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# SEPTEMBER BUDGET UPDATE 2005

*Ministry of  
Tourism, Sport  
and the Arts*

**2005/06 – 2007/08  
SERVICE PLAN UPDATE  
SEPTEMBER 2005**



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## Message from the Minister and Accountability Statement

I am pleased to present the first service plan for the new Ministry of Tourism, Sport and the Arts, which reflects our vision to bring British Columbians together to build participation, celebrate excellence and increase the social and economic benefits of tourism, sport and the arts and support Government's Five Great Goals.

With five years to go to the 2010 Olympic and Paralympic Winter Games, now is the time to prepare. The tourism sector already generates \$9 billion annually for our provincial economy. We have tremendous opportunities to invest now in tourism, sport and the arts so that the years leading up to 2010 and those that follow provide as much benefit as the Olympic and Paralympic Games themselves. Working across sectors and with our many partners, the prospects are strong to dramatically increase employment in the tourism sector and double the tourism sector by 2015.

Our role will be to enhance and expand resorts and other attractions that will draw visitors to many of our regions; prepare for an influx of new tourists; work with the Ministry of Health to ensure that British Columbians have the facilities they need to improve health and fitness levels by 2010; and invest in festivals and cultural events that celebrate British Columbians' proud diversity and build our cultural economy.

With tourism, sport and the arts under one roof, we have an unparalleled opportunity to think long term about our vision for British Columbia and the unique attributes and assets that make this province a great place in which to live, visit and invest. We also have the ability to create greater synergies amongst the tourism, sport and arts sectors. Cultural tourists, for example, spend about 8.7 per cent more on trips than average visitors. There is untapped opportunity to work with First Nations to identify indigenous tourism opportunities to respond to a growing demand. Sport tourism is also a fast growing contributor to tourism, generating an estimated \$368 million in British Columbia each year. There are many direct benefits from serving as host to world-class events such as the World Junior Hockey Championships in 2006, the North American Indigenous Games in 2008 and the World Police and Fire Games in 2009. These events do more than simply bring visitors to the province. Sport, culture and the arts are fundamental to the well being of British Columbians and the prosperity of our communities. Only by creating new synergies among business, communities and all levels of government, can we truly maximize the opportunities that are now before us.

British Columbia's volunteer force is 1.4 million strong, and is the second largest in Canada. Their contribution improves the quality of life of British Columbians and it is this government's commitment to recognize, support and build that force. In the next several years British Columbia will be host to more than 15 world events — more than ever we will be calling upon our dedicated volunteers to help welcome the world to our province.

The plan that follows reflects existing funding. It is only the beginning. The key to our success in the future is planning today. Ours is a large and an exciting mandate, and will require new and innovative ideas, new partnerships, new funding support, increased investment in infrastructure, and close coordination with other ministries and agencies. The remainder of the 2005/06 fiscal year will allow the ministry to work with its stakeholders to identify long term opportunities, the mechanisms and relationships and resources that need to be in place to take full advantage of those prospects. The next decade will be an exciting one for tourism, sport and the arts as we chart a course that will lead us towards our goal of doubling the tourism industry by 2015. Next year, the 2006/07 Ministry of Tourism, Sport and the Arts Service Plan will reveal, in a much more specific way, how we intend to achieve that goal.

The Ministry of Tourism, Sport and the Arts 2005/06 – 2007/08 Service Plan Update, September 2005 was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of August 31, 2005 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Olga Ilich  
Minister of Tourism, Sport and the Arts

August 31, 2005

# Ministry Overview and Core Business Areas

## Ministry Overview

The Ministry of Tourism, Sport and the Arts (MTSA) was established in June of 2005, bringing together areas of business from four ministries, one Crown corporation and one commission. These various program and policy areas support the development, preservation and promotion of some of British Columbia's most treasured assets that enhance the quality of life not only for those who live here but also for the millions of travelers who visit the province each year.

The ministry encompasses six core business areas, sharing many common themes and interests:

- 1. Tourism and Resort Development**
- 2. Sport, Recreation and Volunteers**
- 3. Art, Culture and Heritage**
- 4. BC Film Commission**
- 5. Transfers to Crown Corporations and Agencies**
- 6. Executive and Support Services**

A number of important opportunities have united these programs, services and policy areas. All these together will establish a broad vision for the province as a tourist destination of choice before, during and well after the 2010 Olympic and Paralympic Winter Games. The ministry will have opportunities to think more broadly about tourism and how government can best work with stakeholders to support the development of private and public investments in this growing sector.

This new ministry has an ambitious mandate — to guide, support and encourage the economic potential of dynamic sectors of our provincial economy. Tourism delivers over \$9 billion annually to our economy. It is a huge employment creator, with more than 114,000 employed in British Columbia's 18,000 tourism enterprises.<sup>1</sup> The ministry also has responsibility for sport, arts and culture and volunteers. These sectors are also vital to the tourism industry and are significant contributors to the provincial economy in their own right.

For example, sport spending totals almost \$16 billion annually, about 2.2 per cent of consumer spending and 1.2 per cent of the GDP in 2004.<sup>2</sup> Sport BC estimates that there are over 10,000 paid workers in sport in the province, and more than 140,000 sport volunteers actively engaged in amateur sport. Sport tourism is one of the fastest growing segments

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<sup>1</sup> Tourism BC.

<sup>2</sup> Conference Board of Canada, Strengthening Canada – the Socio-Economic Benefits of Sport Participation in Canada, 2005.

of the tourism sector. Each year, this segment generates an estimated \$368 million in British Columbia — and it is growing.<sup>3</sup> The benefits of increased physical activity among British Columbians are substantial. The estimated direct and indirect costs related to the health impacts of obesity and inactivity are nearly \$573 million each year, and rising.<sup>4</sup> The work of the ministry to support sport and fitness can have a significant impact on B.C.'s health care system.

The economic impact of B.C.'s arts and culture sector is also important. In 2001, arts and culture contributed an estimated \$4.2 billion to the provincial economy. This sector directly employs more than 78,000.<sup>5</sup> In 2003, British Columbia television and film production was worth \$1.4 billion.<sup>6</sup> The total annual sales of British Columbia published books are estimated to be \$150 million annually.<sup>7</sup>

The economic value and impact of B.C.'s volunteer sector is also significant. B.C. has the second largest volunteer sector in Canada, consisting of more than 1.5 million volunteer positions which are filled by 865,000 volunteers representing nearly \$1 billion in unpaid labour each year.<sup>8</sup> We need to support and enhance the capacity of this vital sector.

The province has bountiful natural and developed resources in support of tourism, sport and the arts. Together, these assets can enhance the quality of life in British Columbia. As the number of visitors continues to grow leading up to and after 2010, we will also have many avenues to reveal to the world a dynamic, exciting province with a unique character and promising opportunity. This work will also serve to foster the development of a “creative economy,” and to build the kind of province where people want to live, to visit, and to invest.

Work in tourism, sport and the arts reaches across numerous spheres and every part of the province, involving many other ministries and sectors. The ministry will work with its diverse stakeholders as well as other ministries to secure and enhance the assets that celebrate British Columbia's essence — the essence of the people who live here. It will work with the Vancouver Organizing Committee and other partners to ensure the best ever Olympic and Paralympic Winter Games, as well as preparing for the Cultural Olympiad of 2010. Below are descriptions of the specific structures that have been established to further these aims.

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<sup>3</sup> Calculation based on the Canadian Sport Tourism Alliance projection that 4 per cent of total tourism revenues can be attributed to sport tourism. Tourism BC reports that tourism revenue in 2003 was \$9.2 billion dollars.

<sup>4</sup> BC Ministry of Health, 2004.

<sup>5</sup> Stats Canada, Economic Contribution of the Cultural Sector — A Provincial Perspective, 2004.

<sup>6</sup> BC Film Commission Industry Profile at: <http://www.bcfilmcommission.com>.

<sup>7</sup> Association of Book Publishers of British Columbia.

<sup>8</sup> National Survey of Giving, Volunteering and Participating, 2000.



## Core Business Areas and Structure

### 1. Tourism and Resort Development

This core business area has a budget of \$8.0 million and 50 Full Time Equivalents (FTEs). Tourism and Resort Development provides for: developing and implementing a provincial Tourism Strategy; implementing strategies to promote British Columbia and achieve increases in tourism, all seasons resorts and both commercial and public recreation; investing in recreation facilities; and conducting marketing, planning and research to support sustainable development of tourism.

There are eight key areas of work carried out by this core business area:

- **Sector and Product Development and Marketing**, whereby new business sector and product opportunities are identified in concert with key partners and developed into a market-ready state.
- **Research and Analysis**, works with tourism associations to monitor and evaluate tourism and recreation trends; conduct socio-economic analysis, forecasting and modeling; and undertake inter-jurisdictional comparisons.
- **Tourism Planning**, which undertakes strategic sectoral planning and program development including responsibility for the development and implementation of initiatives such as the Tourism Charter, Hosting the World and 2010 Olympic related activities. It is also responsible for the National Tourism Strategy, with key partners such as Tourism BC, the Council of Tourism Associations and the Canadian Tourism Commission.
- **Public Recreational Management and Promotion**, which includes the promotion of fish and wildlife and other recreation opportunities and the development of operational policies in relation to such public recreation activities as mountain biking, All Terrain Vehicle (ATV) use and snowmobiling, in cooperation with stakeholders and nature based tourism associations and partners.
- **All Seasons Resorts Office**, based in Kamloops, which administers the existing portfolio of major resorts on Crown land, reviews and approves expansions and new resort proposals and leads the implementation of the B.C. Resort Strategy and Action Plan.
- **Commercial Recreation**, a program based in several regional offices, that administers new and existing commercial recreation tenures on Crown land.
- **Public Recreation Sites and Trails**, a program based in several district offices, providing maintenance, development and oversight of forest recreation sites and trails.
- **Aboriginal Relations** which supports First Nations relationships and consultation in each of the above areas and works to support the development of Aboriginal tourism.

The ministry works closely with the Tourism BC Corporation, which works to promote and develop the tourism industry.

Success in this core business area is highly dependent on the ministry's relationships with Tourism BC and many other partners. For example, the ministry will be working closely with many other ministries to develop a Tourism Charter; and with the Vancouver Organizing Committee (VANOC), the Olympic Games Secretariat and 2010 LegaciesNow to link activities related to the 2010 Olympic and Paralympic Winter Games. On land use issues, the ministry will also be collaborating with the Ministry of Agriculture and Lands and the Service BC offices being established under the Integrated Land Management Bureau.

## **2. Sport, Recreation and Volunteers**

This core business area has a budget of \$13.2 million and six FTEs. It supports a strong sport sector, recreation opportunities, physical activity and volunteer sectors. It also administers the Physical Fitness and Amateur Sports Fund Special Account.

The broad mandate of this business area is to facilitate and guide quality opportunities to increase participation and achieve excellence in sport and physical activity in British Columbia through the development of public policy, effective inter and intra-governmental partnerships, national leadership, international relations and event hosting, and contract management, performance and measurement systems. Sport, Recreation and Volunteers works with sector partners, other ministries and levels of government to identify and address systemic issues and opportunities that impact the 850,000 sport organization members in British Columbia. It also develops strategic interventions related to the enhancement of sport, physical activity and recreation in the province.

### **Participation and Achievement in Sport and Recreation**

British Columbia created a new and innovative delivery model for sport and physical activity programs in 2004. Funding is provided to 2010 LegaciesNow which administers grants to non-profit organizations, athletes, coaches, participants, volunteers and others involved in sport and physical activity. This work will help to ensure that the 2010 Olympic and Paralympic Winter Games benefit sport, culture and literacy efforts throughout the province and to capitalize on private sector interest in sport and physical activity. Support flows to such organizations as Sport BC (and through it to 61 provincial sport organizations), the Pacific Sport Group (providing regional sport delivery), the BC Games Society (responsible for BC's Family of Games) and a number of multi-sport and physical activity organizations. Support also goes to the TEAM BC and Athlete Assistance programs.

The ministry supports and encourages equitable access to sport and physical activity through initiatives targeting under-represented groups in schools, communities and organized sport through organizations such as Promotion Plus, the Aboriginal Sport and Recreation Association of BC and BC Disability Sports. The ministry also works in

partnership with the Ministry of Health on initiatives such as ActNowBC, particularly in areas that support improved physical fitness and health outcomes for all British Columbians.

### **Major Sporting Events**

The ministry works with Local Organizing and Bid Committees to attract world-class sport events, such as the World Junior Hockey Championships, the North American Indigenous Games and the bid for the World Wheelchair Basketball Championships. These events provide opportunity to benefit from sport-tourism. The ministry also provides guidance, expertise and resources to support successful delivery of these events and ensures that meaningful returns on provincial investments are realized in the form of legacies for sport and physical activity.

The ministry works closely with the BC Games Society, so that BC Summer and BC Winter Games provide opportunities for the development of athletes, coaches, and officials in preparation for higher levels of competition. The ministry also provides support for the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games. The “BC Family of Games” promotes interest and participation in sport and sporting activities, individual achievement and community development.

### **Volunteerism**

The ministry coordinates government’s involvement with organizations representing the volunteer sector and works in partnership with government and non-government organizations to enhance the volunteer sector in order to develop and recognize this valuable and important volunteer workforce and to build sustainable capacity in this sector.

## **3. Art, Culture and Heritage**

This core business area has a budget of \$23.6 million and 40 FTEs. It provides for support of cultural and heritage policy and programs and for the administration and delivery of government programs under the *Arts Council Act* and the *Heritage Conservation Act*; and for the administration of the Olympic Arts Fund Special Account.

This core business area also includes the BC Film Commission, which works to market British Columbia as a world-class film production location.

**Cultural Services:** The ministry develops and administers government policies that encourage the development of a sustainable arts and cultural sector and a cultural economy. This involves developing options to improve the competitiveness of provincial cultural industries, as well as providing information and advice, developing policy on cultural issues and general promotion of the arts. In order to achieve these aims, the ministry:

- Develops and implements provincial policies and programs on arts, culture and cultural industries;
- Coordinates and represents provincial government interests in arts and culture;

- Administers the programs of the Olympic Arts Fund;
- Provides management, policy development and program administration for the BC Arts Council;
- Develops programs that enable the arts and cultural sector to realize its social and economic potential; and
- Works with other provincial agencies and levels of government to encourage policies and planning that contribute to growth in the cultural sector.

The BC Arts Council is funded and administered by the ministry and provides policy and funding to support the arts and cultural community in British Columbia. The Council delivers a number of programs in the areas of professional arts and cultural development, community arts development, touring, arts awards and publishing as well as initiatives that support the sustainability of the sector.

**Heritage:** The ministry works in partnership across government and with other levels of government, the heritage community and the private sector to encourage and facilitate the protection and conservation of heritage in British Columbia, including public awareness and appreciation of heritage. These activities promote excellence in heritage conservation, protection and rehabilitation. The ministry also demonstrates heritage leadership through identification of best practices, delivery of specialized training and integration of local, provincial and federal work to ensure lasting benefits of heritage in the province. British Columbia now leads the nation in the number of records in the Canadian Register of Historic Places, a national register for historic sites.

**Archaeology:** The ministry is responsible for facilitating the protection and conservation of archaeological sites that may be impacted by development projects and other land uses. This role is fulfilled through the administration of the permitting system and the maintenance of a centralized inventory of sites. The ministry also ensures that archaeological sites are identified and protected within more general provincial review processes and assists in compliance with and enforcement of the *Heritage Conservation Act*. The site inventory currently contains records for 29,836 sites and this information is accessed by resource managers, land managing agencies, land conveyors, First Nations and the general public.

#### **4. British Columbia Film Commission**

British Columbia is the third largest motion picture service production centre in North America. The BC Film Commission has a budget of \$1.3 million and seven FTEs. The Film Commission provides for the promotion of British Columbia's locations and film industry infrastructure for use by the world's film, television and commercial production industry. It markets and promotes the province's advantages and opportunities as a world-class production centre to increase trade and investment in the billion dollar motion picture industry and to create high paying, knowledge-based jobs. Key strategies include: facilitating inbound investment, arranging trade missions and provincial participation in key

international events, developing marketing and promotional strategies to raise awareness of British Columbia's competitive advantages and opportunities and providing script breakdown services, digital location packages and location management for filmmaking. It also assists new productions in scouting for locations and accessing required goods and services.

## 5. Transfers to Crown Corporations and Agencies

This core business area has a budget of \$131.1 million.

**Tourism BC** works to promote development and growth in the tourism industry, to increase revenues and employment through British Columbia, and to increase economic benefits for all British Columbians. Previously a division of the B.C. Ministry of Small Business, Tourism and Culture, Tourism BC became an independent Crown corporation in June 1997. The corporation is governed by a 15-member board with full management, financial and legal authority, and is funded through a percentage of the provincial hotel room tax revenue and an annual contribution from the Province. Tourism BC works closely with British Columbia's tourism industry to promote and develop tourism throughout the province and markets British Columbia to consumers and the travel industry through a variety of joint marketing and promotional campaigns in countries around the world.

**The Provincial Capital Commission** assumes primary stewardship for assets of historical and cultural significance within the capital region and dedicates itself to connecting and celebrating the capital with all citizens of the province through outreach and engagement programs.

**The Royal BC Museum** is a Crown corporation created in 2003 under the *Museum Act*. The Act mandates the Royal BC Museum to fulfill the government's fiduciary responsibilities for public trusteeship of provincial collections and exhibits, including specimens, artefacts, archival records and other materials that illustrate the natural and human history of British Columbia. These collections are preserved for current and future generations of British Columbians.

**The BC Pavilion Corporation** (PavCo) generates economic and community benefits for the people of British Columbia through the prudent management of public facilities. Key responsibilities include the Vancouver Convention & Exhibition Centre, an integral part of British Columbia's economic infrastructure, generating significant economic impact, tax revenues and job creation. PavCo is also responsible for BC Place Stadium, the province's largest trade and consumer show venue and the only facility capable of hosting a number of B.C.'s most successful shows and sporting events. It is also responsible for the Bridge Studios space which is used for TV and film production.

**The Vancouver Convention Centre Expansion Project (VCCEP)** is also funded through the ministry. VCCEP will be a very important asset before, during and after the 2010 Olympic and Paralympic Winter Games.

## **6. Executive and Support Services**

This core business area has a budget of \$2.6 million and 11 FTEs. It provides for the Offices of the Minister and the Deputy Minister. Under an agreement, the Ministry of Community Services provides management services to the Ministry of Tourism, Sport and the Arts.

# Resource Summary

Core Businesses	2004/05 Restated Estimates <sup>1</sup>	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating Expenses (\$000)</b>				
<b>Art, Culture and Heritage</b> .....	20,786	23,603	23,603	23,603
<b>Sport, Recreation and Volunteers</b> .....	13,254	13,225	13,200	13,200
<b>Tourism and Resort Development</b> .....	6,193	7,972	9,272	9,216
<b>British Columbia Film Commission</b> .....	1,387	1,275	1,275	1,275
<b>Transfers to Crown Corporations and Agencies</b> .....	88,405	131,105	139,582	63,330
<b>Executive and Support Services</b> .....	2,637	2,637	2,637	2,637
<b>Total</b> .....	<b>132,662</b>	<b>179,817</b>	<b>189,569</b>	<b>113,261</b>
<b>Full-time Equivalents (FTEs)</b>				
<b>Art, Culture and Heritage</b> .....	40	40	40	40
<b>Sport, Recreation and Volunteers</b> .....	6	6	6	6
<b>Tourism and Resort Development</b> .....	35	50	66	66
<b>British Columbia Film Commission</b> .....	7	7	7	7
<b>Executive and Support Services</b> .....	11	11	11	11
<b>Total</b> .....	<b>99</b>	<b>114</b>	<b>130</b>	<b>130</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Art, Culture and Heritage</b> .....	73	23	23	23
<b>Sport, Recreation and Volunteers</b> .....	0	0	0	0
<b>Tourism and Resort Development</b> .....	0	1,335	1,339	1,354
<b>Executive and Support Services</b> .....	0	50	50	50
<b>Total</b> .....	<b>73</b>	<b>1,408</b>	<b>1,412</b>	<b>1,427</b>

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. Schedule A of the *Estimates* presents a detailed reconciliation.



## Strategic Context

Although the ministry is newly established, it has a strong vision for moving forward, as well as a ministry mission and a set of core values. Given opportunity for further dialogue with its many partners, these statements will be refined over time. As a starting point, however, they represent a shared understanding of where the ministry is headed, demonstrating a strong commitment to collaborate effectively with internal and external stakeholders to make that vision a reality.

### Vision, Mission and Values

#### Vision

A province where citizens embrace participation, celebrate excellence and maximize social and economic benefits from tourism, sport and the arts.

#### Mission

To build strong partnerships to foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest.

#### Values

The ministry is guided by the following values in conducting its work:

**Collaboration** — promoting team work, and building relationships and partnerships of mutual trust, confidence and respect;

**Integrity** — communicating and behaving in ways that show respect, honesty and high ethical standards;

**Client-Focus** — providing high levels of service and responsiveness to ministry clients in a timely and effective manner;

**Transparency and Accountability** — providing effective and efficient delivery of services in a timely manner and implementing sound results-driven financial management; and

**Innovation and Creativity** — building a dynamic and innovative organization which encourages creativity, imagination and responsiveness.



## Planning Context and Key Strategic Issues

### Tourism

In 2004 British Columbia's tourism industry generated \$9.4 billion in revenues.<sup>9</sup> With GDP of \$5 billion, tourism is the third largest sector, after retail trade and construction. Tourism's share of provincial GDP fell from 5.1 per cent in 1984 to 4.2 per cent in 2002, and is now thought to be on the rise.<sup>10</sup>

As the general population ages in and outside of British Columbia, and as tourism interests change, product development in the province will require refocusing to meet visitor demands. Growing numbers of tourists are choosing experiences versus specific destinations, thereby creating new markets. For example, cultural tourists spend about 8.7 per cent more on trips than average visitors. Sport tourism is also one of the fastest growing segments in the tourism sector, contributing an estimated \$376 million in British Columbia each year.<sup>11</sup> The ministry can work with its partners to increase these and other forms of high-yield tourism.

The need to plan for the sustainability of tourism is growing in importance, as British Columbia works to make the most of future environmental, economic and social changes. This will be an important consideration for many of the ministry's policies and programs, such as those that interface with the natural environment. The ministry will also need to consider the impact of world events on international travel. Clearly, safety and health concerns continue to influence visitors.

2005 is showing to be a strong year for the tourism industry as it returns to pre-9/11 levels. There is much work ahead to continue growth and strategic orientation of this important sector to maintain B.C.'s competitive leadership position in global tourism. A strong trend in recent years has been an increase in industry diversification, with many tourism operators greatly expanding the products, facilities and experiences they offer.

The ministry will carry out activities directed at encouraging tourism investment and economic development through timely and effective marketing in partnership with Tourism BC and others, tourism business development and effective and efficient regulatory processes. It will provide leadership and advocacy to stimulate strategic planning and investments in the sector, optimal use of crown lands to support resort development and

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<sup>9</sup> Tourism BC.

<sup>10</sup> Recent documentation from Grant Thornton and Tourism BC (TBC) predict an increase in tourism's share of the GDP for 2004, but final 2004 GDP statistics are not yet available.

<sup>11</sup> Calculation based on the Canadian Sport Tourism Alliance projection that four per cent of total tourism revenues can be attributed to sport tourism. Tourism BC reports that tourism revenue in 2003 was \$9.2 billion dollars.

commercial recreation, increased opportunity to attract high-yield tourism and promotion of long term sustainability of the sector. It will also work closely with Aboriginal Tourism BC to develop and implement an Aboriginal Tourism Strategy.

In addition to focusing its activities on accelerating economic development in key sectors such as tourism, resorts and public outdoor recreation, the ministry is committed to reducing the regulatory burden and providing a more streamlined business approach in order to achieve improved investor confidence and economic growth. The ministry will further this work by developing a new vision for tourism in partnership with industry and Tourism BC and will lead the “Host the World” initiative. The ministry will also continue to implement the recommendations of the British Columbia Resort Strategy and Action Plan and to enhance resort development in coming years. As we move closer to the 2010 Olympic and Paralympic Winter Games, the ministry will work with other provincial and federal agencies to improve coordination and communication, to avoid overlap, and to reduce inter-agency barriers to tourism opportunities and recreational activities.

The ministry will demonstrate to the investment community, local governments, First Nations and clients, a commitment and capacity to facilitate wealth creation by building strong relationships across the tourism sector and promoting sustainable investment and security of ownership on public lands. It will work closely with stakeholders such as the Council of Tourism Associations (COTA), the Wilderness Tourism Association and Aboriginal Tourism BC, particularly in the implementation of the Aboriginal Tourism Strategy. It will also work with the Cruise BC Association to promote British Columbia as a cruise ship destination distinct from Alaska; and with Tourism Vancouver and Tourism Whistler, especially as the province prepares for the 2010 Olympic and Paralympics Games.

Responsibility for managing forest recreation sites and trails has been transferred from the Ministry of Forests and Range to the Ministry of Tourism, Sport and the Arts to integrate tourism and forest recreation programs and to take a more holistic approach to tourism and recreation management on Crown lands.

## **Sport, Recreation and Physical Activity**

Sport and physical activity are significant economic drivers. There are over 10,000 paid workers in sport in British Columbia, not including the retail sector and municipal recreation employment. Sporting events also have major spin-off benefits. For example, the economic impact of the recent World Curling Championships in Victoria is estimated at \$20.4 million with a \$250,000 provincial contribution realizing a total provincial tax revenue impact of \$1 million. Economic impact projections for the 2008 North American Indigenous Games in the Cowichan Valley exceed \$20 million while the World Police and Fire Games set for 2009 in Burnaby should generate more than \$60 million in economic activity. Sport and physical activity also represent the single largest area of volunteer participation in Canada and account for 11 per cent of B.C.’s total volunteer corps.

When it comes to fitness, British Columbia is Canada's most active province, but almost two million citizens are not active enough to derive health benefits from their participation. The Federal, Provincial and Territorial Sport Ministers have set a target to increase Canada's physical activity levels by 10 per cent by 2010. British Columbia has doubled that target and will increase activity by 20 per cent. Sport is a vehicle to increase active participation and promote health and well-being. This is especially important given provincial demographics and the significantly higher health care costs associated with an inactive, rapidly-aging society and current trends in child obesity.

Since devolving its direct program funding responsibility to partner organizations, government has refocused its efforts on policy development, accountability, intra/inter-government partnerships, national leadership, international relations and events and Aboriginal programs.

The ministry maintains close relationships with the Aboriginal community and supports the Aboriginal Sport and Recreation Association of BC as well as initiatives like the Aboriginal FIRST (Futures in Sport and Recreation Training) Program and the federally co-funded Aboriginal Excellence Program. These programs are designed to increase sport and physical activity opportunities for Aboriginal peoples.

The ministry's relationship with the sector provincially is strong and positive, based on a shared leadership model. As a result, B.C. is generally acknowledged across the country as a sport and physical activity innovator and leader with programs like ActionSchools!BC, Active Communities, SPORTSafe and SportWeb leading the way.

Canada has hosted the Olympic and Paralympic Games twice but is the only host country never to win a gold medal. Significant efforts are being made to address the excellence agenda through British Columbia's Game Plan program and the development nationally of "Own the Podium". This is a sport technical program designed to help Canada become the number one nation in terms of medals won at the 2010 Olympic Winter Games and to place in the top three at the 2010 Paralympic Winter Games. The ministry has been involved in "Own the Podium" and other collaborations intended to better understand and improve sport excellence.

### **Volunteerism**

According to the 2003 National Survey of Non-profit and Voluntary Organizations, in British Columbia there are 20,000 Not For Profit or Voluntary Organizations, which is 13 per cent of the 161,000 across Canada. These organizations collectively produce \$11 billion dollars in revenue. If B.C.'s 1.5 million volunteers were paid minimum wage for the 114 million hours they contribute annually, it would cost nearly \$1 billion per year. The major contributors to volunteers in B.C. are as follows: Religion — 19 per cent, Sport and Recreation — 17 per cent, Arts and Culture — 10 per cent, Social Services — 9 per cent

and Hospitals and Universities — 1 per cent.<sup>12</sup> Government relies on volunteer-based organizations in the delivery of many of its services and volunteerism makes a strong contribution to the social fabric of our communities. It is important that government work to build strong relationships with volunteer organizations as well as fostering continued capacity in the volunteer sector.

## **Arts, Culture and Heritage**

### **Arts and Culture**

Arts and cultural activity in British Columbia is a significant contributor to the province's economic prosperity. Economic output in 2001 exceeded \$4.2 billion, an increase of 24 per cent over 1996. More than 78,000 British Columbians were employed in the cultural sector in 2001.<sup>13</sup>

There is a growing body of knowledge suggesting that arts and culture are central to the development of a competitive, creative, knowledge-based economy. In British Columbia, the sector also is an essential contributor to cultural tourism, a component of tourism that is projected to increase at an annual rate of 15 per cent through 2010.<sup>14</sup>

Arts and culture, however, is far more than an engine of economic activity. Research indicates that arts and cultural activity also contributes to the health and well being of citizens, improved community identity and social cohesion, community revitalization and the redevelopment of inner cities.<sup>15</sup>

There will be increased opportunity for international exposure leading up to and after the 2010 Olympic and Paralympic Winter Games. The Olympics will provide British Columbian artists and arts organizations with a remarkable opportunity, while helping to define the province as a centre for creativity and artistic diversity.

The diversity of the province's population also provides an opportunity to create a form of cultural expression that reflects the influences that have shaped British Columbia and that will result in a unique and distinct creative culture. The collaboration of artists working from a base of different traditions continues to positively influence the development of the arts in British Columbia.

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<sup>12</sup> Imagine Canada.

<sup>13</sup> Stats Canada, Economic Contribution of the Cultural Sector: A Provincial Perspective.

<sup>14</sup> World Tourism Organization.

<sup>15</sup> Canada West Foundation, Culture and Economic Competitiveness, 2002.

## **Heritage**

Government's role in heritage has shifted from direct provincial ownership and management of heritage sites to long-term operating agreements with third parties and ownership by communities. A new community-driven Heritage Legacy Fund of B.C. has been established and federal, provincial and local government heritage programs are now implementing collaborative policies and programs based on national standards and best practices. The ministry will need to build strong relationships to achieve provincial heritage aims and will need to support local communities and third parties in developing capacity and policies to effectively manage and enhance their local heritage assets.

Likewise, there will be many communities bringing people together to celebrate B.C.'s 150th anniversary in 2008. This is a tremendous opportunity to raise awareness about our shared heritage, cultivate a sense of pride and reveal our unique history to British Columbians and visitors. The ministry will be leading the way in engaging local communities, the federal government, non-profit organizations, First Nations and the private sector in supporting this exciting milestone as a unique opportunity to showcase the heritage, arts and culture of the province.

## **Archaeology**

Our provincial heritage dates back over 12,000 years to the first known inhabitants of the region, representing one of the most diverse and complex archaeological histories in Canada. The *Heritage Conservation Act* encourages the conservation and public appreciation of this valuable legacy.

In 2004 the ministry issued 440 archaeological permits (a record number), responded to 1,400 requests for information on archaeological sites and assisted with 7,800 additional queries through a secured internet-based system. All these activities are focused on ensuring that resource managers, land managing agencies, developers and property owners have adequate archaeological information and advice to prevent the destruction of sites. The ministry is also increasing its interaction with local governments to encourage their participation in advising their constituents about the need to take archaeological sites into account in their development activities. This enhanced emphasis on educating other governments, agencies and the public will increase the protection afforded to these sites. The archaeological permitting process, in conjunction with the archaeological site information, allows forestry, mining and land developments to proceed quickly while protecting a valuable provincial asset.

## **The British Columbia Film Industry**

The BC Film Commission was created in 1978 with a mandate to support and market British Columbia's filming locations and production services to the international film and television industry. Drawing on a wide variety of geographic locations, a skilled workforce, significant infrastructure, proximity to Los Angeles, tax incentives, favourable exchange

rates and a great reputation, the motion picture industry in the province has grown to over a billion dollars annually. Economic spin-offs are wide and varied, and many of the benefactors are not directly film related. They include hotels, vehicle rentals, office suppliers, construction material suppliers, couriers and retail companies. Over 30,000 British Columbians are employed in the province's motion picture industry.

The average value by project and annual spending in British Columbia over the past five years has been as follows:

<b>Year</b>	<b>Avg. Value per Project \$ million Canadian.</b>	<b>Spent in BC \$ million Canadian</b>
2004	4.1	801.2
2003	8.3	1,404.6
2002	4.8	993.6
2001	5.6	1,108.5
2000	6.1	1,180.3

Motion picture activity in 2004 was less robust than in 2003, due to factors such as increased competition, the rise in Los Angeles film production, a weak US dollar, rising costs and expectations, and trade disputes. British Columbia must ensure that it provides the best value for production dollars, building on already high levels of awareness and long-standing relationships with the major markets. Focusing on improved products, services and relationships will ensure that B.C. continues to attract film production and investment well into the future.

The motion picture industry is extremely transportable and the province needs to act strategically to ensure it retains and grows its market share. Other countries are recognizing the industry's potential and the B.C. business model has been effectively copied by other jurisdictions that are now providing considerable competition. In addition, the film landscape has changed: fewer people are watching more channels, TV license fees and advertising budgets are decreasing, and trends such as reality TV have opened many new doors in television production, which was formerly British Columbia's bread and butter. Amid these challenges and opportunities, the province continues to have the third largest service production centre in North America and, if the offerings are globally competitive, film producers will continue to want to make their films here.



# Goals, Objectives, Strategies and Results

## Ministry's Goals and Their Linkage to Government's Five Great Goals

The ministry goals link to the government's Five Great Goals in the following ways:

- 1. An educated, literate population.** Arts and culture contribute to a literate, educated population and are also the foundation for creative, knowledge-based communities, which are more competitive in attracting skilled labour, immigrants and investments to support a strong economy;
- 2. Healthy living and physical fitness.** Promoting and enhancing sport excellence, recreation and volunteerism contributes to the health and well-being of British Columbians. Physical fitness in early life supports the development of lifelong fitness involvement;
- 3. A system of support for persons with disabilities, special needs, children at risk and seniors.** The ministry's investments in infrastructure support accessible sports and recreation facilities for people with special needs. Work to support the capacity of the volunteer network in B.C. will also help to meet the needs of persons who have disabilities or special needs;
- 4. and 5. Sustainable environmental management, job creation and a strong economy.** The ministry has a large part to play in supporting a strong economy, while working with partners to enhance environmental sustainability — in tourism and resorts, commercial recreation, the film industry and the 2010 Olympic and Paralympic Winter Games.

## Ministry Performance Plan Summary

Goals, objectives and performance measures and targets are summarized in the table below.

	Ministry Goals	Ministry Key Objectives	Measures/Targets (As appropriate)
<b>Five Great Goals</b>	1. A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and network of tourism and world class resort facilities.	1. A competitive, sustainable tourism sector that supports a strong diverse economy and job creation across all regions of the province.	Vision for Sustainable Tourism (Develop 05/06) Tourism Charter completed
		2. B.C.'s natural resources support sustainable economic development of commercial and non-commercial nature-based recreation.	All Seasons Resorts revenues to government (\$4.2 million in 05/06) Completion of resort development agreements (5 new in 05/06). Processing Efficiency: Process land and water tenures within 140 days (90 per cent of applications) Customer satisfaction as measured annually (establish baseline)
	2. British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.	1. British Columbians' participation levels increase as they embrace sport and physical activity as a way of life.	B.C. adults' physical activity level (57 per cent in 05/06)
		2. Provincial athletes are supported in their pursuit of excellence and achieve sustained personal-best results in national and international competition.	Team BC placement in Canada Summer and Winter Games (second place in 05/06) Proportion of nationally-carded athletes training in the province (20 per cent)
		3. The province attracts world-class sport events enriching sport-tourism opportunities and accruing lasting benefits.	The economic impact of international events and games continues to exceed the investment by the Province



Five Great Goals	Ministry Goals	Ministry Key Objectives	Measures/Targets (As appropriate)
	3. A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.	1. British Columbia's arts and film industries capture a strong share of the global marketplace.	Client satisfaction with film production services offered in B.C. Film production investment in B.C., relative to market and capacity
		2. A vital and sustainable artistic and cultural sector that contributes to the quality of life and economic development of B.C.	Olympic Arts Fund programs implemented
		3. Effective stewardship of British Columbia's heritage properties brings economic benefits and a sense of pride and identity to communities.	Number of historic places entered in the Canadian Register of Historic Places (1,000) Percentage of community-based heritage properties that meet or exceed site-management standards (100 per cent)
		4. B.C.'s archaeological assets are protected and preserved, while also accommodating economic development.	Number of land use projects proceeding under permit (500)

**Goal 1:** *A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and world class resort facilities.*

**Core Business Area:** *Tourism and Resort Development.*

**Objective 1:** *A competitive, sustainable tourism sector that supports a strong diverse economy and job creation across all regions of the province.*

This objective focuses on increasing the number of tourism businesses in British Columbia and the number of people employed in those businesses, as well as enhancing opportunities for high-yield tourism. The ministry will focus on growing specific tourism sectors, for example, all seasons resorts, conventions and meetings, and the cruise ship industry.

This objective is also supported by the work of Tourism BC, which implements initiatives to market and promote the province's advantages and opportunities in order to increase tourism activities and investment.

**Key strategies include:**

- Implementing industry development initiatives, such as Cruise BC and Conventions BC;
- Working with Aboriginal Tourism BC on developing and implementing an Aboriginal Tourism Strategy;
- Advancing partnerships with local and federal governments and industry to enhance tourism opportunities;
- In support of the 2010 Olympic and Paralympic Winter Games, developing the Hosting the World Program to enhance and broaden the impact of hosting the 2010 Olympic and Paralympic Winter Games in the tourism sector; and
- Implementing strategies to promote British Columbia in areas such as tourism revenues, all seasons resorts development, convention centers and cruise ship passenger traffic.

**Performance Measures:**

The first two measures of progress represent the completion of a tourism policy framework within government that will allow the industry to grow and develop in a sustainable way.

**Stakeholders Engaged in a Vision for Sustainable Tourism:** This measure is an indicator of effectiveness in engaging a broad range of perspectives in working towards a sustainable future for tourism in the province and building on the Spirit of 2010 Tourism Strategy.

**Completion of a Tourism Charter:** The Charter will establish a common commitment to tourism as a provincial economic and cultural priority, and ensure coordination of government activities in the tourism sector. Completion of this Charter will ensure coordination of the government’s activities in the sector and establish a common commitment to tourism as an economic and cultural priority prior to, during and after the Games.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Vision for sustainable tourism	None	Consult with 50 + stakeholders; Hold a summit; Hold 3 key workshops	Develop tourism indicator index; Establish strategic directions	Index in place; Monthly reporting; Implementation
Completion of a Tourism Charter	None	Establish charter; Monitor structure	Quarterly progress reports on industry	Quarterly progress reports on industry; Evaluation of Charter Impact

**Objective 2: B.C.'s natural resources support sustainable economic development of commercial and non-commercial nature-based recreation.**

The ministry facilitates economic development by encouraging investment in, and sustainable use of the province's land resources, providing timely and continued access through tenure and sales, and by promoting responsible and sustainable economic development. The ministry identifies and responds to significant land-based business opportunities and works closely with other ministries, agencies, local governments, First Nations, resort operators and new investors to facilitate the expansion of the B.C. tourism and resort sectors. Currently B.C.'s 700-plus resorts and lodges employ 26,000 people and contribute \$178 million to federal, provincial and local revenues each year. With the 2010 Olympic and Paralympic Winter Games on the horizon, investment interest in this sector has never been higher, both in terms of new resort development as well as major expansions of existing resorts.

The ministry also works to ensure sufficient and accessible land inventory and works with its many partners to improve the responsiveness of decision-making processes related to land investment activities. Over 950,000 visitors annually spend \$1 billion on commercial recreation or nature-based tourism. Activities such as river rafting, fishing, boating, heli-skiing, hiking and All Terrain Vehicle (ATV) tours are offered by 1,200 commercial recreation companies with tenures providing access to over 13 million hectares of Crown land and foreshore. Complementing this, some 1,200 non-commercial recreation sites and 700 trails are managed by the ministry, through partnership agreements and service contracts.

**Key strategies to support All Seasons Resorts include:**

- Providing consistency and a coordinated, one-window approach to service delivery;
- Promoting new resort development and major expansions of existing resorts;
- Administering existing Master Development Agreements (MDA), working closely with resort operators to achieve resorts' full development potential;
- Leading the implementation of the BC Resort Task Force initiative;
- Developing a new Integrated Resort Approval Process that will harmonize provincial and local government review processes; and
- Transferring timber administration within approved resort development areas from the Ministry of Forests to the Ministry of Tourism, Sport and the Arts.

**Key strategies to support Commercial Recreation, nature-based tourism and forest recreation include:**

- Effectively administering and licensing Crown land resources and monitoring tenure use;
- Reducing decision times and streamlining processes;
- Ensuring timeliness in permitting and licensing and overall client satisfaction;

- Expanding the application of the Commercial Alpine Ski Policy to resorts and commercial recreation and development;
- Developing an integrated commercial tourism and resort policy framework to encourage private sector investment through tenure certainty and pricing incentives;
- Ensuring that provincially owned forest recreation sites and trails are accessible and provide opportunities for safe, quality recreation opportunities; and
- Providing continued support and opportunities for partnerships with First Nations, local governments and community organizations to manage recreation sites and trails.

### **Performance Measures:**

**All Seasons Resorts and Commercial Recreation Revenues to Government:** This measure captures the amount of revenue to government that results from the development and expansion of resorts and other commercial recreation activities. Revenues can be enhanced by providing tenure security, streamlined processes and pricing incentives.

**Completion of Resort Development Agreements:**<sup>16</sup> These agreements are an important indicator of progress because they enable the Province to work closely with resort operators to achieve the full development potential of new and existing resorts.

**Percentage of Commercial Recreation land tenures processes within 140 days:** This measure is an indicator of how responsive government is to the needs of its investment clients.

**Percentage of surveyed customers who are satisfied with All Seasons Resorts and Commercial Recreation services:** This measure reflects how responsive government is to customer needs. High customer satisfaction levels signal an open-for-business attitude and a strong commitment to superlative client service, both of which can help encourage new investment. Clients are surveyed annually to assess their level of satisfaction.

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<sup>16</sup> Resort Development Agreements include Master Development Agreements and other Resort Development Agreements. Master Development Agreements are long term major resort development agreements, phased in over time, where the Crown has ongoing interest or ownership of the property. Other Resort Development Agreements include simple land sales or development permits.

*Ministry of Tourism, Sport and the Arts*

Performance Measures	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
All Seasons Resorts revenues to government	N/A	\$4.2 million	\$6.1 million	\$7.2 million
Commercial Recreation revenues to government	N/A	\$1.8 million	\$2.0 million	\$2.1 million
Approvals of resort development agreements: <sup>1</sup> <ul style="list-style-type: none"> <li>• Master Development Agreements</li> <li>• Other Resort Development Agreements</li> </ul>	N/A	2 3	2 5	2 6
Percentage of commercial recreation land tenures processed within 140 days	N/A	90 per cent of the time	90 per cent of the time	90 per cent of the time
Percentage of surveyed customers who are satisfied with All Seasons Resorts and Commercial Recreation services	N/A	Establish Baseline	5 per cent Increase	5 per cent Increase

<sup>1</sup> See footnote on previous page.

**Goal 2:** *British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.*

Winning the bid for the 2010 Olympic and Paralympic Games has raised the profile of the province's sport and physical activity endeavours. There is renewed interest in achieving excellence and increasing participation in sport in British Columbia.

**Core Business Area:** *Sport, Recreation and Volunteers.*

**Objective 1:** *British Columbians' participation levels increase as they embrace sport and physical activity as a way of life.*

Physical activity is a key component of health and quality of life for British Columbia's citizens. Increased participation in physical activity and excellence in sport are encouraged through a number of strategies, most of which are undertaken in partnership with a variety of other agencies.

**Key strategies include:**

- Developing policy and strategies that contribute to public priorities such as education, health, and economic and social objectives;
- Developing and supporting inter-and intra-government partnerships, international relations to bring more resources to sport and physical activity;
- Promoting and supporting event hosting and sport tourism;
- Demonstrating national leadership;
- Demonstrating sound contract and agreement management;
- Identifying and monitoring trends and research to promote sport and physical activity; and
- Providing funding to 2010 LegaciesNow to promote innovative revenue-generation for the sector.

**Performance Measures:**

**B.C. adults' physical activity level:** The Federal/Provincial/Territorial Sport Ministers have set a target to increase Canada's physical activity levels by 10 per cent by 2010. British Columbia has doubled that target and will increase activity by 20 per cent. The ministry's partnerships with other ministries and levels of government will help develop strategies to promote physical activity in various settings such as communities, schools and organized sport.

Performance Measure	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
B.C. adults' physical activity level <sup>1</sup>	55 per cent of British Columbians are physically active enough to derive health benefits	57%	58%	61%

<sup>1</sup> The biannual Canadian Community Health Survey monitors these levels.

**Objective 2: Provincial athletes are supported in their pursuit of excellence and achieve sustained personal-best results in national and international competition.**

The ministry will work with sector partners to sustain a foundation that supports British Columbians in their pursuit of sport excellence.

**Key strategies include:**

- Working with sector partners to accelerate the completion and implementation of GamePlan BC;
- Improving sport excellence by supporting the national winter “Own the Podium” initiative and similar excellence programs;
- Providing funding to groups that support athletic excellence;
- Ensuring that Team BC is supported in representing B.C. at the Canada Summer and Winter Games; and
- Supporting sport excellence through the Athlete Assistance Program.

**Performance Measures:**

**Team BC placement in Canada Summer and Winter Games:** The performance of provincial-level athletes at Canada Games is an indicator of the depth of high performance sport in the province.

**Proportion of nationally-carded athletes training in the province:** The number of national athletes training in British Columbia is an indicator of the strength of British Columbia’s sport development system and infrastructure, increasing the likelihood of sustained international success.

Performance Measures	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
Team BC placement in Canada Summer and Winter games.	No games held in 2004	2nd at 2005 Summer Games	3rd at 2007 Winter Games	No games held in 2007/08
Proportion of nationally-carded athletes training in the province. <sup>1</sup>	19%	20%	21%	22%

<sup>1</sup> For comparison, the BC population is only 13 per cent of the Canadian population.

**Objective 3: *The province attracts and supports world-class sport events enriching sport-tourism opportunities and accruing lasting benefits from major events such as the 2010 Olympic and Paralympic Winter Games.***

Winning the right to host the 2010 Olympic and Paralympic Winter Games generated tremendous interest and pressure to showcase regions of the province beyond Vancouver and Whistler through the staging of both summer and winter international sport events, including World Cups, World Championships and other major games and festivals. These events offer British Columbia the potential not just to improve the sport system, but also to bring significant direct benefits across a broad range of government priorities.

**Key strategies include:**

- Providing expertise and oversight to the organizing committees of major sport events hosted in British Columbia and supported by the province;
- Developing a sport tourism strategy which includes identifying potential hosting opportunities and promoting B.C. as a “sport destination”;
- Providing funding to Hosting BC to support international, national and regional sport events around the province; and
- Linking with the national hosting strategy and with other jurisdictions (e.g., British Columbia – Alberta Accord)

**Performance Measure:**

**The economic impact of hosting major sport events in the province exceeds the provincial investment:** Hosting major sporting events is a driver that can bring significant economic benefits directly to host communities and indirectly to a region and the Province. This measure will assist government in tracking the extent to which the benefits outweigh the investment when major sporting events are hosted in British Columbia.



Performance Measure	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
The economic impact of hosting major sport events in the province exceeds the provincial investment.	Develop an economic reporting model	Net gains exceed investment	Net gains exceed investment	Net gains exceed investment

**Goal 3:** *A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.*

**Core Business Area:** *British Columbia Film Commission.*

**Objective 1:** *British Columbia’s arts and film industries capture a strong share of the global marketplace.*

This objective will be achieved by marketing and promoting the province’s advantages and opportunities as a world-class motion picture production centre in order to increase trade and investment in the billion dollar motion picture industry. The Film Commission strives to provide world-class front line customer service with timely, effective and efficient production support. It also educates federal, provincial and local governments and agencies about the motion picture industry and its benefits to the people of British Columbia.

**Key strategies include:**

- Facilitating inbound investment into high-growth, high-opportunity sectors;
- Arranging trade missions and provincial participation in key international events;
- Organizing trade efforts to promote the province as a competitive motion picture centre;
- Developing marketing and promotional strategies to raise awareness of competitive advantages and opportunities throughout the province; and
- Providing high-quality production support.

**Performance Measures:**

**Client satisfaction:** A post-production survey will be developed and implemented to assess the degree of client satisfaction with Office of the Film Commissioner (OFC) services and supports. If film and TV industry productions are well-supported by the OFC, this will contribute to British Columbia’s reputation as a preferred film and TV location.

**Film production investment:** This new measure will indicate how successful the province is in attracting business in the motion picture industry, in relation to market and capacity.

Performance Measures	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
Client satisfaction with film production services offered in B.C.	None	Measure developed	Establish baseline	Improve
Film production investment in B.C. relative to market and capacity	None	Measure developed	Establish baseline	Improve

**Core Business Area: Art, Culture and Heritage.**

**Objective 2: A vital and sustainable artistic and cultural sector that contributes to the quality of life and economic development of B.C.**

Cultural activity is one of the key pillars of a healthy community and will be an area of pride for our communities leading up to and after the 2010 Olympic and Paralympic Winter Games. The ministry works to support the realization of social and economic benefits through arts and cultural development, a thriving cultural sector and the growth of a cultural economy.

**Key strategies include:**

- Providing policy, program and administrative support for the BC Arts Council;
- Managing the Olympic Arts Fund;
- Supporting the Centre for Not-for-Profit Sustainability; and
- Undertaking initiatives that support the development of a vital and competitive cultural industry and sector.

**Performance Measure:**

**Olympic Arts Fund strategy completed and implemented:** Development of an effective strategy will support arts and cultural organizations to implement creative projects that contribute to the development of arts and culture in British Columbia.

Performance Measure	Benchmark	2005/06 Target	2006/07 Target	2007/08 Target
Olympic Arts Fund strategy completed	New initiative	Olympic Arts Fund strategy and programs implemented	Olympic Arts Fund program delivered, and results monitored	Program reviewed and modified

**Objective 3: *Effective stewardship of British Columbia’s heritage properties brings economic benefits and a sense of pride and identity to communities.***

Through effective stewardship of heritage property, British Columbia communities can contribute to long-term, sustainable use of these resources.

**Key strategies include:**

- Engaging local communities, the federal government, non-profit organizations and the private sector in bringing people together to celebrate the province’s 150th anniversary in 2008, an exciting milestone and unique opportunity to showcase the heritage, arts and culture of the province;
- Initiating planning studies for new museum opportunities;
- Assisting local governments to plan, develop, manage and evaluate heritage programs; and
- Devolving and/or transferring operating and non-operating heritage properties to qualified partners.

**Performance Measures:**

**Registration of British Columbia’s historic places in the Canadian Register of Historic Places:** Registration is important because it indicates that properties conform to national standards and guidelines for the restoration and re-use of historic places. Registration makes properties eligible to receive federal financial incentives to further urban revitalization, community sustainability and tourism development opportunities.

**Number of devolved heritage properties meeting the standards for heritage preservation and presentation within Heritage Site Management Agreements:** To encourage a sustainable, community-based system of heritage conservation, the ministry is devolving management for 29 provincial heritage properties to community partners. Thirteen of these properties provide programs for the public and 12 of 13 have been successfully devolved to community-based groups and the remaining property will be devolved by the end of the 2005/06 fiscal year. All sites are inspected annually. Favourable inspection reports indicate that community partners are successfully preserving and managing heritage properties.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of historic places entered in the Canadian Register of Historic Places	580 properties	1,000 properties in total	1,500 properties in total	2,000 properties in total
Number of community-based heritage properties meeting or exceeding standards	92%	100%	100%	100%

**Objective 4: B.C.'s archaeological resources are protected and preserved, while also accommodating economic development.**

The ministry provides specialized advice on archaeological issues and fulfills the regulatory role of archaeological permitting. The information and advice provided to other ministries facilitates their abilities to fulfill their respective mandates with respect to various industries and activities including forestry, energy and mines, land tenuring and disposition, land development and subdivisions. It also promotes and encourages the residents of British Columbia to value this important part of our collective past that still has so much to teach us.

**Key strategies include:**

- Offering decision support advice on archaeology for planning and land use forums, protection of archaeological sites;
- Providing leadership and expertise in capturing, managing and providing access to archaeological site information; and
- Assisting in the growth of cultural tourism as visitors look for unique, authentic experiences that teach them about the early life of the province.

**Performance Measure:**

**Number of land use projects proceeding under permit:** These permits are issued to allow for the authorized inspection, investigation and alteration of archaeological sites. These processes inform other land use activities including forestry, oil and gas development, subdivisions and private property development. The number of permits issued is an indication of the number of sites protected from unintentional disturbance.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of land use projects proceeding under permit	440	500	540	540

## Related Initiatives and Planning Processes

### Deregulation and Regulatory Reform

The table below identifies the ministry's most significant regulatory reform initiative that aims to ensure that British Columbia's regulatory climate is enabling and strategic. The baseline will be recalculated once data is available.

Objective	Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Zero per cent increase to regulatory burden throughout 2005/06	Regulatory requirements maintained at June 2004 baseline	baseline still to be adjusted post ministry reorganization	Zero per cent increase	Zero per cent increase	Zero per cent increase

### Human Resource Plan Summary

An overview of the ministry's Human Resource Plan can be found at:

<http://www.tsa.gov.bc.ca/ministry/planning/hrp.pdf> .

### Overview of Information Resource Management Plan

An overview of the ministry's Information Resource Management Plan can be found at:

<http://www.tsa.gov.bc.ca/ministry/planning/irmp.pdf> .

# Appendix

## Major Agencies, Boards and Commissions

BC Arts Council

BC Games Society

BC Pavilion Corporation

Provincial Capital Commission

Royal BC Museum Corporation

Tourism BC

Vancouver Convention Centre Expansion Project

## Major Legislation

*BC Arts Council*

*Capital Commission*

*Heritage Conservation*

*Hotel Guest Registration*

*Hotel Keepers*

*Hunting and Fishing Heritage*

*Motion Picture*

*Museum*

*Recreational Facility*

*Tourism*

*Tourism British Columbia*

*Travel Regulation*

*Vancouver Tourism Levy Enabling*