

INNOVATION in Managing Costs

INNOVATION IN MANAGING COSTS

THROUGHOUT ITS 20 YEARS OF OPERATION AS A PROVINCIAL CROWN CORPORATION, BC BUILDINGS CORPORATION HAS ACTIVELY ENDEAVOURED TO ASSIST GOVERNMENT IN EFFICIENTLY MANAGING COSTS TO THE TAXPAYER BY INTRODUCING CREATIVE AND INNOVATIVE METHODS OF PLANNING, DELIVERING AND MANAGING REAL ESTATE AND ACCOMMODATION SERVICES FOR PUBLICLY-FUNDED AGENCIES THROUGHOUT THE PROVINCE OF BRITISH COLUMBIA.

THIS YEAR, BCBC MARKS A \$100-MILLION MILESTONE IN COST-SAVING BENEFITS FOR THE TAXPAYER BECAUSE OF ITS LONGSTANDING COMMITMENT TO INNOVATION IN MANAGING ENERGY COSTS.

\$100
Million
energy
savings
Milestone

INNOVATION IN ENERGY MANAGEMENT SAVES OVER \$100 MILLION FOR THE TAXPAYER

Since BC Buildings Corporation's first full year of operation in 1978, our energy management program has saved over \$100 million in energy costs — and will continue to save over \$7 million each year. This outstanding achievement in energy savings is a direct benefit to government — and to the provincial taxpayer. It is also a benefit to our environment. Over \$100 million of energy not consumed also means that a substantial amount of harmful greenhouse gas emissions has not been released into our atmosphere.

BCBC has achieved this saving through its pioneering leadership in the field of energy management, for which the Corporation has won numerous awards of recognition. In 1991, the Corporation was officially acknowledged as a world leader in corporate energy management by the International Association of Energy Engineers.

Early in its history, BCBC made a commitment to developing expertise in the sophisticated technology of energy management — energy-efficient lighting and HVAC systems and, particularly, high-performance direct digital control (DDC) systems.

These DDC systems are now in standard use around the world. In fact, BCBC's pioneering leadership in fostering the development and use of these DDC systems has contributed to the creation of an international high-tech commercial controls industry in British Columbia. A prominent example is Delta Controls Ltd. which started out as one of BCBC's early suppliers of these systems. Today, Delta Controls supplies DDC systems to 21 countries and four continents around the world.

In today's high-tech world, innovation is becoming the standard for doing business, rather than the exception. But innovation requires a solid foundation of knowledge and expertise on which to build. Even the legendary Leonardo da Vinci, thought to have conceived of inventions such as the helicopter centuries ahead of his time, drew on his actual expertise as a military engineer to depict these inventions.

Accordingly, when government completed its Capital Expenditure Review in early 1997, the Capital Review Final Report recommended that government draw on BCBC's knowledge and expertise in real estate and accommodation services. The Report recommended that BCBC undertake some 11 specific cost-containment strategies and contribute its expertise to another 27 government-wide strategies.

Innovation requires
a solid foundation of
knowledge and expertise
on which to build.

CAPITAL EXPENDITURE REVIEW PILOT PROJECTS DEMONSTRATE COST-SAVING POTENTIAL OF GOVERNMENT-WIDE INNOVATIONS

The Capital Review Final Report recommended that BCBC undertake certain pilot projects designed to evaluate the potential for overall cost savings for government of specific innovative programs.

SCHOOL PILOT PROJECTS FOR THE MINISTRY OF EDUCATION

BCBC is currently working with the Ministry of Education on several school pilot projects intended to assess innovative approaches to the construction of schools in the province.

BCBC has begun an elementary school pilot project with School District #46 in Sechelt using a design-build procurement strategy. Design-build procurement is commonly used in industry to build capital projects, and BCBC was requested to participate in this pilot project because of its expertise in design-build procurement and also because of the Corporation's experience in representing public-sector owners.

BCBC co-ordinated the requirements of the School District and the community with Ministry of Education school project guidelines. As part of its pre-qualification process, BCBC compiled these requirements into a Request for Qualification which was publicly advertised. This Request for Qualification was responded to by a total of 20 design-build teams, comprised of architects, engineers and contractors. In design-build procurement, the architects, engineers and contractors work as a team from the outset, unlike the traditional approach in which they work separately.

The 20 design-build team responses to the Request for Qualification were reviewed by School District and community representatives and shortlisted to four teams, which were invited to submit a design-build proposal for the Sechelt school project. These proposals were also reviewed in detail by the School District and community representatives. The proposal which was evaluated as the most preferable was also the lowest-cost proposal. The selected design-build proposal for the new elementary school for Sechelt was 17% lower than the budget for design and construction, based on the Ministry of Education's current expenditure target for schools.

The preferred design-build proposal received approval by the Secretary to Treasury Board in mid-June 1998. The contract was awarded, and design and construction of the elementary school began shortly afterwards. The new elementary school for Sechelt is targeted for completion in July 1999, in time for the following school year.

BCBC has also begun working with School District #69 in Qualicum Beach and Errington on a standardized design/stock plan pilot project. The use of standardized design/stock plans in school construction may reduce capital costs and decrease the time required to plan and build schools.

FACILITIES MANAGEMENT PILOT PROJECT WITH THE MINISTRY FOR CHILDREN AND FAMILIES

The Capital Review Final Report directed BCBC and the Ministry for Children and Families to undertake a pilot project in which BCBC would provide all facilities management services for the Ministry. The objective of the pilot project was to identify opportunities to minimize potential duplication among BCBC and client ministries — while improving the Ministry's program delivery capabilities — through the efficient use and co-ordination of human resources related to facilities and project management.

The selected design-build proposal for the new elementary school for Sechelt was 17% lower than the budget for design and construction, based on the Ministry of Education's current expenditure target for schools.

The Facilities Management Pilot Project with the Ministry for Children and Families represents a fundamental change — a new and non-traditional delivery option for facilities management for a ministry client.

The Ministry for Children and Families has 20 provincial regions, each with a Regional Operating Officer responsible for delivering the Ministry's field programs. BCBC utilized its already-established district infrastructure to develop a network of regional accommodation services teams around the province responsible for both determining and fulfilling the accommodation needs of the Regional Operating Officers. This network provided the convenience of a single point of contact for Regional Operating Officers, as well as access to the expertise and economies available from a full-service real estate and accommodations organization.

The pilot project, which extended throughout the past fiscal year 1997/98, identified a number of duplications in procedures and systems. Processes for elimination of these duplications are currently being developed and implemented.

Approximately \$1.5 million savings in annualized Building Occupancy Charges (BOCs) were achieved on behalf of the Ministry, and further savings are being targeted.

Because of the positive results of this pilot project, the Ministry for Children and Families' executive and BCBC have negotiated a long-term facilities management agreement which took effect April 1, 1998 and extends for five years.

The Facilities Management Pilot Project with the Ministry for Children and Families represents a fundamental change — a new and non-traditional delivery option for facilities management for a ministry client. It is also an option which is tailored to meet the unique service delivery needs of each community.

INTEGRATED ACCOMMODATION PLANNING PILOT PROJECT

A major recommendation of the Capital Review Final Report was that BCBC develop an integrated accommodation planning process to facilitate joint use and space sharing and apply this process in a specific community or region of the province as a pilot project.

Nanaimo was identified and selected as the pilot community primarily because of the demand for space by all levels of government, a strong desire by the municipality to participate in the process, and the opportunities to integrate emerging needs with planned provincial projects. As well, Nanaimo had completed a regional growth strategy with which the Integrated Accommodation Planning process could be linked.

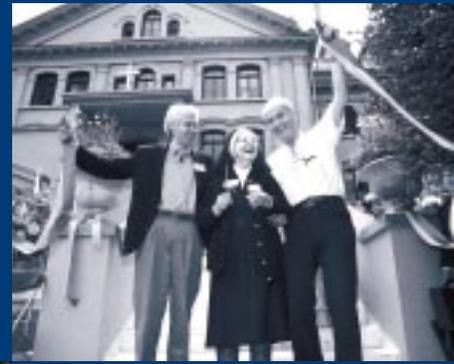
The scope of the Nanaimo Integrated Accommodation Planning pilot project is all-encompassing. Participants include most provincial ministries and Crown corporations; other levels of government, such as the City of Nanaimo, the Nanaimo Regional District and Public Works and Government Services Canada; as well as the Central Island Regional Health Board, the Nanaimo-Ladysmith School District #68 and Malaspina University-College.

The majority of participants have identified representatives for the project's Community Advisory Planning Team, and the inaugural meeting of these representatives was held in Nanaimo on March 10, 1998. The Community Advisory Planning Team will meet to share information, program requirements and existing inventory, and to identify opportunities for joint use and space sharing. Currently, participants are providing information about their space inventory and public-sector demand for space which will be used to compile a comprehensive real estate inventory within the Nanaimo pilot area.

All participants in the Integrated Accommodation Planning pilot project have the opportunity to play a role in the development of an integrated planning model for the province of British Columbia. Integrated accommodation planning will lead to more efficient use of space and facilities, which will, in turn, mean significant savings for the taxpayer. The pilot participants are all very enthusiastic about the potential of this initiative and are already considering possible opportunities to share space.

Integrated accommodation planning will lead to more efficient use of space and facilities, which will, in turn, mean significant savings for the taxpayer.

Predating both Victoria's Empress Hotel and the Legislative Buildings, St. Ann's Academy was brought back to life from the brink of dereliction through an innovative reconstruction process. Adaptive re-use of this national historic landmark has preserved and restored its unique heritage features, while providing a balance between community heritage interests and cost recovery.



Ribbon-cutting ceremony, official re-opening of St. Ann's Academy, July 12, 1997.

L-R: **The Honourable Andrew Petter**, Minister responsible, Provincial Capital Commission; **Sister Mary Angelica**, Sisters of Saint Ann; **Tom Loring**, member of the Provincial Capital Commission's St. Ann's Advisory Committee, and also representing all of those individuals and groups who worked long and hard to make this happen.



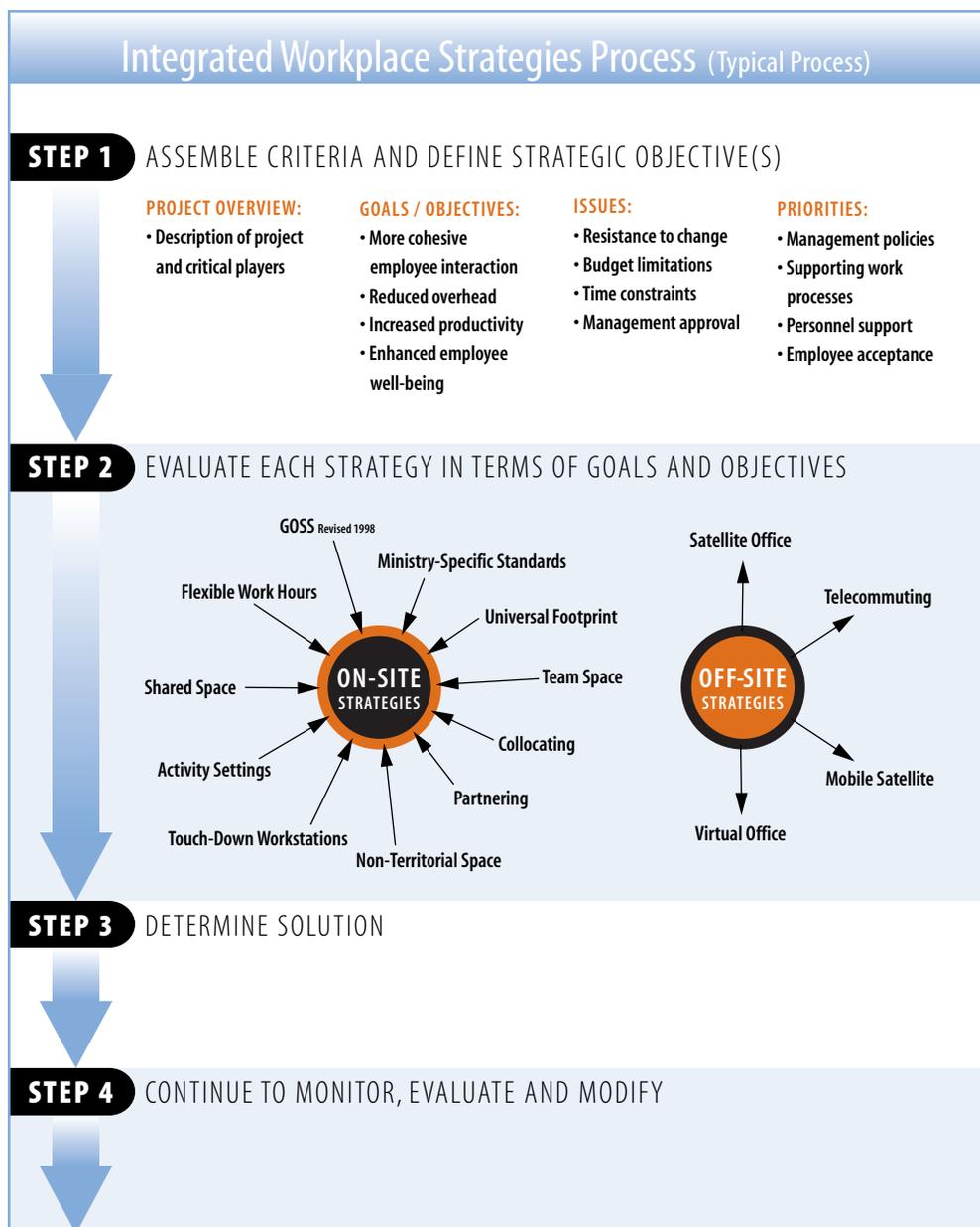
The official re-opening of St. Ann's Academy, July 12, 1997, was attended by over 4,000 members of the community.

CREATING INNOVATIVE SPACE SOLUTIONS: INTEGRATED WORKPLACE STRATEGIES

A major cost-savings initiative also recommended in the Capital Review Final Report was the application of a 15% reduction to all new and renovated government office space requests. BCBC has revised the Government Office Space Standards (GOSS) to formally incorporate this 15% reduction.

In BCBC's Strategic Plan, this specific space-reduction initiative is closely linked with our broader strategy of working proactively with each customer to reduce the demand for, and the cost of, accommodation. A major way in which we are meeting both of these objectives is working together with our clients to explore and utilize alternative workplace options in order to reduce their space needs.

BCBC has introduced a full spectrum of alternative workplace options through a comprehensive space-planning process commonly referred to as Integrated Workplace Strategies (IWS).



ST. ANN'S ACADEMY — PRESERVING THE BEST OF THE PAST WHILE INTRODUCING THE NEW

The restoration of St. Ann's Academy is an outstanding example of combining innovative approaches, such as IWS, with the preservation of important elements of the past. In the fall of 1997, the completion of this restoration project enabled the (former) Ministry of Education, Skills and Training to consolidate 11 different locations throughout Victoria to only four. The St. Ann's Academy restoration provided 53,500 square feet of commercial office space, which represented a full third of the space required for the Ministry's consolidation.

In co-operation with the Ministry's Facilities and Administration Services Branch, BCBC conducted a space-planning exercise which incorporated the Government Office Space Standards 15% reduction, as well as such IWS concepts as universal footprint and team space. In addition to these savings in actual "people space," the consolidation enabled reductions in support space for copiers, printers, mailrooms and coffee areas. In total, the consolidation of the Ministry into St. Ann's and other locations has resulted in occupancy cost savings of almost \$1.3 million per year.

Similarly, the Selkirk Waterfront Project enabled a comprehensive consolidation of the Ministry of Environment, Lands and Parks from 16 to five locations in the Greater Victoria area. This consolidation, coupled with IWS space efficiencies, produced an annual occupancy cost saving of close to \$800,000.

In total, the consolidation of the Ministry into St. Ann's and other locations has resulted in occupancy cost savings of almost \$1.3 million per year.

THE MINISTRY OF TRANSPORTATION AND HIGHWAYS: PROVINCE-WIDE RESTRUCTURING

In January 1997, the Ministry of Transportation and Highways began its province-wide restructuring of regional facilities, which included significant cost-saving targets. The Ministry Executive and Facilities Services fully endorsed the IWS approach and encouraged its utilization after a BCBC presentation focused on the benefits of IWS. BCBC then participated with the Ministry in a videoconferenced presentation about IWS to the Ministry's six regional offices.

In March, each Ministry District and Regional office submitted a list of proposed workplace options for each facility location, which included employee suggestions for cost savings. In April, the Facilities Review Committee, which included representatives from the Ministry and from BCBC, compiled the master list of potential cost-saving projects around the province — a total of over 200. Projects involving consolidation and collocation were initiated immediately, to take advantage of upcoming lease expiries.

The Ministry of Transportation and Highways has estimated that, in the fiscal year 1997/98, its restructuring and consolidation of offices has already achieved annual cost savings of \$3.1 million.

THE MINISTRY OF TRANSPORTATION AND HIGHWAYS TERRACE CONSOLIDATION PROJECT — A COMBINATION OF IWS AND THE CREATIVE RECYCLING OF AN EXISTING FACILITY

The Ministry's Terrace consolidation project highlights not only the cost-saving benefits of innovations such as collocations, but also of the creative recycling and re-use of existing facilities.

The Ministry's Northwest Region and District offices in Terrace were consolidated into two of the previous four locations. One of these BCBC-owned buildings was a former Ministry geotechnical lab which was retrofitted and "recycled" for general purpose office use.

The Ministry's Terrace consolidation project highlights not only the cost-saving benefits of innovations such as collocations, but also of the creative recycling and re-use of existing facilities.

The Ministry's paving, construction and materials crews were three of the Ministry units consolidated into the retrofitted former geotechnical lab. Since each of these crews would be out of the office at different times — in accordance with the phasing of road building — there would be few times when their office use would coincide. Accordingly, in the "recycled" lab facility, an open-plan office was adopted. Two layout tables serve as team space. Seven workstations, as well as three touch-down workstations for short-term needs and a visitor workstation, may be used by any member of the three crews on a "first-come, first-served" basis.

Ministry and BCBC staff, including BCBC Service Centre staff located in Terrace, have worked together to realize significant space efficiencies and cost savings for the Ministry and for government. An overall space reduction of 37.7% was achieved, and net savings in Building Occupancy Charges of about \$333,000 per year, which is a saving of over 45%, have resulted from the Terrace consolidation project.

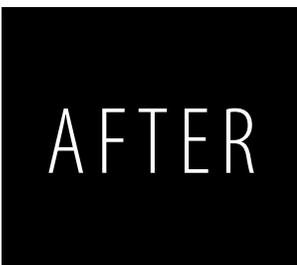
Asphalt High Room, Ministry of Transportation and Highways geotechnical lab, July 1982.



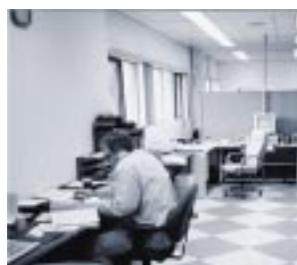
Marshall Lab Room, Ministry of Transportation and Highways geotechnical lab, July 1982.



Lab corridor, Ministry of Transportation and Highways geotechnical lab, July 1982.



Asphalt High Room after retrofitting and conversion to team space, May 1998.



Marshall Lab Room after retrofitting and conversion to an open-plan office, May 1998.



Touch-down workstations integrated with an adjacent open-plan office through removal of lab corridor walls, May 1998.

VALUE ANALYSIS PROVES A SIGNIFICANT COST-SAVING INNOVATION IN PROJECT MANAGEMENT

The BC Centre for Disease Control was completed in September 1997 and officially opened on October 21, 1997.

The construction cost of the new BC Centre for Disease Control was originally estimated at \$37 million. However, the final construction tender was only \$27 million. The \$10-million saving is directly attributable to the value analysis BCBC conducted during the design/development stage of the project.

Value analysis is a co-operative process in which BCBC works together with the client, the users and the design team to refine the function and scope of a project to reduce costs, without sacrificing design. Accordingly, the BC Centre for Disease Control value analysis was conducted in close consultation with the client user group in order to ensure its program requirements were maintained.

Significant modifications were made to all aspects of the BC Centre for Disease Control facility design in order to simplify the systems and focus on the areas required to deliver the program. For example, the structure was changed to an innovative simplified concrete system which saved building height, simplified mechanical systems and added mass to reduce floor vibrations. In addition, the entire building envelope was revised, the electrical distribution and emergency power systems were streamlined and the mechanical systems were simplified to channel delivery of services where they were specifically required.

The end result is a new facility for the BC Centre for Disease Control which will efficiently and effectively serve the health and welfare of the people of British Columbia well into the 21st century — a facility provided at a substantial cost saving for the taxpayers of the province.

Value analysis is a co-operative process in which BCBC works together with the client, the users and the design team to refine the function and scope of a project to reduce costs, without sacrificing design.



Completed BC Centre for Disease Control, Vancouver.



Ron Zapp, BCCDC Chief Operating Officer, and **Dennis Truss**, BCBC President and CEO, display the building plaque for the new BC Centre for Disease Control, October 21, 1997.

L - R: FRONT ROW: **Conrad Boychuk** (Architect, PBK Architects & Engineers); **Bill Duckworth** (Director, BCBC Vancouver District); **Ron Zapp** (BCCDC Chief Operating Officer); **Jim Papadoulis** (Electrical Engineer, PBK); **Dennis Truss** (BCBC President and CEO); **Andrew Hazlewood** (Director, Public and Preventive Health Division, Ministry of Health and Ministry Responsible for Seniors); **Rick Steele** (BCBC Project Manager for the BCCDC); **Magda Machon** (Architect, PBK); **Don Strutt** (Operations Superintendent, BCBC Vancouver District).

BACK ROW: **John West** (Project Co-ordinator, PBK); **Ed Mah** (Electrical Engineer, PBK); **Ted Loucks** (Mechanical Engineer, PBK).



L-R: RCMP Sgt. Paul Darbyshire and RCMP Sgt. C. E. (Cliff) Doherty cutting the official ribbon at the opening celebration for the Saltspring RCMP Detachment Facility, March 24, 1998.

INNOVATION IN MANAGING COSTS FOR THE BROADER PUBLIC SECTOR

VALUE ANALYSIS SAVES COSTS FOR THE RCMP

When the RCMP needed to build a larger facility in Ganges to meet the demands of a fast-growing population on Saltspring Island, BCBC worked together with the RCMP to identify and implement 47 cost-saving adjustments to the design of the facility.

These cost-saving adjustments involved all aspects of the project — architectural, structural, mechanical, electrical and landscaping. Some presented opportunities to take advantage of locally-available materials and design techniques. The incorporation of community-based design features was also important to satisfy community concerns.

The Saltspring RCMP project provided BCBC with a clear understanding of the universal design standards required for all RCMP detachment facilities, such as security features, and how to conduct a value analysis within those standards. Currently, BCBC is planning to use this experience to work with several municipalities to save them time and money on their RCMP facility projects.

Completed Saltspring RCMP Detachment Facility, Ganges.



BCBC's EXPERTISE MAKES IT A GOOD NEIGHBOUR IN THE COMMUNITY

In the late spring of 1997, the University College of the Cariboo (UCC) contacted local BCBC staff in Williams Lake for some emergency help. UCC had to evacuate from its entire college facility because of underlying land slippage. But it had to be re-established in new space for the beginning of classes in September 1997 — less than three months time.

UCC turned to a knowledgeable neighbour in the community — BCBC — because it had no experience in acquiring space at a moment's notice. However, BCBC did.

The local BCBC Operations Superintendent (Thompson/Okanagan/Cariboo District) and Regional Accommodation Services Manager responded to UCC's appeal for help immediately. With the assistance of BCBC Leasing staff and local contractor, Sprucelee Construction, they acquired and refitted two leased facilities for UCC.

One Williams Lake facility was a newly-constructed building with a vacant second floor. In six weeks, this vacant second floor was converted to eight classrooms, two computer labs, a faculty breakroom, student lounge and full washroom facilities.



L-R: Gord Mickelson, BCBC Operations Superintendent (Thompson/Okanagan/Cariboo District), and **Darrel Edelman**, BCBC Regional Accommodation Services Manager, receive Certificates of Recognition and a special plaque from **Grace Simpson**, Assistant to the Dean, the University College of the Cariboo. (The plaque reads: *"In Appreciation of Your Support of the University College of the Cariboo."*)

The other leased facility was an existing office building. The second and third floors were refitted to accommodate the UCC bookstore, the entire administrative staff and the faculty.

Both facilities were fully refitted and ready for occupancy on September 14, 1997 — just in time for the start of UCC classes on September 15, 1997.

On December 10, 1997, a grateful University College of the Cariboo hosted a special appreciation dinner for its helpful community neighbours. BCBC's local Operations Superintendent and Regional Accommodation Services Manager, along with the local contractors, were presented with Certificates of Recognition and a plaque which reads: *"In Appreciation of Your Support of the University College of the Cariboo."*

INNOVATION IN MANAGING INFRASTRUCTURE COSTS

As part of its review of existing processes, BCBC has examined how it purchases goods and services from the private sector in support of its operations. One outcome was the design and implementation of its Modular Contract Formation System. This system, which allows BCBC's district staff to automate their tendering process for contract services, has already realized considerable administrative cost savings. The Corporation also changed its basic method of purchasing, which has resulted in an immediate net direct saving of \$58,000 a year, as well as improving the responsiveness and quality of BCBC's service to its customers.

In addition, a major new initiative in the purchasing of fuels has already netted annual ongoing savings in the order of \$250,000. As well, the recommendation to move from analog to digital cell-phones in the urban areas of the province, conservatively saving over \$50,000 in the first year alone, is to be implemented in the 1998/99 fiscal year.

BCBC continues with its efforts to reduce the costs of purchasing the goods and services it needs to satisfy its customers' needs, to reduce overhead and to minimize "red tape." With the Corporation's district staff collectively responsible for purchasing some \$110 million a year of products and services throughout the province, BCBC continues to improve the efficiency and effectiveness of these purchasing processes. Some examples of this are:

- increased use of Request for Proposals, rather than tenders, so that BCBC staff can realize best value in their purchasing decisions;
- training of district staff in negotiating skills and advanced purchasing methods; and,
- development of a standardized bidder's resumé to allow district staff to better evaluate prospective bidders' qualifications and capabilities.

With the Corporation's district staff collectively responsible for purchasing some \$110 million a year of products and services throughout the province, BCBC continues to improve the efficiency and effectiveness of its purchasing processes.

**INNOVATION IN SUPPORT OF THE PROVINCIAL GOVERNMENT'S BUILD BC ACT
ECONOMIC AND SOCIAL OBJECTIVES — WHICH INCLUDE SUPPORT FOR TRADITIONALLY
DISADVANTAGED INDIVIDUALS AND GROUPS**

BCBC'S GENERATION Y PROGRAM: DOING THINGS DIFFERENTLY AND MAKING A DIFFERENCE

Initiated in 1995, BCBC's Generation Y program was designed to meet an increasingly-pervasive social challenge: employment for our province's young people between the ages of 17 and 24 who are at risk of never being fully employed because of difficulties they have had early in life with such issues as substance abuse, parental abandonment or abuse.

The Generation Y program is a six-month program, developed and run by BCBC, which attempts to assist such at-risk youth, often so-called "street kids," acquire the skills and confidence necessary to integrate into the workforce and the community. The program has two components. One component consists of two days each week in a classroom developing strategies to deal with common workplace issues. For example, many of these youth have never obtained, or been able to hold, a steady job because of an inability to consult and negotiate with authority figures. The classroom sessions give them an opportunity to discuss options and appropriate behavior with both peers and instructors.

The other component consists of three days a week spent as part of the BCBC workforce in one of three areas — gardening, recycling, or HVAC (heating, ventilation and air conditioning). These new employees work as a crew, experiencing co-operation and teamwork in a real work situation, with the support and guidance of BCBC supervisors. It is also important to note that the BC Government and Service Employees' Union (BCGEU) has been totally supportive of the Generation Y program.

Currently, the Corporation has run four complete six-month programs, and a fifth is underway. The Generation Y program has made a significant impact on a number of lives among our province's disadvantaged youth. Some of the participants have started their own businesses; one has now entered college and many are working in full-time jobs. Some have enrolled in ongoing substance abuse programs, and others have vowed never again to be on welfare. One graduate of the Generation Y program is currently working for the Premier's Office helping to promote the Premier's Youth Options BC program.

BCBC plans to evaluate the possibility of expanding the Generation Y program to other locations in the province and promoting the concept of this worthwhile project to other public-sector and private-sector employers.

One graduate of BCBC's Generation Y program is currently working for the Premier's Office helping to promote the Premier's Youth Options BC program.

L- R: Gary Pharness, Generation Y classroom facilitator, with four recent Generation Y program participants. (Gary Pharness works for BCBC through the non-profit Hastings Institute.)



INNOVATION BUILT UPON THE FOUNDATION OF EXPERTISE — A FORMULA FOR SUCCESS

BCBC's emphasis upon innovation has helped to build an entire new provincial industry in the field of energy management and saved the provincial taxpayer over \$100 million. This achievement was possible because of BCBC's early commitment to developing expertise in energy management.

More recently, BCBC has used this same successful formula of innovation supported by expertise to demonstrate the cost-saving potential of government-wide innovations in the Capital Expenditure Review pilot projects. For example, BCBC's expertise in design-build procurement and its experience as a public-sector owner have enabled it to provide government with a successful demonstration of the cost benefit of a new approach to the construction of schools.

Similarly, BCBC is drawing on its longstanding experience in accommodation planning to introduce a full spectrum of alternative workplace options and creative space solutions which is realizing increasingly-substantial savings for government. Value analysis, which BCBC pioneered as an enhancement of its project management process, continues to produce significant cost efficiencies on both large and smaller construction projects, and for BCBC clients in both the traditional ministry sector and the non-ministry broader public sector.

BCBC's comprehensive community presence, extending throughout almost 300 communities province-wide, provides the Corporation with constant opportunity to utilize its expertise in real estate and accommodation services for the benefit of its local community neighbours. In support of government's broader economic and social objectives, BCBC is using its technical expertise in property management to make a difference for our province's disadvantaged young people through its innovative Generation Y program.

As BCBC moves into its second 20 years — and the 21st century, it will continue to use this proven formula for success — innovation built on a solid foundation of expertise — to manage costs efficiently and effectively and to add value for the government and taxpayers of British Columbia.

BCBC'S BEHIND-THE-SCENES ROLE IN THE PROVINCE'S FILM AND TV PRODUCTION INDUSTRY

INNOVATION IN SUPPORT OF THE PROVINCIAL GOVERNMENT'S *BUILD BC ACT* ECONOMIC AND SOCIAL OBJECTIVES — WHICH INCLUDE *REGIONAL ECONOMIC DEVELOPMENT AND JOB CREATION*

One of the most exciting and rewarding growth industries for the provincial economy is the burgeoning BC film and TV production industry. It has been estimated that about \$600 million in film and TV production took place in BC last year. As the province's landlord, with a real estate portfolio of over 3,500 buildings across the province, BCBC has become increasingly involved in this industry over the past decade. During the past fiscal year 1997/98, BCBC dealt with an average of one film or TV production each week.

The major sites for film and TV production are the Riverview Hospital and Woodlands properties, which are in the Lower Mainland area. These sites offer production crews ample open space and large facilities within easy distance of major urban centres. Production crews can build sets and leave them standing for later use, or even use by other production crews. Robson Square and the Vancouver Art Gallery in downtown Vancouver are also frequently-requested sites.

On these and other Corporation properties, BCBC district staff members fulfil liaison roles with the numerous production crews — in addition to their regular responsibilities. BCBC's Corporate Communications and Public Affairs department co-ordinates the scheduling of BCBC site usage by film and TV production crews.

BCBC is also currently co-operating with regional film commissions to facilitate the expansion of the BC film and TV production industry to other areas of the province. For example, during the summer of 1998, BCBC will be arranging the use of the original Prince George Regional Correctional Centre in the production of the movie *Double Jeopardy* starring well-known actors Tommy Lee Jones and Ashley Judd.

BCBC has been involved in facilitating a broad variety of film production throughout the province. These include such celebrated TV series as The X-Files, motion pictures, made-for-TV movies, music videos, training videos and commercials. A sampling of this variety is featured in the following supplement.

FACING PAGE: Oscar-nominated director **Scott Hicks** of *Snow Falling on Cedars*, MEC Snow Fall Productions, sets up a shot in the snow-covered woods of Greenwood, BC (near Grand Forks). The film company started prep work on BCBC's Greenwood Highways Yard in October 1997 and waited for the snow to fall. The crew filmed in Greenwood for a few weeks and moved to Woodlands in March 1998 to film additional scenes. The film is based on Puget Sound's **David Guterson's** 1995 best-selling novel.





LEFT: Over the years, Riverview Hospital has been the site for many music video productions. **Paula Abdul** sang and danced in one of the more popular rooms on the fourth floor of Crease Clinic. The large, open room with immense, arched windows is easily transformed into a dance studio by the film crews.



LEFT: **Lance Henriksen** stars as **Frank Black** in the weekly television series *Millennium*. Many episodes of *Millennium* have been filmed at Riverview Hospital since mid-1996. Chris Carter, creator of *Millennium*, is also the creator of *The X-Files*.



LEFT: **Glenn Close** starred in the made-for-TV movie *Serving in Silence*, which was filmed at Riverview Hospital and the Justice Institute of BC.

BELOW: **David Duchovny** and **Gillian Anderson** of the television series *The X-Files*. *The X-Files* was filmed at various BCBC facilities in the Vancouver area since the series' inception on March 22, 1993. These include Woodlands, Robson

Square and Riverview Hospital. Riverview Hospital was the site of the series' very first episode and, fittingly, on April 29, 1998, they filmed the last Vancouver-based episode of *The X-Files* there as well.

