects worth approximately \$188.1 billion that are planned or underway throughout B.C. reflect the steps being taken to accelerate investments in capital infrastructure projects - investments that will help keep British Columbians working. These investments are also critical in ensuring that B.C. remains North America's gateway to the Asia Pacific economies, which currently include three of the four largest economies in the world.

The hosting of the 2010 Olympic and Paralympic Winter Games will also provide a venue to showcase the Province to the world, resulting in immediate tourism benefits as well as lasting economic, sport and social legacies that will benefit communities throughout B.C. and Canada.

We are continuing to support the forestry sector as it deals with the fallout of the collapse of the U.S. housing market and mountain pine beetle impacts. This includes supports to workers through an additional \$30 million investment this year into the Job Opportunities Program, on top of the \$26.25 million invested last year in the Program. Our partnership with the federal government resulted in an additional \$30 million investment in this program from Canada. This Program creates immediate employment through short-term employment opportunities and helps highly impacted communities. This Program is one component of the \$129 million Community Development Trust, established last year to support forestry workers and their families. To date, more than 6,000 workers and their families have been helped through the Trust.

Our policies emphasize the use of wood first in the construction of new buildings up to six stories tall, requiring wood as the primary building material in all new publicly owned and provincially funded



buildings. This policy approach is consistent with the new changes made to the B.C. Building Code.

We are continuing an aggressive international marketing campaign to sell our wood products to Asia, taking advantage of a potential burgeoning market. Also, we are moving forward on the B.C. Bioenergy Strategy, which examines ways to utilize mountain pine beetle wood as biomass to produce clean energy and stimulate new investments and economic diversification.

The Agriculture Industry has also been hard hit by the economic downturn, and we have responded by dedicating funding to deliver fencing-related initiatives on Crown land. These initiatives, which include fence line protection and the replacement of aging fences, will create jobs, strengthen local economies and provide protection to both cattle and people. Additionally, a Ranching Task Force has been struck to identify key issues and opportunities facing the ranching and beef industry in B.C., making recommendations focused on ensuring a sustainable and vibrant ranching industry into the future.

The energy and mining sector remain a focus for the Province, as guided by the B.C. Energy Plan released in February, 2007. To date, revenue from oil and gas land right sales this calendar year total \$321.9 million, a positive signal of investor confidence. The June land right sales by themselves were \$178.4 million, triple the total sales during the first five months of the year combined and the ninth largest in B.C. history. This level of activity is a clear indication of strong investment interest in this sector.

The Province will also continue its focus on clean and renewable energy, including run-of-river small hydro, wind, geothermal, biomass and ocean energy. This too will provide opportunities for new job creation, as well as pursuing our goal to have B.C. become energy self-sufficient by 2016.





Job training is key to ensuring that we have the people with the necessary skills to fill the skilled trades jobs that will help to keep our economy going. The Province has recently doubled the B.C. Training Tax Credit to enable employers in B.C. to have new incentives to hire and train apprenticeships. By the end of 2009/10, an additional 7,000 new apprenticeship spaces will have been funded by government since 2007/08.

We will continue to work with First Nations across the Province to resolve outstanding rights and title issues, fostering increased investor confidence and improving access to economic development opportunities for First Nations people and communities.

Many of these investments, including investments in forestry, energy, transportation and infrastructure, agriculture, and skills training, are focusing on our rural communities, since strong and healthy communities form the backbone of this province. This priority will not waiver as we move forward.

By focusing on these priorities, and ensuring we are continuing to receive advice from the Economic Advisory Council and forums such as the Economic Summits held earlier this year, British Columbia will emerge from the crisis in a position of strength and remain a national leader as the economy recovers.



2. Healthy British Columbians

GREAT GOAL

Lead the way in North America in healthy living and physical fitness.

Health care spending now represents nearly 45% of the entire provincial budget. Over the last eight years, this government has provided nearly \$5 billion in investments on hospital construction, renovation and equipment, and over the next three years the province will benefit from another \$2.85 billion in projects outlined in the health sector capital plan. Some of these projects include:

- *The \$253 million expansion and renovation at Kelowna General Hospital and the \$180 million expansion and renovation of the Vernon Jubilee Hospital;*
- *The \$28 million expansion of the Royal Inland Hospital in Kamloops;*
- *B.C.'s first new Regional Hospital in three decades with the \$355 million Abbotsford Regional Hospital and Cancer Centre;*
- *Building the new \$239 million Surrey Outpatient Hospital;*
- *The \$350 million project to replace the 500-bed patient care centre at the Royal Jubilee Hospital in Victoria; and*
- *\$70 million in enhancements and expansions at Prince George Regional Hospital in maternity and pediatric care, an expanded ER, Northern Medical School Program, updated ICUs and ambulatory care.*

Aging demographics, new technology and increased demand for innovative cutting-edge procedures and treatments are putting continued pressure on the health care system and the costs associated with providing ever-increasing services. As such, government's commitment to investment in health care remains clear with significant funding increases over the next three years. But we also must ensure those investments leave room for other critical services and build a system that will continue to serve future generations. This government is committed to working with the health authorities and our health professionals to ensure that we build a sustainable health care system based on innovation and efficiencies that will protect services for British Columbians over the long-term.



Managing these costs and ensuring we have an exceptional health care system also requires attention in a number of areas:

- **Prevention** – focusing on ensuring people are healthy and making healthy living choices;
- **Training** – ensuring sufficient numbers of health professionals are trained and available for work; and
- **Innovative service delivery** – finding new ways of delivering services that result in cost savings.

The Province is committed to initiatives that foster healthy living, as evidenced by the creation of the Ministry of Healthy Living and Sport, and programs such as ActNow BC. Currently, B.C. is leading or above most Canadian provinces in many healthy living categories, such as consumption of fruits and vegetables, physical activity rates, reduced overweight and obesity rates and reduced smoking levels. This will continue to be a focus for this government.

Ensuring that we have sufficient numbers of trained health professionals is critical to having an efficient and effective health care system. B.C. now has over 100 nurse practitioners who help fill the growing need for primary health care, the number of undergraduate medical school spaces in B.C. has doubled, and \$15 million has been invested in the provincial Nursing Strategy to recruit, retain and educate the best qualified nurses. As well, a fourth medical program will begin at UBC Okanagan campus in 2011/12 to improve access to health care professionals. Recently, public consultation was initiated on a proposal to enable interested pharmacists to administer injections, including vaccines. This proposal will provide people with more health professionals to choose from when certain types of injections are needed.

The Province has also recently embarked on a number of innovative service delivery agreements that will create efficiencies and cost savings in the health system. Western Premiers have agreed to develop a joint western purchasing plan for pharmaceuticals in order to take advantage of savings that would be realized by having a market of 10 million people

in the west. The potential expenditures in this area could reach \$1 billion in consolidated purchases, resulting in the purchasing agreement being one of the most significant developments within the Canadian health care supply chain. B.C. and Alberta have also completed an agreement that will increase our combined purchasing power for health-care system supplies and services. Additionally, new consolidated contracts have been negotiated to provide all B.C. health authorities with cardiac supplies and home oxygen services. This will result in savings of \$57.5 million over the next five years, which can be reinvested back into direct patient care.

It is critical to ensure that those in need have the necessary supports to maintain a healthy standard of living, whether the need is short term or over a longer period of time. That is why we are working with the federal government, in partnership with our fellow western Premiers, to make employment insurance fair for all Canadians and gives Canadians equal support regardless of the territory or province they live in.

GREAT GOAL

Make B.C. the best educated, most literate jurisdiction on the continent.

Education and early childhood development are keys to the long-term success of any economy and a healthy society, and B.C. is no exception to that. That is why, since 2001, the Province has invested more than \$154 million in new literacy initiatives, including almost \$15 million to operate the kindergarten readiness program Ready, Set, Learn, and \$2.7 million for the ActNow Literacy Education Activity and Play (LEAP BC) program which encourages literacy, physical activity and healthy eating in preschool-aged children. This funding also includes pre-literacy and early learning programs such as StrongStart BC early learning centres. More than 300 StrongStart centres will be in operation by the end of this school year. In recognition of



the importance of early learning, Government is also engaged in planning space, quality standards, and a human resource strategy to implement expanded early learning for five-year-olds starting in September of 2010.

The Province is focusing on ensuring schools are upgraded and meet seismic standards. By the end of 2009/10, the Province will have committed more than \$3.8 billion in school capital and maintenance projects, and all new school construction projects will include B.C. wood in their construction whenever possible.

GREAT GOAL

Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.

Addressing the issue of housing and homelessness is critical for ensuring the health of British Columbians, and government remains committed to the key priority of finding long-term solutions to this complex issue. This is not a quick fix, and will require the continued cooperation and partnership with local government and non-profit organizations to find innovative solutions.

Housing achievements undertaken by the provincial government in the past eight years totalled \$2 billion in housing and support programs. Since 2001, almost 13,000 new units of housing have been completed, with another 2,687 in development or under construction along with approximately 600 unit acquisitions. Housing outreach teams, which provide the necessary supports to people that are on the streets, are in place in 49 communities and have placed about 7,000 people into social housing.

The Province is committed to helping older British Columbians stay in their homes as long as possible. In April, 2009, the Province announced the launch of the new \$123 million Seniors Rental Housing Initiative as part of the Canada-B.C. Affordable Housing Initiative agreement. This initiative will develop up to 1,000 new affordable housing units for seniors and persons with disabilities. Construction of the first 218 units will start in 19 communities over the next few months.





Adding to the complexity of this issue is the inability to separate mental health and addictions from the homelessness issue. That is why the Province created the Homelessness Intervention Project (HIP), which connects homeless individuals with mental illnesses or addictions with the supports that they need to get housed and become healthier. The program has been established in the five communities of Vancouver, Victoria, Surrey, Prince George and Kelowna. The province is also in the process of developing a 10-year Mental Health Strategy that will provide further supports and a coordinated cross-government strategy for addressing mental health issues.

The Province will continue its efforts with our federal government and aboriginal partners on improving the health of aboriginal people through the ongoing implementation of the tripartite Aboriginal Health Plan. This Plan represents the long-term strategy to close the gap on key health indicators between aboriginal and non-aboriginal people.



3. A Healthy Environment

GREAT GOAL

Lead the world in sustainable environmental management, with the best air and water quality and the best fisheries management, bar none.

Responding to climate change remains one of this government's key priorities. Since 2001 the Province has invested more than \$2 billion in climate change initiatives through projects that support our strategy to address climate change on two fronts: mitigating the effects of climate change by reducing greenhouse gas (GHG) emissions and enhancing carbon sinks, and adapting to climate change by preparing for and adjusting to the impacts of climate change.



The Province has entrenched a 33 per cent reduction in greenhouse gas emissions by 2020 in law, and has committed to having a carbon neutral public sector by 2010. We have released the British Columbia Greenhouse Gas Inventory Report 2007 as part of our report to the public on GHG emission levels, which sets the baseline at the 2007 levels for measuring progress towards reducing the province's carbon footprint and meeting our targets for 2020.

The Province's Climate Action Plan, released in 2008, outlines the comprehensive strategies and initiatives that will move B.C. towards meeting our GHG goals. These initiatives and strategies incorporate a broad spectrum of activities, covering every major economic sector, and require the participation of not just government but all British Columbians. The measures outlined in the Climate Action Plan are expected to achieve approximately three-quarters of the GHG reductions targeted for 2020. Additional strategies and measures will be recommended by the expert Climate Action Team, which includes the top climate scientists and researchers, along with government and the private sector.



Specific strategies containing more detailed information on the activities being undertaken by government include:

- *The Agriculture Plan: Growing a Healthy Future for BC Farmers*
http://www.al.gov.bc.ca/Agriculture_Plan/
- *The BC Air Action Plan*
<http://www.bcairsmart.ca/>
- *The BC Bioenergy Strategy*
<http://energyplan.gov.bc.ca/bioenergy/>
- *The BC Energy Plan: A Vision for Clean Energy Leadership*
<http://www.energyplan.gov.bc.ca/>
- *BC Green Building Code*
<http://www.housing.gov.bc.ca/building/green/>
- *The BC Transit Plan*
http://www.th.gov.bc.ca/Transit_Plan/index.html
- *Energy Efficient Building Strategy*
<http://www.energyplan.gov.bc.ca/efficiency/>
- *LiveSmart BC*
<http://www.livesmartbc.ca/>
- *Living Water Smart: British Columbia's Water Plan*
<http://www.livingwatersmart.ca/>
- *LocalMotion*
<http://localmotion.gov.bc.ca/>
- *The Mountain Pine Beetle Action Plan*
http://www.for.gov.bc.ca/hfp/mountain_pine_beetle/
- *Pacific Institute for Climate Solutions*
<http://www.pics.uvic.ca/>
- *Trees for Tomorrow*
<http://treesfortomorrow.gov.bc.ca/>

In taking on these actions to respond to climate change, we will be able to tap into the economic opportunities associated with a global low-carbon economy. New markets such as renewable energy technology and world carbon trading are seeing dramatic growth over the last few years and B.C. is in an excellent position to tap into both of these markets.

We are starting to see these opportunities realized, as the Pacific Carbon Trust has delivered its first 34,370 tonnes of emission offsets to government. Pacific Carbon Trust is a Crown Corporation established in 2008 to purchase

carbon offsets on behalf of the public sector and other clients who want to offset their GHG emissions through its investments in new energy technologies.

Recently, the Province and the Canadian Association of Petroleum Producers (CAPP) signed a Memorandum of Understanding on energy efficiency that will help to encourage energy conservation and GHG emission reductions in the oil and gas industry, primarily through fuel gas efficiency.

In June 2009, the Province released its first Carbon Neutral Action Report that provides an overview of the innovative planning and action taken place since government committed to becoming carbon neutral by 2010. Being carbon neutral involves a commitment to measuring operational GHG emissions, reducing those where possible, offsetting the remainder and demonstrating leadership through public reporting.

Continuing on the path of implementing the strategies and initiatives outlined in the Climate Action Plan and its associated documents, along with initiatives recommended by the Climate Action Team, will move us toward achieving our GHG reduction targets and further bolster our economy through new economic opportunities and markets. In addition, our actions will protect our precious resources for future generations and enable us to showcase our Province as the Best Place on Earth.





Performance Measures For Great Goals

GOAL 1 – Make B.C. the best educated, most literate jurisdiction on the continent	Baseline	Current Status	2015/2016 Target
School Readiness • % kindergarten students entering school “ready to learn”	72.1% (04/05 restated)	70.4%	85%
Student Literacy • Program for International Student Assessment Ranking	2nd in Canada, 3rd internationally	3rd in Canada, 6th internationally (measured every 2 ND year)	1 ST in Canada Improve internationally
High School Graduation	79% (04/05)	79% (07/08)	85%
Post-secondary completion	56% (2004), Canadian average 57%	59.1% (2008), Canadian average 60.3% ¹	Exceed Canadian average

GOAL 2 - Lead the way in North America in healthy living and physical fitness	Baseline	Current Status	2015/2016 Target
Life Expectancy at birth	81 yrs (2004)	81.4 yrs (2008), highest in Canada	>81 yrs
Physical Activity of British Columbians • More than 30 minutes of moderate physical activity per day	58.1% (2003)	58% (2008) 1st in Canada	73%
British Columbians who are overweight	42.3% Lowest % in Canada (2003)	44.6% (2008) Lowest in Canada	32%
Tobacco use	15% Lowest % in Canada (2003)	14% (2007) Lowest % in Canada	13%

¹ These results are accurate within +/- 1%

GOAL 3 - Build the best system of supports	Baseline	Current Status	2015/2016 Target
Disabled British Columbians who are working • Of those who wish to work	52% ¹ (2001) Canadian 41.5%	56.5% (2005/06, most recent data available)	62% ²
Disadvantaged children in an age appropriate grade	86% (2005)	87% (2007)	95%
British Columbia seniors living in institutions • Seniors 75 or older in health care or related facilities	10.3% (2001) 2 ND lowest in Canada	10.0% (2006) Lowest in Canada	Maintain Canadian 2nd place rank.

GOAL 4 - Sustainable environmental management	Baseline	Current Status	2015/2016 Target
Average fine particulate concentration in major metropolitan areas	Vancouver is 2 ND lowest in Canada (2004)	Vancouver is lowest in Canada (2007)	Lowest in Canada
Province wide greenhouse gas emissions	67.0 million metric tonnes in 2007	67.0 million metric tonnes in 2007 (most recent data available)	6% below 2007 levels by 2012; 18% by 2016; 33% by 2020
Water quality • % Of 30 B.C. water bodies with stable or improving trends	96% (2004/05)	96% (2007/08)	>96%

GOAL 5 - More jobs per capita	Baseline	Current Status	2015/2016 Target
Number of new jobs per capita	1 ST (2005)	3 RD (2008) ³	1 ST

1 Baseline changed due to change in data collection method

2 Target revised by MHSD as of May 22, 2009

3 Status changed due to changes in data source from February, 2009.



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The Best Place on Earth