

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

**2010/11 – 2012/13  
SERVICE PLAN**

**March 2010**



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## Message from the Minister and Accountability Statement



I am pleased to present the Ministry of Tourism, Culture and the Arts' *2010/11 - 2012/13 Service Plan*. 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.

The province has gone through a difficult global economic downturn, but we are well on the road to recovering the full strength of our province's economy. Much of our progress can be linked to hosting the 2010 Olympic and Paralympic Winter Games. The economic spinoffs will be phenomenal. The 2010 Winter Games are creating jobs, encouraging investment and will increase tourism around our province. The Vancouver Convention Centre (International Broadcast Centre during the Games) is considered among the world's top destinations for national and international meeting planners. It has been recognized as the best meeting facility in the world twice, with Platinum LEED Certification.

B.C. is leading the way in economic optimism and the 2010 Winter Games have been the gateway to this success. A recent report from the Conference Board of Canada predicts growth in the GDP of 3.4 per cent in B.C. next year - among the highest in the country. We have established a reputation for excellence in sport hosting and have captured the world's attention. Now it's time for us to take full advantage of the opportunities available for tourism, culture and the arts.

Tourism is a vital part of our economy. Tourism generates nearly \$14 billion in business and over 130,000 jobs. To optimize growth in this sector, we are bringing Tourism BC into the Ministry, effective April 1, 2010. This model will provide a more efficient and coordinated framework to support tourism operators in their work with Destination Marketing Organizations and with Chambers of Commerce so they can maximize B.C.'s marketing activities.

I am confident that this new approach to tourism marketing will result in significant benefits to British Columbia. During the transition phase, the integration of the Ministry and Tourism BC has already demonstrated efficiencies. Besides huge marketing successes during the 2010 Olympic and Paralympic Winter Games, another accomplishment is the formation of the Minister's Council for Tourism. This thirteen-member council is tasked with providing advice on a wide variety of tourism matters including: product development, competitiveness, infrastructure, labour force, visitor services, and marketing and research.

British Columbia has much to offer, from our natural protected areas, recreation sites and trails, cosmopolitan experiences, wineries, ski resorts and spas, to our Aboriginal tours, art galleries and heritage sites. Our unique scenery and climate make British Columbia one of the best places in the world to enjoy nature-based activities such as river rafting, sea kayaking, horse pack trips, cycling or mountain biking tours and cross-country skiing—the possibilities are endless.

Over two million people visit our 2,100 recreation sites and trails across the province. The wellbeing of our visitors and the environment are paramount. This year, we introduced new rules for off-road vehicle registration and licensing, helmet use, youth safety and environmental protection that will be implemented over the next two years to reinforce a culture of safety for our guests.

When our visitors come, we want them to explore all parts of our province. Each year, three million visitors rely on information from more than a hundred visitor centres throughout B.C. This year, we have also launched a new iPhone application, [Near Me BC](#), which places visitors just a click away from local restaurants, hotels and attractions. Using Google map and GPS technology, travellers can now search over 4,000 [HelloBC.com](#) listings that are near their current location, or in other areas of the province.

B.C.'s arts and culture are alive, dynamic and recognized worldwide for excellence. This magnificence was spotlighted to a global audience through the Cultural Olympiad which held over 40 shows across Canada – including B.C. communities such as Victoria, Vernon and Nanaimo.

We are working with communities across B.C. to assist them in attracting visitors by profiling their artistic, cultural and heritage experiences. In B.C. we are privileged to have a rich Aboriginal heritage. We are home to nearly 200 First Nations – more than anywhere else in Canada – each with their own traditions, history, language and art. For many visitors, the chance to have an authentic cultural experience is what makes exploring our communities so fascinating.

Complementary to our arts and culture sector, we have also built a foundation for creative industries that is thriving and durable. B.C. is the third-largest film and television production centre in North America, after Los Angeles and New York. In 2008, a total of 260 productions were shot in B.C. This included 65 feature films, 56 television series, 102 television projects and 37 animated series or projects. We are working to grow the Video Gaming sector as well, with its bright, talented workforce and family-supporting jobs.

To enhance the growth of the creative sector and to strengthen its international competitiveness, the Province is providing, beginning March 1, 2010, an increase to tax credits for films produced in B.C. and also for video game companies. This will help ensure B.C. stays at the forefront of the North American film and television industry, while providing a significant boost for video game production in our province.

The Ministry of Tourism, Culture and the Arts' *2010/11 - 2012/13 Service Plan* 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 and for achieving the specific objectives in the plan.



Honourable Kevin Krueger  
Minister of Tourism, Culture and the Arts  
February 18, 2010



*Kayaking off the coastline of the Queen Charlotte Strait, Vancouver Island.*

## Table of Contents

<b>Message from the Minister and Accountability Statement</b> .....	<b>3</b>
<b>Purpose of the Ministry</b> .....	<b>6</b>
<b>Strategic Context</b> .....	<b>8</b>
<b>Goals, Objectives, Strategies and Performance Measures</b> .....	<b>11</b>
<b>Resource Summary</b> .....	<b>28</b>
Resource Summary Table.....	28
Major Capital Projects .....	29
<b>Ministry Contact Information</b> .....	<b>30</b>



*Whistler Blackcomb Ski Resort, Whistler.*

## Purpose of the Ministry

In fiscal 2009/10, the Ministry initiated a new strategic approach that consolidated the functions of Tourism British Columbia within the Ministry to optimize the delivery of all core programs and services. The new organization continues to be focused on the primary purpose of achieving maximum tourism revenue by attracting consumers through aggressive and innovative marketing campaigns, while ensuring that British Columbia tourism products and experiences are competitive and world class.

The new structure of the Ministry distributes the responsibilities across five lines of business: Consumer Marketing, Tourism Partnerships, Tourism Development, Strategy and Policy, and Management Services. Tourism British Columbia is known through the global tourism community for promoting the Super, Natural British Columbia® brand. This well established identity will continue to exist within the Ministry, ensuring that North American marketing, overseas marketing, E-business, and the related information technology (IT) strategy will be directly linked with those functions that help build the quality of experience and product offering in B.C., including visitor servicing, the [WorldHost®](#) program, tourism product management, partnership marketing, sector development and city destinations, and publishing [British Columbia Magazine](#).

To most effectively capitalize on new opportunities for the British Columbia tourism industry, full understanding of market trends, issues and opportunities is needed. The Ministry provides an integrated approach to capturing and disseminating this information through its core areas of tourism policy, research and planning.

As well, the re-aligned Ministry is better positioned to take full advantage of the post-Olympic Games timeframe, when awareness of British Columbia as a preferred destination will reach unprecedented levels in core markets. Significant new opportunities are emerging in China with Approved Destination Status and in India. The newly expanded [Vancouver Convention Centre](#) will also be a focal point for international visitation, as the [BC Pavilion Corporation](#) builds on the equity of hosting the world's media during the 2010 Winter Games.

Resorts, ski operations, recreation sites and trails remain a priority, providing outdoor recreational choices to British Columbians and visitors. In addition, thriving arts, culture and heritage sectors not only contribute to making British Columbia a rich place to live and work, but are compelling attractions to visitors. Arts, culture, and historic places are an integral part of the social fabric of a

community, and heritage conservation contributes to environmental sustainability. Archaeological sites and oral tradition are the vestiges of a rich history extending back at least 12,000 years. The Ministry works to protect and conserve this rich but fragile legacy, one that is of great value to First Nations, local communities, and the province as a whole.

To further raise awareness of British Columbia's virtues as a great place to live, work, invest and play, the Ministry works with arts and culture 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 strongly supports the export of cultural products and a primary focus is the development of a favourable business climate to support the growth of creative industries.

To achieve these tourism, culture and the arts priorities, the Ministry works with many enterprising partners, including small and medium-sized businesses, large corporations, First Nations, local and provincial public sector organizations, regional and city destination marketing organizations (DMOs), Visitor Centres, and all levels of government.

As well, 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](#), the [Provincial Capital Commission](#), and the 12 Provincial Heritage Properties managed by community partners ([Barkerville Historic Town](#), [Fort Steele Heritage Town](#), [Historic Hat Creek Ranch](#), and others).



*Kootenay Lake valley from Buchan Lookout, Kaslo.*



# Strategic Context

## The Tourism Industry

The Ministry's programs and strategies are based on producing a greater volume of visitors and a higher yield of tourism-related revenue throughout the province. This Service Plan in particular is based on optimizing the benefits of hosting the Vancouver 2010 Olympic and Paralympic Winter Games. The single greatest benefit will be from increased awareness, which will be leveraged throughout all aspects of marketing and promotion to build sustained tourism growth at rates targeted to meeting an industry goal set in 2005 of doubling tourism revenues by 2015. Key elements of the post- Olympic and Paralympic Winter Games strategy are to aggressively target existing markets with updated campaigns, and to target new and emerging markets that have become practical opportunities for British Columbia.

Critical to the success of all the tactics, campaigns and promotions will be the deepening use of technology, from online resources and data-capture to creative use of social media to further growth of consumer-friendly mobile assets.

Along with increased awareness, several market conditions have emerged that can have further significant positive impact on tourism potential. Approved Destination Status (ADS) with China will further open up a vast market that has been largely unavailable to British Columbia. The province's stature as a preferred Asia-Pacific gateway will further enhance future marketing possibilities. Where possible, British Columbia will also work with the [Canadian Tourism Commission](#) in targeted activities in the India market, which is expected to become more relevant with liberalized air access policies.

[BC Parks](#) is a defining element of the Super, Natural British Columbia® brand. The Parks system will celebrate its 100th anniversary in 2011, which will provide collaborative promotional opportunities for the Ministry, supporting the high quality network of recreations sites, trails, resorts on Crown land, historic sites and creative communities. Self-guided [Driving Routes](#) provide the Ministry with another unique venue to increase tourism, with opportunities to boost community events such as art festivals and concerts. These easy-to-navigate routes reveal spectacular scenery, historic and family attractions, fascinating communities and more in all six of B.C.'s regions.

Since launching their [Aboriginal Cultural Tourism Blueprint Strategy](#) in 2005, First Nations have been growing tourism businesses throughout the province, including innovative and authentic resort development. First Nations experiences will be included as a core component element of many strategies geared towards consumers and travel trade.

One key aspect of the rural tourism experience is the availability of safe opportunities to utilize off-road vehicles. Implementing the [Off Road Vehicle Management Framework](#) will benefit more rural regions within the province, improve public safety, protect the environment and attract new visitors.

The successful exploitation of all of these opportunities is necessary, as the competitiveness of tourism destinations world-wide is intense, and British Columbia must leverage all of its strengths to



continue to be a leader among preferred destinations. This is especially important as many issues continue to impact the B.C. tourism industry's ability to reach its true growth potential.

Though full economic recovery is expected, uncertainty continues throughout the world and in Canada, with one direct effect being a strong Canadian dollar which creates issues in cost-competitiveness.

The [Harmonized Sales Tax](#) (HST) will affect tourism businesses in different ways, and until industry adjustments can be made, there are likely to be pressures felt in some sectors. The shift in taxing policy also requires a new way to structure and fund Destination Marketing Organizations in communities throughout the province, to ensure they can continue to participate in the provincial tourism marketing system.

Due to a number of incidents around the world, security policies have become more stringent. The threshold for travelers to continue to accept these measures is unknown, and may impact travel patterns long into the future. In addition, passport and visa regulations for markets such as Mexico have actually been expanded over the last few years, making it that much more complicated to visit British Columbia.

Though air access is expected to grow with new federal policies, the competitiveness of the air industry prevents some flights to B.C. while deeply discounted fares make other destinations more affordable.

The impact of climate change requires a need for more sustainable tourism opportunities and attractions. The expectations and perceptions of a destination by consumers in terms of sustainability are becoming more important in some markets and create both issues and opportunities for marketing.

Traditionally, the B.C. tourism industry has proven to be particularly adept at weathering the issues put before it, though the stakes have grown substantially as the industry has taken on much greater prominence within the provincial economy. Fortunately, the opportunities on the horizon are significant and the industry's true competitive advantage has always come from the genuine partnership that continues to thrive among communities, regions and provincial agencies.

### **The Creative Economy**

The creative economy utilizes the intellectual and creative capacity of people to generate ideas and intellectual property for economic gain. Over the past 20 years there has been recognition that creativity and innovation make a very significant economic contribution. Creativity may be an input to products through research, design, development such as medical devices, or an output, such as a film or an interactive game. Arts, culture and heritage are not only expressions of British Columbia's values, knowledge (past and present), they also make a valuable contribution to the creative economy. In many advanced economies, creative industries (film and television, music, publishing, design, architecture and interactive gaming) are now recognized as a leading sector in generating economic growth, employment and trade. Globally, creative industries generate over one trillion dollars on an

annual basis<sup>1</sup>. In 2007, the creative sector contributed over \$46 billion in GDP to the Canadian economy: 3.8 per cent of Canada's real GDP<sup>2</sup>.

B.C. has developed relatively successful creative industry clusters, largely as a result of B.C.'s attractive lifestyle, education system, existing talent base, competitive tax environment, geographic location, and cultural diversity. However, as global competition within the creative economy grows, these advantages are being challenged by aggressive programs and policies in other jurisdictions. In order to maximize the contribution of creativity and innovation to the B.C. economy, the Ministry, as the lead Government agency with regards to the creative economy, recognizes the importance of building relationships with industry, academic institutions, and other Ministries to leverage opportunities and enhance current programs, policies and initiatives. Recently, to keep B.C. internationally competitive in the film, television and interactive gaming industry, Government introduced a tax incentive package to recognize the convergence that has taken place within the film, television and the increasingly important video game and animation sectors.

The current turbulent economic situation has required some difficult decision-making; however, the Ministry and the Province are committed to province-wide efforts to support the creative economy and effective stewardship of B.C.'s past.

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<sup>1</sup> The Conference Board of Canada, *Valuing Culture: Measuring and Understanding Canada's Creative Economy*, (August 2008).

<sup>2</sup> Ibid.

# Goals, Objectives, Strategies and Performance Measures

The overarching goals of the Ministry are to maximize the economic benefits of tourism to the B.C. economy in a sustainable and responsible way, and to improve the quality of life of citizens and visitors through arts, culture and heritage.

Each year, the Ministry looks forward three years, and maps out its plans. The development and communication of the resulting goals, objectives, and strategies serves to ensure the Ministry's work is clearly linked to the government's goals; that it maintains a focus on the most important priorities; and that it clearly communicates priorities to the citizens of B.C. The recent integration of Tourism BC within the ministry will help to ensure a strategic and effective approach to achieving these important priorities.

The Ministry remains committed to the Government goal of doubling tourism by 2015. The current economic environment has made the post-Games marketing opportunities and tourism development even more critical to long-term industry success. Provincial tourism revenues are an overarching industry indicator of tourism growth in the province, and increases and decreases in revenues are affected by numerous factors. Ministry influence on these factors ranges from strong (e.g., market awareness of British Columbia as a tourism destination), to non-existent (e.g., exchange rate of the Canadian dollar). Given that the Government has set the goal of doubling of tourism revenues from \$9.8 billion to \$19.6 billion by 2015, this industry indicator is included at the front of this performance plan, as all supporting tourism activities and policies initiated and executed by the Ministry are intended to directly support this target.

## Industry Performance Indicator: Provincial Tourism Revenues

Performance Measure	2009/10 (Estimate)	2010/11 Target <sup>1</sup>	2011/12 Target	2012/13 Target
Provincial Tourism Revenues <sup>1</sup>	\$12.9 billion	\$13.4 billion	\$14.4 billion	\$15.5 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 2010/11 target is based on the period from January 1, 2010 to December 31, 2010.

<sup>1</sup> Prior to 2008, 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.



*The Empress Hotel, Victoria Inner Harbour, Vancouver Island.*

## **Goal 1: Increase revenue by attracting visitors from multiple markets, with seasonal and geographic distribution across B.C.**

### **Objective 1.1: Increase interest in B.C. as a tourist destination by connecting consumers to the product of choice through the channel of choice.**

To achieve visitor growth, it is important to invest resources in content that is both informative and stimulating to consumers, but it is also important to understand how they plan trips and research potential destinations and activities. By ensuring accurate and up-to-date information is available in many forms such as on-line, print, media coverage and through Visitor Centres, the province can optimize exposure to potential visitors.

### **Strategies**

- Use targeted consumer campaigns and on-line marketing tactics to draw more visitors to [HelloBC.com](http://HelloBC.com), and other related sites such as the [Driving Routes](http://DrivingRoutes.com) website.
- Develop customized, relevant, direct communication through database marketing.
- Work with the [Canadian Tourism Commission](http://CanadianTourismCommission.com), Regional Tourism Associations, city and community Destination Marketing Organizations to attract out-of-province visitors after the 2010 Olympic and Paralympic Winter Games.
- Conduct research and provide analysis and evaluation on markets, products and trends to assist industry planning and decision-making.
- Provide tourism businesses, arts and cultural venues, and heritage sites with opportunities to promote their products to potential customers through the HelloBC listings program.
- Increase and enhance existing content and functionality on all websites through redesign.
- Implement and manage a Marketing Intelligence Platform to gather more information about consumer preferences and target information relevant to individual consumers on websites and through database marketing.

- Prepare a *Post-2010 Tourism Strategy* that will help prioritize industry and government actions over the next five years.

**Performance Measure 1: Visitors to HelloBC.com consumer websites worldwide (millions).**

Performance Measure	2009/10 (Forecast)	2010/11 Target <sup>1</sup>	2011/12 Target	2012/13 Target
Visitors to HelloBC.com consumer websites worldwide (millions)	8	6.5	7.5	8

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

**Discussion**

This measure tracks the number of visitors to [HelloBC.com](http://HelloBC.com) consumer websites worldwide, as a success indicator of marketing programs. A decline to more typical levels is expected following the 2010 Olympic and Paralympic Winter Games.

**Objective 1.2: Increase awareness of B.C. tourism products and experiences by generating unpaid coverage of B.C. worldwide.**

Travel media relations has become one of the most cost effective tools for promoting the Super, Natural British Columbia<sup>®</sup> brand to the world. By working with key partners such as the [Canadian Tourism Commission](#) and new on-line tools, fresh stories about the province’s diverse experiences can be distributed to thousands of media outlets around the globe. A key tactic is to ensure journalists personally experience what B.C. has to offer through the organization of targeted familiarization tours.

**Strategies**

- Build relationships with key media in priority markets.
- Educate media about B.C. as a travel destination.
- Provide travel journalists, editors and producers with accurate, up-to-date and comprehensive information and experiences.

**Performance Measure 2: Equivalent dollar value of unpaid editorial coverage worldwide (millions).**

Performance Measure	2009/10 (Forecast)	2010/11 Target <sup>1</sup>	2011/12 Target	2012/13 Target
Equivalent dollar value of unpaid editorial coverage worldwide (millions)	\$250	\$300	\$195	\$195

**Data Source:** Ministry of Tourism, Culture and the Arts through a third-party research firm. 2011/12 sees a decrease as 2009 and 2010 were largely fueled by Olympic-related media opportunities.

**Discussion**

This measure provides an estimate of the value of unpaid media coverage of all British Columbia tourism stories appearing in print, and on television and radio. Through focused efforts and relationship-building British Columbia continues to out-perform all Canadian provinces in garnering unpaid media.

**Objective 1.3: Ensure B.C.’s share of Canadian product listed with key tour operators is competitive and increased where possible.**

Travel trade historically focuses on supporting British Columbia product among the travel trade through education and cooperative marketing. This approach is employed worldwide, but is even more important in overseas markets where consumers primarily purchase through the travel trade.

**Strategies**

- Increase sales of British Columbia product through the travel trade by providing education to key accounts through seminars, foreign language publications and trade familiarization tours.
- Develop cooperative consumer campaigns with call to action to key trade accounts.
- Provide opportunities for British Columbia tourism businesses to meet overseas tour operators by annually co-hosting the [Canada’s West Marketplace®](#) trade show.
- Ensure the travel trade is prepared for increased consumer awareness and interest in British Columbia products and experiences following the 2010 Olympic and Paralympic Winter Games.

**Performance Measure 3: British Columbia’s share of Canadian product in key tour operator offerings.**

Performance Measure	2009/10 (Forecast)	2010/11 Target	2011/12 Target	2012/13 Target
British Columbia’s share of Canadian product in key tour operator offerings				
North America	45 per cent	45 per cent	45 per cent	45 per cent
Europe	43 per cent	45 per cent	45 per cent	45 per cent
Asia	65 per cent	65 per cent	65 per cent	45 per cent

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

**Discussion**

This measure tracks the percentage of British Columbia product in key international tour operator publications, compared to the rest of Canada. It is an indicator of B.C. product availability within key trade accounts.

**Goal 2: A tourism industry that delivers a world-class, comprehensive range of tourism products, destinations and enhanced visitor experiences.**

**Objective 2.1: British Columbia is a world-class all seasons resort destination that attracts new investment.**

The Ministry works to encourage development of environmentally sustainable tourism and recreation opportunities on Crown land. These projects facilitate increased 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.
- Support First Nations in leading their own resort development opportunities through the First Nations Resort Development Initiative.



- Undertake First Nations consultation, and the negotiation of Economic and Community Development Agreements, 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*.
- Update the [B.C. Resort Strategy and Action Plan](#) in tandem with the development of the Ministry's Tourism Strategy.
- 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”.

**Performance Measure 4: Resort Development Approvals.**

Performance Measure	2009/10 Actual	2010/11 Target	2011/12 Target	2012/13 Target
Resort development approvals (Master Development Agreements <sup>1</sup> , Operating Agreements <sup>2</sup> , and Other Resort Development Approvals <sup>3</sup> )	5 new	5 new	5 new	5 new

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

- <sup>1</sup> 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.
- <sup>2</sup> 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.
- <sup>3</sup> 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.

The recent global financial volatility has created unprecedented challenges, and has necessitated a review of targets for 2010/2011 and 2011/2012. 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.

**Objective 2.2: Implementation of the Trails Strategy and new Off Road Vehicle framework attracts visitors, and leads to enhanced community connections and improved rural economies.**

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.

Upgrades to existing Recreation Sites and Trails and development of new facilities occurred in 2009, with funding provided by provincial/federal infrastructure and employment programs. Further improvements are planned in 2010, including implementation of the Off Road Vehicle framework.

***Introducing Recreation Sites and Trails BC- ONLINE!***

*There is no better place in the world to enjoy the wonders of the backcountry than the beautiful province we call home. BC's rugged backcountry provides a host of exceptional recreation sites and trails managed by Recreation Sites and Trails BC.*

*To further assist the public in locating and learning more about recreation sites and trails a new website has been launched and can be found at: [www.sitesandtrailsbc.ca](http://www.sitesandtrailsbc.ca)*

## **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.
- Continue implementation of a market development plan for recreation sites, in collaboration with other tourism sectors.
- Apply sustainable environmental practices and procedures when supporting development, upgrading, maintenance and management of recreation sites and trails.
- Implement the [Off Road Vehicle management framework](#).

**Performance Measure 5: Public Use of Recreation Sites and Trails that are under provincial oversight.**

Performance Measure	2009/10 Baseline	2010/11 Target	2011/12 Target	2012/13 Target
Percentage increase in public use of recreation sites and trails that are under Provincial oversight <sup>1</sup>	350,000 <sup>1</sup>	5% increase	5% increase	5% increase

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

<sup>1</sup> 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.

***New Rules for Outdoor Recreation Vehicle Use***

*The [Off Road Vehicle management framework](#) includes vehicle registration, annual licensing for vehicles crossing public roads, improved rider safety, increased environmental protection, and increased compliance and engagement for snowmobiles, quads, and dirt bikes. .*

*The requirement to display a license plate on ORVs makes it possible for conservation officers, park rangers and law enforcement agencies to identify those who are damaging sensitive habitat or harassing wildlife, so they can be held accountable.*

*As well, the new legislation gives members of the public a way to help by calling the 1-877-952-RAPP (7277) line to report license plate numbers of irresponsible operators.*

**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. A new interactive website has recently been launched providing information and location of recreation sites and trails throughout B.C.

**Objective 2.3: Visitors have access to accurate, compelling tourism information and the capability to make informed purchasing decisions through their channel of choice – online, contact centre, visitor centres, and direct to tourism businesses.**

Serving three million visitors annually, the 109-member community-operated Visitor Centre Network and six provincial [Visitor Centres](#) at Peace Arch, Merritt, Osoyoos, Golden, Mount Robson Provincial Park and Vancouver International Airport, provide visitors with accurate and up-to-date information and services on the community, region and province.

Collectively, the [Visitor Centres](#) play an integral role in serving visitors by providing timely information on accommodation and ticket availability, transportation opportunities and alternative activity choices.

### Strategies

- Provide visitors with provincial community-based tourism information, assistance and advice through the British Columbia [Visitor Centres](#), and throughout an integrated Visitor Centre Network.
- Implement the Community Cultural Tourism Initiative and support the Heritage Tourism Alliance to assist communities to make the most of their artistic, cultural, and heritage experiences and attract visitors.

### Objective 2.4: Tourism industry representation within marketing and visitor servicing programs is increased.

Nearly 5,000 tourism suppliers have registered for the HelloBC® Listings Program, a program that provides content-rich supplier information and booking capabilities for the consumer.

The sale of tourism products is important to both our visitors and the tourism industry. Transactions through [HelloBC.com](#), 1-800 HELLOBC call centre and our Visitor Centres include accommodation bookings and activity and transportation tickets. Accessing a centralized system based on leading edge technology, the industry provides their inventory online, providing the visitor with an opportunity to purchase product, services and experiences through the distribution channel of choice.

### Strategies

- Provide support, advice, program and information services to tourism industry suppliers to maximize their exposure and opportunities to reach consumers through the Ministry’s marketing programs and distribution channels.

### Performance Measure 6: Number of tourism businesses listed on HelloBC.com.

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Number of tourism businesses listed on HelloBC.com	5,800	6,000	6,200	6,500

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

### Discussion

This measure tracks the number of tourism businesses registering for [HelloBC.com](#) online programs, which includes all international sites. These tourism businesses provide both tourism information and

reservation opportunities for visitors. The measure also demonstrates to tourism businesses the value of participating through [HelloBC.com](http://HelloBC.com).



*A grizzly bear near Bella Coola, on the Cariboo Chilcotin Coast.*

**Objective 2.5: Maximize efficiency and effectiveness of marketing within the B.C. tourism industry.**

Marketing success is dependant on integrated planning and marketing campaigns that include provincial, regional, city, community and sectoral partners.

Co-operative marketing programs are implemented across the province by the six Regional Destination Marketing Organizations on behalf of tourism stakeholders in their respective regions. Comprehensive and integrated planning results in professional marketing tactics at cost-effective levels. Participants include individual tourism businesses, sector consortiums and community organizations.

**Strategies**

- Leverage regional tourism investment through co-operative marketing programs implemented across the province by the six Regional Destination Marketing Organizations.
- Assist communities and sectors in developing relevant tourism strategies and increase overall participation in tourism marketing through the Community Tourism Foundations<sup>®</sup>, Community Tourism Opportunities, City Stays, Experiences BC, Sport Tourism, and Business Essentials programs.
- 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.

**Performance Measure 7: Number of tourism businesses participating in regional marketing programs.**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Number of tourism businesses participating in regional marketing programs <sup>1</sup>	1,925	1,950	1,975	2,000

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

<sup>1</sup> This measure tracks the number of tourism businesses registering for the Ministry's regional marketing programs.



[British Columbia Magazine](#)<sup>TM</sup>

**Discussion**

Through the Partnership Marketing Division, the Ministry works directly with the B.C. tourism industry to develop integrated planning and marketing campaigns through regional, city, community and sectoral partnership programs. The division is also responsible for the highly acclaimed [British Columbia Magazine](#)<sup>TM</sup>.

The **Tourism Partners** co-operative marketing program is implemented across the province by the six Regional Destination Marketing Organizations (RDMOs). Over 2000 stakeholders including individual tourism businesses, sector consortiums and community organizations participate annually in the program.

The **Community Tourism Foundations**<sup>®</sup> program is designed to assist communities in developing local tourism strategies and increase overall participation in tourism marketing. Communities are assigned a facilitator to assist the community working group with examining their tourism activities,



conducting a situation analysis, developing a research-based tourism plan and participating in co-operative marketing initiatives. Since the program was launched over 100 communities across the province have participated.

The **Community Tourism Opportunities** program is implemented province-wide for tourism-related activities from eligible communities (or clusters of communities). In 2009, 160 communities collectively participated in the program implementing 214 distinct marketing activities.



*A mountain biker takes in the view from Whistler Mountain, Whistler.*

### **Objective 2.6: B.C.'s reputation as a provider of high-quality services and products continues to grow.**

To be competitive in the worldwide marketplace, British Columbia must meet and even exceed consumers' expectations, which includes all aspects of their experiences while visiting the province. To achieve this, public policy is carefully considered to balance a wide range of criteria including environmental, public safety, economic development, social responsibility and consumer interests. One area that plays a key role is in Quality Assurance, working with the hospitality industry to enhance accommodations and attractions through industry counselling and approved accommodation programs, in addition to highway signage programs.

### **Strategies**

- Develop public policy that encourages private sector investment in tourist activities and attractions.
- Deliver and maintain programs and standards that enhance the quality of an accommodation property and level of professionalism.
- Offer affordable, quality customer service training solutions for the tourism industry and build on exposure from 2010 Games training delivery to extend program reach.
- Continue to work with industry and agencies such as [ETHOS](#) (Engaging Tourism & Hospitality Operators in Sustainability) to create and implement a Green Tourism Strategy for Sustainability that will leverage our Super, Natural British Columbia® brand and help B.C. meet its climate action targets.



**Performance Measure 8: Number of participants trained through WorldHost® training programs.**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Number of participants trained through WorldHost® training programs	20,000	20,000	22,000	22,000

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

**Discussion**

WorldHost® provides internationally recognized visitor training workshops. Superior customer service is a key factor in determining the quality of the visitor experience and in building customer loyalty. It is an important part of the tourism marketing cycle, and the training remains a key strategy in fostering the kind of service and hospitality that will bring visitors back for repeat visits.

***WorldHost® Training Services***

*WorldHost® Training Services, previously SuperHost Programs, continued its legacy by delivering training to industry participants from various sectors in preparation to “Welcome the World”. The rebranding to WorldHost included new training materials and sales collateral and the launch of an Extranet site for the Delivery Network. The partnering with VANOC to deliver Team 2010 Training was another success and created additional opportunities of connecting with tourism businesses. Visit WorldHost at [www.tourismbc.com/worldhost\\_training\\_services](http://www.tourismbc.com/worldhost_training_services).*

**Goal 3: A creative economy that provides sustainable jobs, economic growth, and supports the heritage and social fabric of British Columbia.**

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, revenue generation, and development of the new green economy. 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 history and 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 heritage and cultural identity of a destination.

**Objective 3.1: British Columbia has dynamic and sustainable creative industries.**

The Ministry, in conjunction with other ministries is working to enhance, develop new, or refocus initiatives to support the development of creative industries, and to increase the value-added by creativity to other industries.

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 screen-based content industry in British Columbia over the long term.

The Ministry also works with industry associations to promote the creative sector (for example, through the staging of major events in B.C. such as the Junos, Canadian Country Music Awards, and, in 2010, the Western Canadian Music Awards), and by supporting trade shows and events that promote B.C.'s cultural industries and creative economy such as Design 2010.

**Strategies**

- In partnership with other ministries, develop and deliver a long-term creative economy strategy based on sound consultation with stakeholders and partners.
- Showcase B.C.'s locations, skilled labour, industry capabilities and infrastructure to international and domestic producers through the [British Columbia Film Commission](#), and deliver high quality, customer-centred production services and support to expand the level of motion picture production activity in the province.
- Provide a range of innovative programs through the [British Columbia Film Society](#), 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.
- Working in conjunction with the film, television and interactive media sector, develop new approaches to promote and support B.C.'s screen-based content producers.
- Partner and work with all levels of government and the creative and innovation-based sectors to expand the opportunities for value-added economic activities in B.C.

**Performance Measure 9: Value of annual motion picture production expenditures in British Columbia.**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Value of annual motion picture production expenditures in British Columbia	\$1.1 billion	\$1.0 billion	\$1.1 billion	\$1.2 billion

**Data Source:** British Columbia Film Commission; data is based on calendar years (i.e., 2009/10 result is for 2009).

***“Vancouver’s a Great Place to Shoot”***

*“You’ve got these wonderful old-growth forests and moss and lichen, so it’s a very beautiful place to shoot,” says New Moon director Chris Weitz (The Golden Compass, About a Boy)... “The shades of green there are just deep and extraordinary. And at the same time, you get to stay in a lovely city that has everything you’d want to keep your mind occupied.”.*

*(The Globe and Mail, November 19, 2009)*

Click [here](#) to learn more about the BC Film Commission, and for the latest film and television production industry news in British Columbia see the BC Film Commission’s [news site](#).

**Discussion**

British Columbia continues to maintain its position as a world-class centre for motion picture production. [BC Film Commission](#) estimates show that motion picture production expenditures contributed over \$1 billion to the provincial economy in 2008.

**Objective 3.2: Coordinated cross-government initiatives to foster creative people, places, and experiences.**

The Ministry works with its partners in other ministries and agencies to develop a creative environment that will foster individual creativity through stewardship of B.C.’s archaeological and cultural heritage, support for the arts, education and awareness building, and present the culture of B.C.’s communities to residents and visitors.



*Kinuseo Falls, Monkman Provincial Park, Northern British Columbia.*

## Strategies

- Raise awareness, within B.C., of the importance of a creative environment to support innovation and economic growth.
- Through the [BC Arts Council](#), award grants to arts organizations representing a range of artistic disciplines, including music, visual arts, media arts, literature, theatre and dance.
- Build capacity for creative economy activities via improved public awareness, training, support for artists, creators and creative organizations, and professional expertise.
- Work with communities and the Heritage Tourism Alliance to develop and promote cultural tourism throughout B.C.
- Deliver a long-term sustainable heritage strategy based on sound consultation with stakeholders and partners.
- Build capacity for community heritage conservation through youth engagement, public awareness, training, heritage planning advice and outreach, and professional expertise.

**Performance Measure 10: Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position vs. the previous year.**

Performance Measure	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position vs. the previous year	60%	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. The target of 65 per cent reflects a desire to see stability and resilience in the sector.

**Objective 3.3: 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 and creating tourism attractions with regional economic impacts of the same magnitude. These revitalized places possess character that attracts citizens and keeps tourists visiting longer.

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 [Driving 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 and work with all levels of government and the heritage and related sectors to foster the sustainability and rehabilitation of the historic built environment and to promote the exemplary recognition and conservation of historic places in B.C.
- 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 youth engagement, public awareness, training, heritage planning advice and outreach, and professional expertise.

### **Objective 3.4: 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. In addition to places of archaeological value, there are places of cultural and spiritual value to First Nations. The Ministry is committed to working with First Nations over the coming year to better understand how we might provide a similar level of protection to what is currently provided for archaeological sites through the *Heritage Conservation Act*.

## 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.

# Resource Summary

## Resource Summary Table

Core Business Area	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Operating Expenses (\$000)</b>				
Tourism Development	18,889	9,235	8,901	8,901
BC Arts Council	1,628	9,379	9,304	9,304
Tourism Partnerships	0	18,955	18,955	18,955
Consumer Marketing	0	26,959	26,792	26,792
Strategy and Policy	2,672	3,891	4,292	4,292
BC Film Commission	1,235	948	949	949
Transfer to Crown Corporations and Agencies	75,308	39,508	21,308	21,308
Executive and Support Services	2,908	4,742	4,551	4,551
BC Arts and Culture Endowment Special Account	1,500	1,500	1,500	1,500
<b>Total .....</b>	<b>104,140</b>	<b>115,117</b>	<b>96,552</b>	<b>96,552</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services .....	1,434	6,305	3,525	2,665
<b>Total .....</b>	<b>1,434</b>	<b>6,305</b>	<b>3,525</b>	<b>2,665</b>

Core Business Area	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Other Financing Transactions (\$000)</b>				
<b>Tourism Development</b> .....	300	600	600	600
<b>Receipts</b> .....	0	0	0	0
<b>Disbursements</b> .....	300	600	600	600
<b>Net Cash (Requirements)</b> .....	(300)	(300)	(300)	(300)

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *2010/11 Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation. The 2009/10 restated estimates reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.

## Major Capital Projects

### [BC Place Stadium – Revitalization Program](#)

The scope of the \$563 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.bcplace2011.com/#home](http://www.bcplace2011.com/#home).



## 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](http://www.gov.bc.ca/tca), or see:

#### Archaeology

Web-site [www.tca.gov.bc.ca/archaeology](http://www.tca.gov.bc.ca/archaeology)  
Additional Office  
& Contact info [www.tca.gov.bc.ca/archaeology/contacts.htm](http://www.tca.gov.bc.ca/archaeology/contacts.htm)

#### Arts and Culture

Web-site [www.tca.gov.bc.ca/arts\\_culture](http://www.tca.gov.bc.ca/arts_culture)  
Contact info [www.tca.gov.bc.ca/arts\\_culture/contacts.htm](http://www.tca.gov.bc.ca/arts_culture/contacts.htm)  
e-mail [csbinfo@gov.bc.ca](mailto:csbinfo@gov.bc.ca)

#### B.C. Film Commission

Web-site [www.bcfilmcommission.com](http://www.bcfilmcommission.com)  
e-mail [info@bcfilmcommission.com](mailto:info@bcfilmcommission.com)

#### Heritage

Web-site [www.tca.gov.bc.ca/heritage](http://www.tca.gov.bc.ca/heritage)  
Contact info [www.tca.gov.bc.ca/heritage/contacts/contacts.htm](http://www.tca.gov.bc.ca/heritage/contacts/contacts.htm)

#### Recreation Sites and Trails

Web-site [www.tca.gov.bc.ca/sites\\_trails](http://www.tca.gov.bc.ca/sites_trails)  
Contact info [www.sitesandtrailsbc.ca/contact-us.aspx](http://www.sitesandtrailsbc.ca/contact-us.aspx)

#### Resort Development

Web-site [www.tca.gov.bc.ca/resort\\_development](http://www.tca.gov.bc.ca/resort_development)  
Office Location  
and Contact info [www.tca.gov.bc.ca/resort\\_development/contacts.htm](http://www.tca.gov.bc.ca/resort_development/contacts.htm)

#### Tourism

Web-site [www.tca.gov.bc.ca/tourism](http://www.tca.gov.bc.ca/tourism)  
Contact info [www.tca.gov.bc.ca/tourism](http://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](http://www.gov.bc.ca/tca).