

**Ministry of
Tourism, Culture and the Arts**

**2009/10 – 2011/12
SERVICE PLAN UPDATE**

September 2009



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Message from the Minister and Accountability Statement



I am pleased to present the Ministry of Tourism, Culture and the Arts' *2009/10 – 2011/12 Service Plan Update*. This plan outlines the ministry's key objectives, strategic goals and performance measures to achieve the province's full potential in the areas of tourism, resorts, recreation sites and trails, arts and culture, film, archaeology and heritage.

To keep B.C. strong in the midst of these very challenging economic times, our government, across all ministries, has had to focus B.C.'s resources on key priorities and essential services such as healthcare, education and job creation. At the same time, the government has recognized the major social and economic roles that tourism, heritage, arts and culture play in our province.

Tourism generates about \$13.8 billion in revenue each year, providing more than 131,000 direct jobs and 170,000 indirect jobs across our province. As well, the arts and culture sector contributes to the strength and stability of our economy through B.C.'s creative industries which generate \$5.2 billion each year and employ 78,000 people.

With the 2010 Olympic and Paralympic Winter Games just around the corner, B.C. is in the enviable position to enjoy the economic benefits of the Games that will help us through these tough economic times and keep us strong for years to come. Critical to this success will be our ability to showcase not only B.C.'s first-class hospitality and adventure opportunities, but also the natural magnificence of the province. B.C.'s vibrant arts and culture events, tourism offerings and heritage attractions are among the lures which will attract tourists beyond Whistler and Vancouver.

To be fully prepared, the Province has made some important investments. While the ministry's funding for arts and culture is reduced in Budget 2009, funding of \$7 million through supplementary estimates for arts and culture provided an opportunity for some strategic, one-time investments during these difficult economic times.

Through supplementary estimates funding, the Province also invested significantly in heritage, committing \$8.1 million to provincial heritage properties for basic management and conservation.

In addition to these investments, the Province has introduced and continues to refine its Community Cultural Tourism Collaboration Strategy to assist communities in profiling their artistic, cultural and heritage experiences to draw visitors.

The integration of arts, culture and heritage experiences into B.C.'s tourism sector plays a central role in building B.C.'s tourism industry. In August 2009, the decision was made to bring Tourism BC into the Ministry of Tourism, Culture and the Arts. Consolidating tourism operations in the Ministry will provide for better coordination of marketing activities, while reducing administrative costs and allowing those funds to be re-invested into marketing initiatives.

Consolidation and streamlining of tourism marketing will lead to increased and enhanced visits to our province and help diversify B.C.'s rural communities, where the economy is heavily dependent on resource-based industries.

The British Columbia Film Commission (BCFC) is another exciting component of the Ministry, working with motion picture industry partners to promote and showcase British Columbia nationally and internationally. The BCFC continues to provide excellent customer service through the delivery of high quality and timely digital location packages and production support, and the operation of a comprehensive digital locations library which now contains more than 250,000 pictures of various locations around British Columbia.

Many of our visitors initially come to our province to attend conventions and return again as tourists. The expansion of the Vancouver Convention and Exhibition Centre, which tripled the size of the facility and doubled the number of events and delegates that can be accommodated, will enable B.C. to host larger conventions that previously could not be held here.

A prime attribute that entices visitors to come back to our province is B.C.'s breath-taking natural beauty. Our province is known worldwide for its spectacular resorts, as well as an abundance of recreation sites and trails enjoyed in all regions of the province. In June, the Province launched a new more intuitive, consumer-friendly website to showcase the diversity of outdoor recreation activities in British Columbia. The website is a dramatic success. Within the first three weeks it received over 12,000 hits, with visits from at least 42 different countries.

New marketing materials were also created, including informational rack cards and two new regional Provincial Parks and Recreation Sites brochures which for the first time provide information on recreation sites in both the Kootenay Rockies and Vancouver Island regions. As well, the Province demonstrated its commitment to protecting this natural beauty by contributing \$460,000 towards the creation of the B.C. Partnership for Sustainable Tourism. Industry associations, including COTA, Aboriginal Tourism Association of BC, Tourism Vancouver, BC Hotel Association and the BC Sustainable Tourism Collective contributed \$100,000.

This plan outlines the Ministry's key objectives, strategic goals and performance measures to achieve the province's full potential in the years ahead in the areas of tourism, resorts, recreation sites and trails, arts and culture, film, archaeology and heritage.

The Ministry of Tourism, Culture and the Arts *2009/10 - 2011/12 Service Plan Update* 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.



Honourable Kevin Krueger
Minister of Tourism, Culture and the Arts
August 25, 2009

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Purpose of the Ministry

Every year, thousands of travellers are amazed and inspired by B.C.'s awe-inspiring natural environment, abundance of recreation opportunities and diverse culture. Tourism can strengthen and diversify regional economies across the province. Similarly, creative industries and artists and artisans contribute to a vibrant cultural environment and economy.

The Ministry works to enhance the province's reputation as a world class destination with a wide array of experiences, through:

- Making resorts, recreation sites, and trails a priority, serving as a cornerstone partner in providing outdoor recreational choices to British Columbians and visitors;
- Supporting the province's artistic, cultural, and heritage communities through the new cultural tourism strategy; and
- Championing world class conventions, which not only attract business travellers from around the world, but work hand in hand with the province's other tourism attractions to bring these travellers, and their friends and families, back again for personal visits.

To achieve these important priorities, the Ministry works with our partners in the tourism, arts and culture sectors. These enterprising partners include individuals, small and medium-sized businesses, large corporations, First Nations, local and provincial public sector organizations, volunteer agencies, and all levels of government. The Ministry's [Tourism Action Plan](#) outlines the actions that government and its agencies are undertaking to meet the challenge of doubling tourism revenues by 2015. Tourism BC has been brought into the Ministry, reducing administrative costs and better co-ordinating all of the Province's marketing initiatives.

Thriving arts, culture and heritage sectors not only create a rich place to live and work, but are compelling attractions to visitors. Arts and culture are an integral part of the social fabric of a community, and heritage conservation contributes to environmental sustainability. The Ministry works with partners such as the [BC Arts Council](#) to support the cultural and artistic diversity in the province. B.C.'s world class locations, infrastructure, and skilled labour are promoted to domestic and international producers of film and television productions through the [BC Film Commission](#). The Ministry promotes exports of cultural products and focuses on the development of a favourable business climate to support the growth of creative industries.

Every corner of the province will benefit from the world-wide attention B.C. receives during the 2010 Olympic and Paralympic Winter Games. While the international spotlight is on the province, we will seize this rare opportunity to showcase B.C.'s abundant tourist destinations and talented artists and performers to hundreds of millions of people around the world.

Essential to achieving the Ministry's goals are the agencies, boards and commissions overseen by the Ministry: BC Film Commission, BC Pavilion Corporation, Royal BC Museum Corporation, and the Provincial Capital Commission.

Strategic Context

Tourism

Tourism is a key sector of the British Columbian economy. It directly employs over 131,000 people¹ and accounts for about four per cent of the province's annual gross domestic product (GDP).² Over the past six years, the B.C. tourism industry emerged from a period of decline that began in the late 1990s. From 2002 to 2007, tourism growth has been strong, generally outpacing that of the provincial economy as a whole.³ Although prospects for medium to long term growth remain very good, in the short term B.C. tourism faces real challenges to maintaining growth primarily as a result of the global economic downturn.

The Ministry will continue to identify opportunities to increase tourism at the local level, including work to market our recreation sites network, increase the number of recreational vehicle facilities, and promote Aboriginal tourism initiatives, as well as acquainting post-Olympic tourists with thorough detail of amenities and opportunities through the [Circle Routes](#) promotion.

International attention is on B.C. in anticipation of the 2010 Olympic and Paralympic Winter Games, which present our province with an extraordinary opportunity to reach potential visitors from around the world. This exposure will continue paying significant dividends to the tourism industry for many years to come.

Government's recent decision to combine the 7 per cent provincial sales tax (PST) with the 5 per cent federal Goods and Services Tax (GST) resulting in a Harmonized Sales Tax (HST) of 12 per cent will become effective July 1, 2010. The HST will bring B.C.'s tax policy into line with five other provinces and 29 of 30 OECD countries. The Ministry will work with its tourism industry partners and the Ministry of Finance during the implementation of the HST, to help ensure positive outcomes for our sectoral partners.

The pine beetle epidemic has necessitated increased efforts to manage and maintain recreation sites and trails in the interior of the province. The Mountain Pine Beetle Action Plan and other Provincial initiatives such as the Aboriginal Cultural Tourism Blueprint Strategy, the Climate Action Program to reduce greenhouse gas emissions, and programs that promote health and fitness such as ActNow BC and LocalMotion are linked. Projects such as the development of the Trans Canada Trail joining B.C. and Alberta will be moving ahead, stimulating tourism between us and attracting tourists from other parts of Canada and the world.

¹ BC Stats: *BC Tourism and High Technology GDP and Employment*:
www.bcstats.gov.bc.ca/data/bus_stat/bcea/satacct.asp.

² Ministry of Tourism, Culture and the Arts, *Tourism Fast Facts*, Vol. 11 (May 2008).

³ Based on BC Stats, *BC Tourism and High Technology GDP and Employment*,
http://www.bcstats.gov.bc.ca/data/bus_stat/bcea/satacct.asp, and BC Stats, *Economic Activity: British Columbia and Canada*, http://www.bcstats.gov.bc.ca/data/bus_stat/bcea/tab1.asp.

Culture and the Arts

Culture and the arts in B.C. are also facing significant challenges and exciting opportunities. The size of the province and concentration of population in southwest urban centers require diligence to deliver arts, culture, and heritage programs in rural B.C.

B.C. must build on the obvious strengths of our cultural and artistic sectors. Vancouver stands behind only Toronto and Montreal among Canada's cultural hubs, with over five per cent of its labour force employed in the cultural sector, and with a higher proportion of independent artists, writers and performers.⁴ Victoria has also established a national reputation for literary, performing, and visual arts.

There are clear opportunities to boost the standing of arts and culture in the province, including the 2010 Cultural Olympiad, the final in a series of three multi-disciplinary cultural festivals that form the cultural pillar of the 2010 Olympic and Paralympic Winter Games.

Conservation and appreciation of our rich heritage can contribute significantly to the vitality, diversity and sustainability of communities across the province. Investments in the rehabilitation of historic buildings and the protection of archaeological sites are fundamental to the stewardship of British Columbia's heritage.

Our vibrant culture is a vital asset in drawing and retaining an increasingly mobile workforce to our province. This is also true for attracting tourists. High quality arts, culture and heritage amenities are fundamental to building a robust tourism sector. Cultural and heritage tourism are one of the fastest growing tourism sectors in B.C., and their strong growth must continue in the medium to long term.

Marketing of cultural tourism in B.C. is currently underdeveloped; this presents a great opportunity for future growth. The rise in demand for cultural tourism in future years will be driven largely by baby boomers from B.C. and around the developed world. As the population ages, we can expect increased demand for cultural experiences.⁵

Globally, creative industries (film and television, book and magazine publishing, design, interactive gaming and music) generate over one trillion dollars on an annual basis. In 2007, the creative sector contributed over \$46 billion in GDP to the Canadian economy: 3.8 per cent of Canada's real GDP.⁶ As British Columbia moves past 2010 and towards 2020, creative industries have a key role to play, both in developing the economic success and viability of the province and in contributing to the social well-being of all British Columbians.

⁴ The Conference Board of Canada, *Valuing Culture: Measuring and Understanding Canada's Creative Economy*, (August 2008).

⁵ Ibid.

⁶ Ibid.

Ministry Staffing

Managing staffing costs has always been one of the prime considerations in maintaining overall government affordability, and since 2001 this government has been diligent in reviewing staff spending each year. This is particularly true in these current economic times. All governments are in the similar position of having to balance spending and service levels against revenues that have declined over the past year in this extraordinary fiscal climate.

Staffing costs can be managed through removal of unfilled positions, retirements, staff efficiencies gained through coordination and collaboration across government, administrative program changes and, if necessary, a reduction in the staffing budget. In the 2010/11 budget, we will be managing staffing costs in the context of the current economic climate, examining all opportunities to continue to reduce these costs where possible. In the 2009/10 budget every effort has been made to preserve high staffing levels for frontline services.

In future years, government will continue to review its staffing budget to ensure those resources are allocated prudently, efficiently and towards government's key priorities.

Goals, Objectives, Strategies and Performance Measures

Each year, the Ministry maps out its plans to improve the quality of life of citizens and visitors through arts, culture and heritage, and to make B.C. an even better destination for leisure and business travellers. Developing and sharing with the public the goals, objectives, and strategies of the Ministry serves to:

- ensure the Ministry's work is clearly linked to the government's goals;
- maintain focus on the most important priorities; and
- clearly communicate priorities to the citizens of B.C.

The Ministry's work goes on in an ever-changing world; unexpected events can provide both challenges and opportunities for our efforts. For example, at the time of writing this service plan, the global economy is experiencing unprecedented volatility, and many tourism operators are being impacted by reduced numbers of travellers, with some tourism developers impacted by decreased availability of credit. The full impact of this volatility on the Ministry's performance targets is not yet known and will necessitate ongoing monitoring.

Goal 1: A tourism sector that delivers lasting provincial economic and social benefits.

Objective 1.1: Tourism revenues double by 2015.

Until and beyond the 2010 Olympic and Paralympic Winter Games, the Ministry will be working with the tourism industry to achieve new heights across all regions of the province. While the current economic downturn brings many challenges, we will optimize tourism opportunities to achieve the goal of doubling tourism revenues by 2015.

The Ministry pays special attention to actions that have the greatest potential to influence revenue growth and sustainability. Leading implementation of strategies in the [Tourism Action Plan](#), we work with other ministries, resort communities, [Aboriginal Tourism BC](#), First Nations, B.C.'s Destination Marketing Organizations, tourism operators, other levels of government, and the Ministry's Crown Corporations.

Strategies

- Develop public policy that encourages private sector investment in tourist activities and attractions.
- Promote or lead the development of new tourism and outdoor recreation opportunities and markets, particularly in rural areas of the province.

- Continue to work with industry and other agencies to create and implement a *Green Tourism Strategy for Sustainability* that will leverage our Super, Natural BC brand and help B.C. meet its climate action targets.
- Encourage the growth of Aboriginal cultural tourism in B.C. and First Nations investment in tourism and outdoor recreation.
- Work with partners to address shortages in B.C.'s tourism workforce.
- Foster improvements to visitor entry into B.C.
- Work with key partners and stakeholders to create opportunities to increase the number of recreational vehicle parks in B.C.

Objective 1.2: Tourism, arts, culture and heritage sectors fully leverage the opportunities presented leading up to and beyond the 2010 Olympic and Paralympic Winter Games.

With the excitement and world attention of the 2010 Olympic and Paralympic Winter Games, there are many opportunities to grow the tourism sector across the province. The Ministry is working with key partners to build the province's reputation as a diverse, inspiring, and geographically unique destination with an impressive range of experiences for travellers.

The [Cultural Olympiad](#), a vibrant program of diverse music, dance, theatre, visual art and multimedia performances, is one of the pillars of the Olympic Games. It provides an opportunity to showcase B.C. talent to the world, as well as to highlight the cultural diversity of the province. The Cultural Olympiad provides a springboard upon which to launch a cultural tourism marketing strategy for the province.

Strategies

- Work with all regional tourism associations, Destination Marketing Organizations, Tourism Vancouver, Tourism Whistler and the Canadian Tourism Commission to prepare for and attract out-of-province visitors before and after the 2010 Olympic and Paralympic Winter Games, ensuring that British Columbia is seen by the world in 2010 as an attractive destination.
- Develop and implement a cultural tourism marketing strategy.
- Lead the Federal-Provincial-Territorial working group in its preparations for presenting B.C. and Canada to the world through the Cultural Olympiad.
- In partnership with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), support B.C. artists and communities across the province to participate in cultural events related to the 2010 Olympic and Paralympic Winter Games.

Performance Measure 1: Provincial Tourism Revenues.

Performance Measure	2008/09 Actual	2009/10 Target ¹	2010/11 Target	2011/12 Target
Provincial Tourism Revenues ¹	\$13.8 billion	\$13.3 billion	\$14.1 billion	\$15.0 billion

Data Source: Provincial Tourism Revenues are calculated by BC Stats, and the information is used by the Ministry to establish future targets. This measure is calculated on a calendar year basis; hence, the 2009/10 target is based on the period from January 1, 2009 to December 31, 2009.

¹ In previous years, Tourism BC and the Ministry used Overnight Tourism Revenues to measure growth in provincial tourism revenues. For 2008, BC Stats collaborated with Tourism BC to introduce a new methodology for measuring total Provincial Tourism Revenues, which is more comprehensive, reliable, timely, and cost effective. The new methodology is also more consistent with how growth in other sectors (such as forestry, mining and high technology) is measured. The baseline of Overnight Tourism Revenues was \$9.0 billion for 2003, with the goal of doubling that to reach \$18.0 billion by 2015. With the new measure, revenue targets are expressed in billions of dollars, rather than percentage increases from the previous year. With the new methodology, the Provincial Tourism Revenues baseline is \$9.8 billion for 2003, with the long-term goal of doubling that to \$19.6 billion in 2015.

Discussion

The methodology for measuring overall tourism revenues has been improved and is consistent with practices for estimating the size of other major industries. Historical increases in overall Provincial Tourism Revenues show robust increases from 2004 to 2007, averaging 8.7 per cent per year, calculated using the new methodology. Despite challenging world economic conditions that began in 2008, the province experienced \$13.8 billion in Provincial Tourism Revenues, up from \$3.2 billion in 2007. Based on these results, the targets for this updated Service Plan have been adjusted upwards from those set in the original *2009/10 - 2011/12 Service Plan*. While global economic uncertainty makes forecasting difficult, the targets are still based on the goal of doubling tourism revenues by 2015, and anticipation of a resumption of growth trends in 2010.

Objective 1.3: British Columbia becomes a world class all seasons resort destination.

The Ministry works to encourage development of environmentally sustainable tourism and recreation opportunities on Crown land. These projects will increase tourist visits, stimulate investments, and provide employment opportunities. The Ministry’s main challenge in expanding the tourism base on Crown land is to balance the goals and interests of First Nations, local governments, tourism operators and other stakeholders. While the current economic downturn creates many challenges to all seasons resort development, efforts to broaden the economic base of rural communities have become even more critical.

Strategies

- Facilitate access to Crown land for all seasons resort development and outdoor recreation programs through Master Development Agreements, Operating Agreements and Crown land tenures.
- Promote First Nations resort initiatives through a program involving self-identification of First Nations interested in economic development, First Nations identification of potential resort sites, and the facilitation of relationships between First Nations and sources of capital, as formalized through memoranda of understanding regarding resort development between the First Nations and the Ministry.
- Undertake First Nations consultation for resort projects in the context of the Province’s New Relationship with First Nations.
- Streamline forestry activities at resorts through the implementation of the *Resort Timber Administration Act*.
- Continue delivery of the [B.C. Resort Strategy and Action Plan](#).
- Actively facilitate and promote adoption of green tourism practices and standards for resort and tourism operations with the aim of having B.C. recognized as North America’s “greenest tourism destination”.

Resort Tourism

The Ministry is encouraging First Nations to identify Crown land sites they believe are suitable for resort development, and wish to develop as an economic opportunity for their community. To learn about resort development on provincial Crown land, visit, the Ministry's [Resort Development](#) website.

Performance Measure 2: Resort Development Approvals.

Performance Measure	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Resort development approvals (Master Development Agreements ¹ , Operating Agreements ² , and Other Resort Development Approvals ³)	6 new	5 new	5 new	6 new

Data Source: Ministry of Tourism, Culture and the Arts.

- ¹ A Master Development Agreement is a long term major resort development agreement that provides for the phased sale of Crown land, upon completion of corresponding recreation improvements by the resort operator, to ensure the resort maximizes its potential in accordance with the approved Resort Master Plan.
- ² An Operating Agreement is a long-term agreement between the Crown and a resort operator which provides the operator with the right to operate a ski resort on Crown land but does not contemplate any significant sale or development of base lands.
- ³ Other Resort Development Approvals include fee simple land sales for golf resort developments, tenures for major marina operations, and memoranda of understanding with First Nations regarding resort development.

Discussion

Working with partners is critical for reaching resort development approvals. Although it can be challenging to get agreement among many stakeholders, this measure of annual new resort approvals indicates the Ministry's progress in the foundational work needed to support the creation of new resorts. Resort development approvals are a component of the [Tourism Action Plan](#). Resorts provide an exciting addition to the economies of primarily rural and remote areas of British Columbia. They also provide opportunities to engage First Nations in the tourism economy.

At the Ministry level, success will depend upon our ability to support the Province's New Relationship with First Nations, continue its leadership in consultation and accommodation practices, and develop strong connections with local governments, while championing expressions of interest for new resorts on Crown land and expansion applications for existing resorts. The recent global financial volatility has created unprecedented challenges, and has necessitated a review of targets for 2009/2010 and 2010/2011. While the Ministry has marginally reduced the targets for each of these two years, from six to five new resort development approvals, it remains committed to continuing progress in this area and will work to highlight resorts as part of provincial Circle Routes such as the [Mountains & Vineyards](#) Circle Route in southeastern B.C.

Objective 1.4: British Columbia's outdoor recreation opportunities are sustainably developed, managed, and maintained.

The province's many recreation sites and trails are a vital component of our abundant recreation resources. They provide an exciting, healthy venue for outdoor recreation for citizens and visitors of all ages. Recreation sites and trails also play a significant role in the growing domestic tourism sector by providing economic opportunities for rural communities.

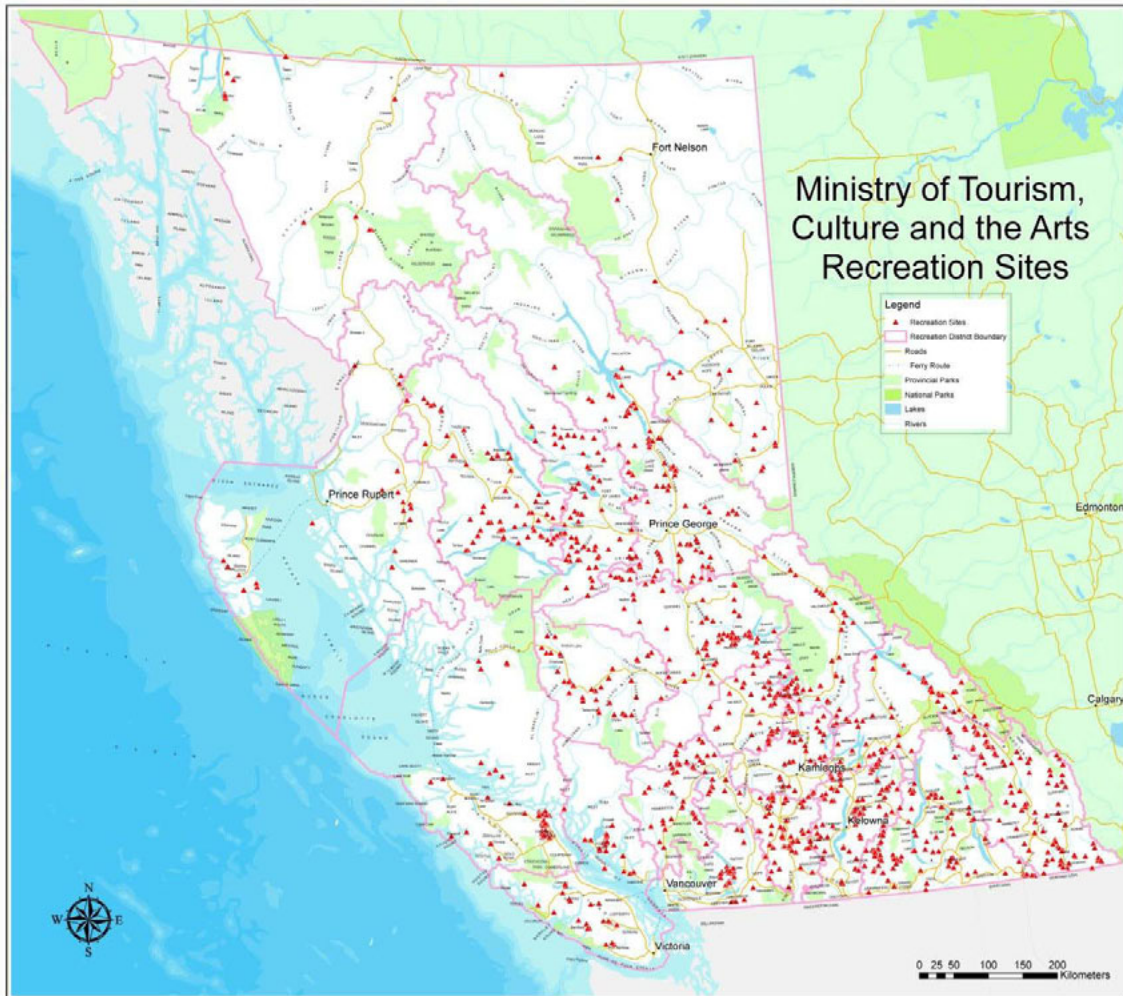
The Ministry is responsible for managing British Columbia's extensive recreation sites and trails network. The majority of recreation sites and trails are managed through local partnership agreements and service contracts, with the remaining, generally more remote sites and trails, being maintained by public users.

Partners in the management of recreation sites and trails include First Nations, community groups, outdoor recreation organizations, forest companies, regional districts, municipal governments, and other user groups. For example, four recreation sites along Lillooet Lake - Strawberry Point, Twin One, Lizzie Bay and Driftwood Bay - are managed in partnership with the Lil'wat Nation.

How Many Kilometres of Trails Do We Have Here in B.C.?

As a result of the dedication and hard work of British Columbians over many decades, we are fortunate to enjoy an extensive range of recreational trails today. Best estimates put the trails network at about 36,000 kilometres... and this number is conservative! The demand for recreation trails is growing from a multitude of user groups as more residents pursue a healthy lifestyle involving outdoor recreation, and tourists recognize B.C. for its natural assets.

The Ministry also shares responsibility for managing public recreation use on vacant Crown land outside of parks and settled areas with the Ministries of Agriculture and Lands, Environment, Forests and Range, and Transportation and Infrastructure. The Ministry will capitalize on marketing recreation sites and trails as it develops and promotes the province's nine [Circle Routes](#).



An [interactive map](#) on the Ministry website shows the location of recreation sites and the facilities at each site (e.g., number of camping units, recreation activities, boat launches, and other facilities).

Strategies

- Sustain existing partnerships and attract new partners for managing recreation sites and trails for the enjoyment of British Columbians and visitors.
- Protect and manage present and future recreation resources on Crown lands outside of parks and settled areas in collaboration with other responsible agencies.
- Develop and monitor Provincial policies and procedures to ensure that tourism and recreation interests are reflected in land and resource planning processes and usage.

- Embark on a market development plan for recreation sites to identify new products and new opportunities to collaborate with other tourism sectors.
- Apply sustainable environmental practices and procedures when supporting development, upgrading, maintenance and management of recreation sites and trails.

Performance Measure 3: Public Use of Recreation Sites and Trails.

Performance Measure	2008/09 Baseline	2009/10 Target	2010/11 Target	2011/12 Target
Percentage increase in public use of recreation sites and trails that are under provincial oversight	350,000 ¹	5% increase	5% increase	5% increase

Data Source: Recreation Sites and Trails Branch, Ministry of Tourism, Culture and the Arts.

¹ This measure is based on estimated 'user days' at 105 recreation sites and 41 trails (representing about one-fifteenth of the provincial total recreation sites and trails), where fees are collected and information is available from on-site operators. Usage data is not currently available for all recreation sites and trails in the province because not all sites have on-site management. The baseline is an estimate and may be revised once data collection is finalized.

Discussion

This measure reflects the objective of increasing the demand for recreation sites and trails by 30 per cent by 2015, working in partnership with a multitude of provincial stakeholders. The Recreation Sites and Trails Market Development Plan has identified the elements of promotion (web site enhancements and printed material, primarily) that will allow the program to contribute directly to the doubling of tourism revenue by 2015.

Goal 2: Culturally rich communities that contribute to making B.C. the best place on earth to live, work and play.

The social fabric of the province is strengthened by its robust arts, culture, and heritage sectors. The creative workforce and creative industries are important to B.C.'s economy, in terms of employment and revenue generation. The Ministry supports performing, visual, literary, media and interdisciplinary artists from communities across the province.

The quality and recognition of B.C.'s creative enterprises and historic places will have an impact on access to markets and the ability to attract a growing share of domestic and international travellers wishing to experience B.C.'s culture. Experiences must be authentic and deeply rooted in the life and traditions of the community in order to appeal to those who are motivated to travel by a desire to discover the cultural identity of a destination.

Objective 2.1: British Columbia’s arts, culture, and creative sectors are diverse, dynamic, and growing.

The strategies that drive this objective target three areas: creative industries; contribution of arts, culture, and heritage to quality of life; and individual artists and arts organizations throughout B.C. Competition for talent and access to venture capital for the arts is intense, with many jurisdictions in North America offering significant financial incentives to attract companies and artists. By supporting artists and authors early in their careers, the Province builds a stronger arts and culture foundation, which will lead to global recognition of B.C.’s exceptional artists and authors.

Strategies

- Through the BC Arts Council, award grants to arts and culture organizations from a range of artistic disciplines including music, visual arts, media arts, literature, theatre, and dance. These grants facilitate opportunities for British Columbians to express and share their identity in arts and cultural venues such as museums, galleries and theatres, and through festivals and other cultural events. Venues will be featured in the Ministry's Circle Routes promotion.
- Implement the Community Cultural Tourism Collaboration to assist communities to make the most of their artistic, cultural, and heritage experiences and attract visitors.
- Provide financial support to programs that assist artists and arts organizations throughout the province, such as the BC Arts Council’s Touring Initiatives Program, which provides assistance for national and international touring.
- Provide opportunities for “export ready” B.C. artists. For example, through the revenues of the BC150 Cultural Fund, support Unique Opportunities - a program of the BC Arts Council - which supports the production of B.C. arts and cultural works invited to appear at unique showcases such as the 2009 and 2010 Cultural Olympiads and the 2009 BC Scene in Ottawa.

Performance Measure 4: Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position vs. the previous year.

Performance Measure	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position vs. the previous year	76%	65%	65%	65%

Data Source: BC Arts Council Annual Report

Discussion

This measure is intended as an indicator of the health of the sector as a whole. The measure reflects the financial stability of arts and cultural organizations in the province. Each year, 25 major cultural organizations are reviewed. The net financial position of each organization is compared to the previous year's net financial position, and the percentage that have maintained or improved is calculated. For example, if only five of the 25 cultural organizations maintained or improved their financial position, the performance measure would be 20 per cent. In British Columbia, and around the world, arts and culture endowment funds have been impacted by market downturn, low returns in 2008 and uncertainty about future returns. Lower returns reduce the amount of funding that the endowments can disburse in a given year. Unfortunately, it is impossible at this time to predict the annual impact on the net financial positions of arts and culture organizations. The target of 65 per cent reflects a desire to see stability and resilience in the sector.

Objective 2.2: British Columbia has a dynamic and sustainable film and television production sector.

The Ministry, through its support of the British Columbia Film Commission and British Columbia Film, directly contributes to significant growth in employment opportunities in British Columbia. Supporting the development of B.C.'s production expertise and the growth of B.C.'s domestic and foreign production sector will help to build a more stable and diversified motion picture industry in British Columbia over the long term.

Strategies

- Market B.C.'s locations, skilled labour and industry capabilities to international and domestic producers through the British Columbia Film Commission, and deliver high quality, customer-centered production services and support to expand the level of film and television production activity in the province.
- Provide a range of innovative programs through British Columbia Film, including effective tax credit administration, to support the development of B.C.'s production industry and the growth of B.C.'s domestic production sector.

BC Film Commission

The BC Film Commission's [Digital Photo Library](#) enables film makers to 'picture' B.C.'s incredible range of locations.

Performance Measure 5: Value of annual motion picture production expenditures in British Columbia.

Performance Measure	2008/09 Actual	2009/10 Target	2010/11 Target	2011/12 Target
Value of annual motion picture production expenditures in British Columbia	\$1.2 billion	\$1.1 billion	\$1.2 billion	\$1.3 billion

Data Source: British Columbia Film Commission; data is based on calendar years (i.e., 2008/09 result is for 2008).

Discussion

British Columbia continues to maintain its position as a world-class contender in film and television production. BC Film Commission estimates show that motion picture production expenditures contributed over \$1 billion to the provincial economy in 2008. The expiration of B.C. industry labour contracts in March and economic challenges in the U.S. and Canada could lead to less production for 2009.

Goal 3: Effective joint stewardship of British Columbia's heritage and archaeology.

Objective 3.1: British Columbia's historic places are effectively conserved.

British Columbia's historic places bring together B.C.'s diverse regions and cultures, while helping people connect to what it means to be British Columbian. In addition to maintaining our unique identity, conserving historic places brings many benefits to communities. Capital investment in the rehabilitation of historic buildings is calculated in the tens of millions of dollars, creating more jobs per dollar of investment than new construction.

Rehabilitation offers sound practices in sustainable development by recycling historic buildings for new uses. Historic places improve quality of life by fostering culturally rich, creative and inspiring communities. These revitalized places possess character that citizens and tourists seek to experience. The Ministry is proud to foster appreciation and stewardship of historic places — places that represent where we came from, where we are today, and where we are going. Heritage properties are one of the highlights of Circle Routes, such as the [Lakes & Trails Circle Route](#) which includes sites such as Barkerville Historic Town, Cottonwood House Historic Site, and Historic Hat Creek Ranch.

Strategies

- Deliver a long-term sustainable heritage strategy based on sound consultation with stakeholders and partners.
- Partner with other levels of government to foster the sustainability and rehabilitation of the historic built environment.
- Work with the Government of Canada through the Historic Places Initiative to provide resources and funding that promote exemplary recognition and conservation of historic places.
- Develop and manage the British Columbia Register of Historic Places.
- Foster effective stewardship of publicly owned historic places.
- Build capacity for community heritage conservation through increasing youth engagement, public awareness, training, heritage planning programs, and professional expertise.

Objective 3.2: British Columbia’s archaeological sites are effectively protected.

Through its work with First Nations, local governments, land use agencies and resource industries, the Ministry promotes an ongoing commitment to the protection of archaeological sites. This is of growing significance, with increased development and resource use. Linking this conservation role to external land use planning and approval processes increases awareness of this fragile resource. The Ministry maintains the province’s largest collection of British Columbia archaeological site records and reports.

Strategies

- Work with local governments to protect archaeological sites.
- Develop agreements to allow First Nations and the Province to work together to improve the conservation and preservation of archaeological sites.
- Educate industries on how to reduce or avoid damage to archaeological sites.
- Oversee archaeological studies and regulate development-related damage to archaeological sites.
- Provide professional advice to property owners and realtors.

***The Diversity of B.C.'s
Archaeological Sites***

Archaeological sites can include things such as ancient stone carvings, remains of ancient houses and campsites, shell middens, and even culturally modified trees.

See the [frequently asked questions](#) page for answers about archaeology and the Heritage Conservation Act.

Resource Summary

Resource Summary Table

Full Time Equivalents (FTE) numbers for each Ministry are currently being reviewed across government and therefore are not reported in this Service Plan Update. FTEs are routinely reported in the Public Accounts and more detailed information will now be publicly reported in a new Annual Report on the Corporate HR Plan, released each fall. For more information, see the Budget and Fiscal Plan documentation.

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Operating Expenses (\$000)				
Tourism	18,305	20,555	10,874	10,522
Arts and Culture	19,519	3,675	2,249	2,175
BC150 years	2,678	0	0	0
BC Film Commission	1,546	1,385	1,099	1,100
Transfers to Crown Corporations and Agencies	298,290	75,308	80,683	79,516
Executive and Support Services	3,897	3,531	3,515	3,325
BC Arts and Culture Endowment Special Account	8,330	1,500	1,500	1,500
Total	352,565	105,954	99,920	98,138
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Tourism	1,564	1,434	1,434	1,434
Arts and Culture	90	0	0	0
Executive and Support Services	50	0	0	0
Total	1,704	1,434	1,434	1,434

Core Business Area	2008/09 Restated Estimates ¹	2009/10 Estimates	2010/11 Plan	2011/12 Plan
Other Financing Transactions (\$000)				
Tourism Purpose(s)	300	300	300	300
Receipts	0	0	0	0
Disbursements	300	300	300	300
Net Cash (Requirements)	(300)	(300)	(300)	(300)
Total Receipts	0	0	0	0
Total Disbursements	300	300	300	300
Total Net Cash Source (Requirements)	(300)	(300)	(300)	(300)

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *September Update 2009/10 Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation.

Major Capital Projects

Vancouver Convention Centre – Expansion Project

The scope of the Convention Centre expansion project (the Project) includes the design, construction and commissioning of an expansion to the existing Convention Centre, a connector between the new and existing facilities, and renovations to the existing facilities within Canada Place.

The Project's final budget is \$883.2 million, and has confirmed funding contributions as follows:

(in \$ millions)	
Province of British Columbia	\$ 540.7
Government of Canada	222.5
Tourism Vancouver	90.0
PavCo – Revenue Generation	30.0
Total	\$ 883.2

The Expansion Project was completed on schedule and opened for business in April 2009. Upgrades are underway on the existing convention facility, and it is estimated that 90 per cent of the renovations will be completed prior to the facility being handed over to VANOC for the 2010 Olympic and Paralympic Winter Games. The remaining renovation work and finishing on the Expansion Project will occur after the Olympic period.

BC Place Stadium – Revitalization Program

The scope of the \$365 million BC Place revitalization program includes interior renovations, new furniture, fixtures and equipment, the design and construction of a new retractable roof and structural upgrades and temporary work to the facility in order to implement the retractable roof. Major maintenance items within BC Place, including elevator and seismic upgrades, upgrading safety and mechanical systems, and modifications and upgrades to the stadium floor are also part of the revitalization program. The BC Place roof replacement and upgrade project is both unconventional and complex from a design/engineering perspective. The Province is currently assessing project budget risks and possible mitigation strategies. Further detail of the revitalization project is available at www.bcpavco.com/pdf/caproj.pdf.

Major Capital Expenditures (in \$ millions)

Scope of Work	Actual 2007/08	Actual 2008/09	Targets		
			2009/10	2010/11	2011/12
Convention Centre Expansion	\$ 543.0	\$ 242.3	\$ 38.8	\$ 4.8	\$ -
BC Place Revitalization Program	-	44.7	148.2	141.1	31.0
Total Expenditures	\$ 543.0	\$ 287.0	\$ 187.0	\$ 145.9	\$ 31.0

Ministry Contact Information

The Ministry's mailing address is:

Ministry of Tourism, Culture and the Arts
PO Box 9806 Stn Prov Govt
Victoria, BC V8W 9W1

To learn more about the Ministry of Tourism, Culture and the Arts, go to www.gov.bc.ca/tca, or see:

Archaeology

Web-site www.tca.gov.bc.ca/archaeology
Additional Office www.tca.gov.bc.ca/archaeology/contacts.htm
& Contact info

Arts and Culture Division

Web-site www.tca.gov.bc.ca/arts_culture
Contact info www.tca.gov.bc.ca/arts_culture/contacts.htm
e-mail csbinfo@gov.bc.ca

B.C. Film Commission

Web-site www.bcfilmcommission.com
e-mail info@bcfilmcommission.com

Heritage

Web-site www.tca.gov.bc.ca/heritage
Contact info www.tca.gov.bc.ca/heritage/contacts/contacts.htm

Recreation Sites and Trails

Web-site www.tca.gov.bc.ca/sites_trails
Contact info www.tca.gov.bc.ca/sites_trails/Contacts/contacts.htm

Resort Development

Web-site www.tca.gov.bc.ca/resort_development/
Office Location www.tca.gov.bc.ca/resort_development/contacts.htm
and Contact info

Tourism Division

Web-site www.tca.gov.bc.ca/tourism
Contact info www.tca.gov.bc.ca/tourism

Additional Information

Many of the Ministry's goals and objectives are supported by programs and activities of its Crowns, agencies, boards and commissions. For a complete listing of the agencies, boards and commissions the Ministry is responsible for, please visit our website at: www.gov.bc.ca/tca.