

**Ministry of
Community, Sport and Cultural Development**

**2013/14 – 2015/16
SERVICE PLAN**

February 2013



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Message from the Minister and Accountability Statement



So much of what we do at the Ministry of Community, Sport and Cultural Development is really all about Main Street, British Columbia. That's because we focus our efforts on building healthy communities, large and small, urban and rural, across the province. Healthy communities are great places for B.C. families, citizens and businesses to prosper and grow.

Healthy communities attract business investment, new residents and tourists. Healthy communities provide the infrastructure people need – roads, water systems, police and fire protection, parks and recreation. Healthy communities provide opportunities for local families and residents to participate in sports and enjoy quality arts and cultural experiences.

To build healthy communities in British Columbia, the Ministry works closely with B.C.'s local governments and First Nations in an open and transparent fashion. For example, the B.C. government passed legislation to enable local governments to provide notices to residents electronically, resulting in cost savings and improved efficiency. Through the Elections Task Force, we remain committed to modern, transparent local elections processes. The Ministry ensures the property assessment system functions effectively and fairly.

Further, in October 2012, the Premier announced that Basia Ruta would be appointed as B.C.'s first auditor general for local government. In this role, Ms. Ruta will support local governments by conducting performance audits and providing recommendations to find efficiencies that benefit local taxpayers.

British Columbia's communities need strong local economies to support good jobs and grow successful businesses. In today's uncertain global economy, our province is stable and well situated to move forward through the BC Jobs Plan to support competitive business taxes, innovation and a vibrant entrepreneurial culture, while upholding high environmental standards.

In partnership with the Government of Canada and the Union of British Columbia Municipalities, the Ministry manages major infrastructure programs that invest millions of dollars every year into communities throughout the province. These investments help support local jobs and businesses, while providing communities with the assets they need to continue building a prosperous and sustainable future.

B.C. communities are unique and the individuals that make up these communities are proud of their heritage and traditions. While the Ministry works with communities of every size and circumstance, we ensure that British Columbia's rural communities receive the infrastructure and support they need to serve their residents.

The Ministry supports organizations and offers programs that really help British Columbia communities shine as great places to live and raise families. B.C. is home to outstanding artists and strong arts and culture organizations, from major institutions like the Royal BC Museum and the Vancouver Art Gallery, to local cultural centres in every region of the province.

Despite challenging economic times, Ministry support for the BC Arts Council is at an historic funding level. BC Arts Council distributes about 1,000 grants, investing more than \$24 million per year in artists and cultural organizations representing over 200 communities throughout British Columbia. In addition, the Ministry provides support for arts and culture festivals, events, conferences and community celebrations throughout the year.

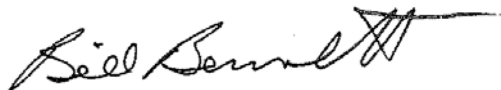
The Ministry supports the success of British Columbia's creative industry, which includes film, television, interactive digital media, gaming, music and publishing. Combined, these sectors contribute about \$4 billion to the provincial economy and have significant growth potential as products continue to expand globally. The recent establishment of Creative BC provides a consolidated, strategic approach to grow the creative industry and champion B.C.'s competitive advantages.

Every year, the Ministry provides support for sports in communities across the province. Our investments help build sports infrastructure and provide training for coaches and athletes. We help British Columbia communities host significant sports events, through Hosting BC or one-time grants, including support for the up-coming 2015 Canada Winter Games in Prince George and the 2014 Brier in Kamloops.

The Ministry's responsibilities also include the distribution of community gaming grants that ensure British Columbians share the benefits of gaming revenue raised from activities including major lotteries, horse racing, slot machines, casinos and local licensed gaming events. The government dedicates a portion of annual gaming revenue to help support non-profit community organizations throughout British Columbia.

Looking ahead, the Ministry will continue to build partnerships with communities, as well as support economic and social opportunities for families in B.C. I want to thank our staff, partners and many stakeholders for working together in the spirit of partnership for the benefit of British Columbians. Together, we are succeeding in building healthy and vibrant communities across the province.

The *Ministry of Community, Sport and Cultural Development 2013/14 – 2015/16 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.



Honourable Bill Bennett
Minister of Community, Sport and Cultural Development
February 6, 2013

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports to make B.C. communities great places to live.

Our mandate is to support local governments and residents to build vibrant and healthy communities that are well governed, economically stable, socially and environmentally responsible, with opportunities for participation in sport and the arts.

To accomplish this mandate, and help communities reach their full potential, the Ministry:

- Provides a policy and legislative framework and programs that enable local governments to govern effectively and be accountable to citizens.
- Assists local governments in planning for regional growth, while maintaining vibrant and sustainable communities.
- Ensures that the property assessment system is transparent, flexible and fair.
- Provides funding, advice and other supports to foster effective local government services, infrastructure and governance, and to facilitate community economic growth.
- Promotes collaborative relationships between local governments, First Nations, provincial and federal bodies, the private sector and community groups.
- Works with the provincial sport system to provide funding, programs and services that support sport participation, excellence and events – allowing individuals, families and communities to enjoy the health, social and economic benefits of sport.
- Helps artists and cultural organizations create economic and social benefits from the arts in communities across British Columbia.
- Supports growth in the creative industry, including film, television, music, book and magazine publishing, gaming and interactive digital media.
- Provides gaming grant funding to not-for-profit organizations to support and strengthen B.C. communities.



Squamish, recognized as the Outdoor Recreational Capital of Canada, is one of many British Columbian municipalities that are closely linked to the natural environment.

The Ministry recognizes the great diversity of circumstances and aspirations among B.C. communities and strives to meet their individual needs. The [Parliamentary Secretary for Rural Communities and](#)

[Development](#) provides the Ministry with a strong connection to rural communities and represents their unique interests.

The following Crown corporations, agencies, boards and commissions overseen by the Ministry are partners in achieving the Ministry's mission: the [Royal BC Museum](#), the [Provincial Capital Commission](#), [BC Assessment](#), the [BC Arts Council](#), [Creative BC](#), the [BC Games Society](#), the [Board of Examiners](#), the [Islands Trust Fund Board](#) and the [Property Assessment Appeal Board](#). The Ministry also oversees the [University Endowment Lands](#), and administers the annual Property Assessment Review Panel process.

In addition, the Ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: the Municipal Finance Authority; the Local Government Management Association; the Government Finance Officers Association; the Municipal Insurance Association; the Union of British Columbia Municipalities; provincial and municipal sport, arts and cultural organizations.

The effective delivery of the Ministry's mandate relies on key legislation, including: the [Local Government Act](#), the [Community Charter](#), the [Arts Council Act](#), the [Assessment Act](#) and the [Vancouver Charter](#).

Strategic Context

Primed for Job Creation

Our province boasts a wealth of natural and human resources - and vibrant, diverse communities where British Columbians enjoy a rich quality of life. The Economic Forecast Council estimates that B.C.'s real GDP is expected to grow modestly into 2014 and although there are many risks to B.C.'s economic outlook, the B.C. government is making important investments in communities across the province.

The Ministry maximizes its investments to communities by ensuring its operating expenditures align with government's fiscal plan and priorities. These investments enable communities to benefit from economic opportunities and job creation, while remaining committed to social and environmental sustainability.

To help sustain certainty to communities, the Ministry provides funding to local governments to increase their capacity to meet local priorities and build strong communities. Since 2001, the Ministry has invested approximately \$3 billion in operational and infrastructure funding, assisting communities across the province. The Ministry has also worked with local governments to respond effectively and sustainably to population growth.

While the majority of B.C.'s population resides in the more urbanized areas of the province, many communities in British Columbia are located in more rural areas. Historically, many of these communities have enjoyed strong economies grounded in resource-based industries including forestry. In more recent years, however, factors including shifting global markets and changing environmental dynamics have contributed to growing challenges for rural communities. Some impacts have included out-migration of young workers and families and diminishing local government tax revenues from industrial downsizing or closure. The Ministry plays an important role in helping communities adapt to these challenges and take full advantage of opportunities on the horizon.

Through [*Canada Starts Here: The BC Jobs Plan*](#), the Ministry is working in partnership with local governments and the Ministry of Jobs, Tourism and Skills Training to foster job creation throughout the province. Communities need to take advantage of investment opportunities in emerging industries such as technology, mining, and agrifoods. The Ministry is working to help communities prepare for investment and growth by identifying opportunities and barriers to economic development.

To compete successfully for potential investment, B.C.'s communities must also



Radium Hot Springs recently celebrated the [re-opening of the Canfor mill](#), which will employ 144 people.

attract and retain skilled workers. Communities that provide essential services, core infrastructure and cultural and recreational opportunities can offer considerable quality of life – important factors in attracting skilled workers. Strategic investments in these areas also help build communities and supports sustainable economic activity where people, families and businesses want to locate.

Finally, through fiscal discipline and expanding export markets, B.C. has maintained its triple-A credit rating¹, as has the Municipal Finance Authority, allowing local governments continued access to low rates of financing. This is a key strength, sending a message of stability to investors wishing to do business in B.C.

To further strengthen local capacity, the newly appointed Auditor General for Local Government will provide advice and best practices to help local governments find effective, progressive solutions to improve local stewardship of assets and service delivery. It will help local governments identify the most efficient and effective ways to address priorities important to their communities.



Local First Nations dancers participate in a dance on Aboriginal Activity Day in Chetwynd.

Community and Family Vitality

The Ministry also plays a key role in the provincial sport system. As the most physically active population in Canada, sport in B.C. draws strength from a network of resources across the province, including sport organizations, governments, educational institutions, facilities, coaches, leaders, officials and volunteers. This network helps British Columbians and their communities enjoy the health, social and economic benefits that come with sport, while developing world-class athletes and positioning B.C. as a prime destination for major sport events.

Community spirit and excitement soar when a major sport event happens. These events also benefit the province in many ways, including: direct economic returns from visitors; enhanced media attention and tourism marketing; showcasing local talent through cultural festivals and marketplaces; and a legacy of community capacity through volunteer skills development. To further expand on this opportunity, the Ministry is working with municipalities, industry and stakeholders to find ways to attract an even greater number of marquee events to the province.

Guided by public and provincial consultation, the Ministry has contributed to the establishment of a [BC Combative Sports Commissioner](#) to regulate and supervise professional combat sport events. This will provide the province with a centralized regulatory body for safety standards and a consistent licensing and permitting framework for professional combat sports – including boxing, kick-boxing and mixed martial arts events.

Vibrant and healthy communities also offer British Columbians opportunities to express themselves creatively. With a focus on culture as an economic and social catalyst, the Ministry supports the creative and innovative capacity of B.C. communities. Ministry programs encourage artists, arts

¹ <http://www.newsroom.gov.bc.ca/2012/04/british-columbia-has-earned-its-triple-a-credit-rating.html>

organizations and the public to work together to increase participation, improve the quality of life, create strong community identity and contribute to local economies.

The Ministry provides programs and funding through the BC Arts Council and Community Gaming Grants to enable artists and organizations to offer opportunities for British Columbians to be creative and express B.C.'s unique and diverse culture. Further, a more efficient and simpler application form for gaming grants has been implemented to make it easier for more than 5,500 community organizations to re-apply for the \$135 million in funding available to support their important community work.

Cultivating Growth in the Creative Economy

British Columbia is a world-class centre for screen-based entertainment (interactive digital media content producers, film, television, book, magazine, music and sound recording companies). This success rests on B.C.'s wealth of talent, industry collaboration, and strong production and publishing infrastructure. The motion picture industry spends over a billion dollars in the province every year in production activity, generating about 20,000 direct jobs and 15,000 indirect jobs. In addition, more than 600 digital media companies employ about 16,000 people, and generate \$2.3 billion in annual sales. The province is also home to the second largest English-language book publishing sector in Canada, with annual sales in excess of \$150 million and a sound recording industry generating over \$31 million annually.²

Sectors that make up the creative industry continue to converge as business models and distribution channels evolve and intertwine. In response, the Ministry has established Creative BC, one agency that champions and builds B.C.'s creative industry and delivers the Ministry's consolidated programming to maximize economic potential.

As we look ahead, the Province is well positioned to help B.C. communities be economically and socially strong, healthy and resilient while remaining committed to openness and transparency. The Ministry will continue to strategically invest in opportunities that enable communities throughout British Columbia to effectively respond to local needs, attract investment and create jobs, while remaining vibrant and sustainable.

² [From the Margins to the Mainstream: Moving BC's Creative Industries Forward](#)

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the Ministry's goals for the 2013/14 to 2015/16 fiscal years, and the strategies the Ministry intends to pursue to achieve them. The Ministry's goals are:

- Goal 1: Communities and regions are effectively governed.
- Goal 2: Communities and regions are vibrant and sustainable.
- Goal 3: Culturally-rich communities and a creative economy that, together, foster sustainable jobs, economic growth, and a vibrant social fabric.
- Goal 4: A robust provincial sport sector that supports increased participation and athletic achievement.

Goal 1: Communities and regions are effectively governed.

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens.

Strategies

- Review and monitor the policy, legislative and regulatory framework and propose changes, so that local governments can govern effectively and meet citizen needs. An example includes moving forward on implementing the Local Government Elections Task Force's recommendations.
- Encourage citizen-local government engagement in decision-making. This includes providing advice and problem solving on governance, finance, land use and other matters of interest to citizens; developing public information; and furthering education with partner-organizations.
- Support communities in changes to local government structure by helping to build a shared understanding about the facts and implications of municipal incorporation, boundary extension or other proposed restructuring.



Port Moody City Hall

- Ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.
- Assist local governments in building respectful relationships with First Nations by supporting the Community-to-Community Forum Program; encouraging collaboration and cooperation on matters of mutual interest; and supporting local governments in dealing with changes resulting from treaty negotiations.
- Encourage transparency of local governments for citizens. Some examples include facilitating local government partnerships to open up local government data and implementing the *Auditor General for Local Government Act*.
- Exercise provincial approvals essential to sustain the stability and financial viability of the local government system. This also includes working with local governments and other provincial agencies to better integrate local, regional and provincial interests on matters such as economic development, land use and public health and safety.

Objective 1.2: Local governments are able to meet the service needs of their residents.

Strategies

- Enable local governments to have core human resource capacity by providing stable, predictable and timely funding through the administration of [Small Community and Regional District Grants](#).
- Provide locally appropriate [infrastructure funding](#) and planning expertise through a range of Ministry programs that enable local governments to provide services to residents and create the conditions needed for economic growth.
- Provide targeted funding for policing, crime prevention and community safety by returning net [traffic fine revenues](#) to local governments.
- Support local governments in making effective service provision choices by encouraging region-wide and sub-regional services; providing advice on the variety of ways to deliver local services; and advising and providing tools to assist in resolving differences.
- Encourage strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities. For example, encourage local governments to participate in [Asset Management BC](#).
- Further education through partner organizations such as Local Government Management Association, Government Finance Officers Association, Planning Institute of BC, Local Government Leadership Academy and Union of British Columbia Municipalities.

Performance Measure 1: Number of municipalities collecting at least 90 per cent of their current year taxes.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|---|------------------|----------------|----------------|----------------|
| Number of municipalities collecting at least 90 per cent of their current year taxes. | 153 | 154 | 154 | 155 |

Data Source: Local governments provide the Ministry with their financial data at the end of their fiscal year. The Ministry's reporting requirements are comprehensive and the data received is highly accurate. In 2012/13, B.C. had 161 municipalities.

Discussion

Property taxes constitute the majority of municipalities' annual revenues and are therefore crucial in enabling municipalities to provide key services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the Ministry is able to focus efforts on communities that may need guidance to assess their financial capacity and address challenges. Ministry efforts may include planning assistance and advice, municipal boundary alterations, land use bylaws, or even grant funding.

The results for this measure have been increasing since 2009/10 when 142 municipalities were reported as having collected at least 90 per cent of their current year taxes. Ministry assistance to communities in need contributes to this success and this trend is expected to continue over the next few fiscal years.

Objective 1.3: Local governments support a positive environment for business and economic development.

Strategies

- Work with local governments, the Union of British Columbia Municipalities and the business sector to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encourage local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promote the refinement of regulatory requirements across B.C. communities and regions to reduce the regulatory burden on citizens and business.

Goal 2: Communities and regions are vibrant and sustainable.

Objective 2.1: Communities have effective water and waste management.

Strategies

- Provide targeted funding to local governments to help them achieve provincial water and waste management objectives, which include the [Action Plan for Safe Drinking Water in B.C.](#), [Living Water Smart](#), [Drinking Water Protection Act](#), [Municipal Wastewater Regulation](#) and [Liquid Waste Management Planning](#).
- Provide tools and resources to local governments to assist them in conserving and protecting water resources. These include guidelines for the development of water conservation plans; [Model Well Regulation Bylaws](#) and [Implementation Guide](#); and the [Water Conservation Calculator](#) for local governments.
- Encourage local government to use liquid and solid waste as a resource and maximize the recovery value by providing tools like the [Integrated Resource Recovery Guide](#).
- Promote the use of the best, lowest life-cycle cost^{3, 4} approaches for local government infrastructure projects.

Performance Measure 2: Percentage of British Columbians served by drinking water systems that receive provincial funding to meet emerging treatment standards for protection of drinking water quality.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|--|------------------|----------------|----------------|------------------|
| Percentage of British Columbians ¹ served by drinking water systems that receive provincial funding to meet emerging treatment standards for the protection of drinking water quality. ² | 36.4% | 57.6% | 59.3% | N/A ³ |

Data Source: Contractual requirements between the Province and grant recipients include quarterly progress reports, tied to claim payments.

¹ Population percentages are calculated using BC Stats projections and are updated on an annual basis accordingly using <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

² This measure estimates the percentage of the provincial population served by systems meeting emerging standards. The Ministry does not collect data relating to communities served by private systems, or those served by public systems not receiving Ministry funding.

³ Funding expires in fiscal 2014/15.

³ Life-cycle costing is an internationally accepted approach whereby assets such as drinking water, wastewater and storm water infrastructure are assessed over their entire lifetime rather than just on their initial capital costs. This approach can significantly strengthen fiscal performance, as well as contribute to wide-ranging environmental and social benefits

⁴ International Infrastructure Management Manual, International Edition, 2006

Discussion

This measure demonstrates the progress that is being made to serve British Columbians in meeting growing community needs and improved water standards. Regional health authorities in British Columbia are encouraging service providers to meet higher water treatment standards in order to achieve increased certainty about drinking water quality. In some cases, these higher standards include the dual treatment of drinking water through disinfection and filtration (rather than disinfection alone), thus creating a second barrier of protection against the transmission of pathogens.

Meeting these standards sometimes requires that local governments upgrade their existing water treatment facilities or construct new ones. The Ministry provides funding for these projects, as well as other water quality and quantity projects, through a number of programs, including the [Building Canada Fund – Communities Component](#).

Objective 2.2: Local governments are implementing strategies to improve community sustainability.

Strategies

- Provide guidance, advice and tools to help local governments meet their commitments under the [British Columbia Climate Action Charter](#).
- Encourage local governments to develop effective approaches to increase the supply of affordable entry-level market housing near transit.
- Update Ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits. These could range from reducing greenhouse gas emissions or improving water and air quality to energy conservation or using alternative energy sources.
- In partnership with the Federal Government and the Union of British Columbia Municipalities, continue implementation of the current [Federal Gas Tax Transfer Fund](#) (Gas Tax Fund), and ensure the successful and timely negotiation of the permanent Gas Tax Fund.
- Provide tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of [Regional Growth Strategies](#) by providing advice throughout the process and assistance for resolving disputes.
- Provide tools and resources to help local governments understand the impacts of climate change and take action to adapt, including best practices for sustainable land use and infrastructure.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprint and create more complete, compact communities.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|---|------------------|----------------|----------------|----------------|
| Percentage of local governments taking action to reduce their carbon footprint and create more complete, compact communities. | 92% | 93% | 95% | 96% |

Data Source: Local governments' annual Climate Action Revenue Incentive Program reports.

Discussion

Actions taken by local governments to reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating vibrant, sustainable communities and regions. Local governments are reducing costs and GHG's and they are increasing energy efficiency through their efforts to reduce their corporate carbon footprints. In addition, local governments are using their planning tools and making more sustainable land use decisions to create complete, compact communities and regions with more diverse housing and transportation choices.

Goal 3: Culturally-rich communities and a creative economy that, together, foster sustainable jobs, economic growth and a vibrant social fabric.

Objective 3.1: British Columbia has a dynamic and sustainable creative industry.

Strategies

- Showcase B.C.'s locations, skilled labour, industry capabilities and infrastructure to international and domestic producers. Deliver high-quality, customer-centered production services to expand the level of motion picture production activity in British Columbia.

- Work with Creative BC to provide a range of innovative programs and effective tax credit administration to support the growth and development of B.C.’s creative industry.



A television crew on location.

- In partnership with other ministries, work to build new opportunities for B.C.’s screen-based content and services in emerging markets such as Asia.
- Work in conjunction with creative industry sectors (including film, television, gaming and interactive media) to develop new approaches to promote and support B.C.’s screen-based content producers at prominent international events. An example is the provincial presence planned for [Siggraph 2013 in Anaheim](#).
- 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.
- Consult with ministries to develop an asset map of provincial support and resources for screen-based entertainment sectors across government. Develop closer relationships and cross ministry partnerships to leverage resources and engage in coordinated international marketing strategies.
- Work with the Ministry of Jobs, Tourism and Skills Training’s Trade and Investment Representatives internationally to profile B.C.’s screen-based capabilities and attract investment.
- Formally recognize municipalities that demonstrate consistent regulatory practices and meet industry needs in terms of flexibility, responsiveness and cost as part of the *Partners on Screen* initiative
- Work with the [BC Arts Council](#) to encourage their funding recipients to include not-for-profit cultural organizations that span the breadth of the creative sectors – from music, visual arts, media arts and literature to theatre and dance.

Performance Measure 4: Value of annual motion picture production expenditures in British Columbia.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|---|------------------|----------------|----------------|----------------|
| Value of annual motion picture production expenditures in British Columbia. | \$1.0 billion | \$1.1 billion | \$1.1 billion | \$1.1 billion |

Data Source: Creative BC: data is based on calendar years (i.e. 2012/13 forecast is for 2012).

Discussion

This measure demonstrates the B.C. motion picture sector's contribution to the economy and how the province has been able to maintain its position as a world-class centre for all types of motion picture production. Competition from other jurisdictions makes this progress significant and can be attributed to B.C.'s international reputation as a full service production centre and proven track record for providing exceptional value for the producer's dollar. Estimates show that motion picture production expenditures contributed over \$1 billion to the provincial economy in 2012. The sector creates local jobs and brings substantial revenues to communities across British Columbia.

Objective 3.2: Local partnerships with public, private, and not-for-profit sector organizations to foster creative people, places, and experiences.

Strategies

- Raise awareness within B.C. of the importance of a creative environment and how it contributes to innovation and economic growth.
- Foster artistic excellence through investments in individual artists and grants to cultural organizations.
- Strengthen community engagement in the arts by funding community-based arts and helping to build relationships between artists and their communities.
- Support the unique role of Aboriginal artists and communities in B.C.'s artistic and cultural life by investing in Aboriginal artists and cultural organizations.
- Build capacity for creative economic activities through improved public awareness; training; and support for artists, creators and creative organizations.
- Continue to engage non-profits on gaming grant processes to effectively provide support to charities and not-for-profit groups.

[Community Gaming Grants](#)

In addition to supporting arts and cultural organizations, community gaming grants are available for other non-profit groups that provide vital services to B.C. communities. This includes sport, public safety, environment, and human and social services organizations.

Performance Measure 5: Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position compared to the previous year.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|--|------------------|----------------|----------------|----------------|
| Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position compared to the previous year. | 64% | 64% | 64% | 64% |

Data Source: Canadian Arts Database.

Discussion

This measure is an indicator of the health of the sector as a whole and reflects the financial stability of arts and cultural organizations in the province. Each year, 25 major cultural organizations are reviewed and the net financial position of each organization is compared to the previous year’s net financial position. The percentage of organizations that have maintained or improved their position is calculated on that basis. 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 64 per cent reflects a desire to see stability and resilience in the sector. Ministry funding to cultural organizations through Community Gaming Grants and the BC Arts Council contributes to the financial success of cultural organizations. Over the past two years, the results of this measure have exceeded this forecast, demonstrating a healthy sector.

Performance Measure 6: Geographic reach of BC Arts Council funding.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|--|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Number of communities and regional districts (RDs) where cultural and artistic activities are supported with BC Arts Council funding. ¹ | more than 200 communities; 27 RDs | more than 200 communities; 27 RDs | more than 200 communities; 27 RDs | more than 200 communities; 27 RDs |

Data Source: BC Arts Council.

¹ For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

Discussion

The [BC Arts Council’s](#) mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. This measure indicates the degree of the Council’s success in being inclusive of all British Columbians, regardless of where in our vast province they live. The Council already funds activities in virtually every community in the province, as well as in all of its 27 regional districts and aims to maintain this access into the future.

Goal 4: A robust provincial sport sector that supports increased participation and athletic achievement.

Objective 4.1: Create more opportunities for individuals to participate in sport in order to be more physically active, healthier and achieve their personal goals.

Strategies

- Promote opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting organizations, programs and services, such as provincial and multi-sport organizations (e.g. [BC Amateur Hockey Association](#), [BC Games Society](#), and [BC Wheelchair Sports Association](#)).
- Build on this support to sport organizations with initiatives that reduce financial, geographic and other barriers to participation and sport excellence. Examples of these initiatives include [KidSport BC™](#), [Sport on the Move](#), and [Canadian Sport Centre Pacific Regional Centre](#).
- Support to programs that target specific populations (e.g. Aboriginal, seniors, girls and women, and new immigrants) also makes sport more affordable and accessible for families.
- Improve health and educational outcomes for children, bringing together various interests that enable the increased physical activity of children through school-based sport and community sport.
- Increase coach and leadership development opportunities and support organizations and programs that ensure safe experiences and skill development in sport.

Objective 4.2: Create more opportunities for athletes to achieve excellence in sport to inspire greater participation in their home communities.

Strategies

- Support B.C.'s elite athletes at all levels in their pursuit of excellence, in events such as BC Summer and Winter Games, Team BC, and Canadian Sport Centre Pacific.
- Build on this support by helping B.C. athletes excel through providing resources to athletes at various points in their development (e.g. provincial and regional coaching, sport science expertise) as they progress to more advanced levels of competition.
- Support Team BC's participation at Canada Games and Western Canada Summer Games through funding to provincial sport organizations, training mission staff, and overseeing program logistics.

Performance Measure 7: Percentage of B.C. athletes on national teams.

| Performance Measure | 2012/13 Forecast | 2013/14 Target | 2014/15 Target | 2015/16 Target |
|--|------------------|------------------|------------------|------------------|
| Percentage of B.C. athletes on national teams ¹ . | greater than 25% | greater than 25% | greater than 25% | greater than 25% |

Data Source: Canadian Sport Centre Pacific.

¹ National teams are defined as those teams that represent Canada at Olympic, Paralympic and Commonwealth Games. B.C. athletes on national teams typically represent more than B.C.'s per capita (13%) share of Canada's population. Sports included in the measure are those that have been targeted for enhanced performance support funding (19 sports in 2012/13). Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world champions; Team BC performance at Canada, Western Summer Canada, and North American Indigenous Games; as well as the number of coaches and athletes benefitting from the Integrated Performance System.

Discussion

Individual excellence often inspires the same in others. The success of Canadians and British Columbians in ski and snowboard-cross at the 2010 Olympic and Paralympic Winter Games inspired sustained growth in winter sports. Similarly, B.C.'s success at the 2012 Olympic and Paralympic Summer Games will contribute to growth in summer sports. The performance of our athletes on the international and national stage is also a strong indication of the overall health of the sport system. Competitive results measure the strength of B.C.'s community facilities, events, coaches, organizations, officials, technical expertise, volunteers and other key "ingredients" of success.

This measure demonstrates the impact the Ministry's efforts have had on sports excellence in B.C. This target has been set at 25%, which shows the strong representation that B.C. athletes have on national teams, even though British Columbia's per capita share of Canada's population is only 13%. Since 2010, these targets have been exceeded and the Ministry expects this trend to continue.

The Ministry provides support to high-performance athletes through funding for coaching, sport medicine and science professionals events and training opportunities. The focus leading up to the 2015 Canada Winter Games in Prince George will be to put more northern athletes on Team BC and to strive for the best ever medal results. As well, the 2015 Canada Winter Games will showcase northern British Columbia – its people and communities – and bring economic, tourism and other community development benefits to the north.

Objective 4.3: Support sport, economic and community development through major events.

Strategies

- Develop a strategy to attract more marquee events to British Columbia – ones that bring economic and social benefits to B.C. families and their communities, and help promote B.C. as an attractive place to live and invest.
- Invest in major hosting opportunities, such as the BC Games, 2014 Special Olympics Canada Summer Games, 2014 Brier (Men’s Canadian Curling Championship), 2015 Canada Winter Games and the 2015 FIFA Women’s World Cup of Soccer.
- Support a wide range of regional sport events province-wide through the [Hosting BC](#) program that bring significant social and economic benefits to communities across B.C.



The Ministry has provided funding to Special Olympics BC to host the 2014 Special Olympics Canada Summer Games in Vancouver, and to support B.C.’s Special Olympics athletes.

Resource Summary

| Core Businesses | 2012/13 Restated Estimates ¹ | 2013/14 Estimates ² | 2014/15 Plan | 2015/16 Plan |
|---|---|-----------------------------------|-----------------|-----------------|
| Operating Expenses (\$000) | | | | |
| Local Government³ | 249,865 | 103,715 | 143,565 | 183,565 |
| Integrated Policy, Legislation and Operations | 2,811 | 2,779 | 2,779 | 2,779 |
| Arts, Culture, Gaming Grants and Sport⁴ | 29,519 | 49,405 | 49,155 | 49,155 |
| Transfer to Crown Corporations and Agencies | 12,166 | 11,866 | 11,866 | 11,866 |
| Executive and Support Services | 5,904 | 5,825 | 5,825 | 5,825 |
| Ministry Totals | 300,265 | 173,590 | 213,190 | 253,190 |
| Special Accounts | | | | |
| BC Arts and Culture Endowment | 2,500 | 2,500 | 2,500 | 2,500 |
| Physical Fitness and Amateur Sport Fund | 1,700 | 1,700 | 1,700 | 1,700 |
| University Endowment Lands Administration | 6,442 | 6,442 | 6,442 | 6,442 |
| Total Operating Expenses | 310,907 | 184,232 | 223,832 | 263,832 |
| Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | |
| Executive and Support Services | 884 | 1,061 | 2 | 2 |
| Total Capital Expenditures | 884 | 1,061 | 2 | 2 |

¹ For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

² Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

³ Local Government includes University Endowment Lands (UEL), Assessment Services and Assessment Policy and Support

⁴ Arts, Culture and Sport includes \$135 million for Community Gaming Grants and (\$135 million) of offsetting Recoveries.

* Local Government's 2015/16 Plan includes a \$40 million reinstatement of Small Community Grants and Traffic Fine Revenue Sharing.

* Ministry of Community, Sport and Cultural Development is seeking Treasury Board approval to re-profile Capital Expenditures.

* All amounts exclude approved access to Contingencies.

Office of the Auditor General for Local Government

In November 2012, following creation of the [*Auditor General for Local Government Act*](#), the government appointed B.C.'s first Auditor General for Local Government (AGLG) for a five-year term.

The AGLG conducts performance audits of services provided by local governments in regions across the province and makes non-binding recommendations to local officials about how to find efficiencies and improve the effectiveness of operations. The AGLG will also strengthen capacity of local governments by publicizing best practices adopted by local governments. The AGLG does not question the merits of policy decisions or objectives of local elected officials and annual financial audits remain each local government's responsibility.

Located in Surrey, the office is funded under a separate voted appropriation (Vote 50) in the Estimates and receives corporate and financial services via a service level arrangement with the Ministry of Citizens Services.

A five-member Audit Council makes a recommendation to the Minister of Community, Sport and Cultural Development as to the person appointed as the AGLG, as well as monitors the overall performance of the AGLG. The Council will review and provide comments on performance audits, as well as the AGLG Annual Service Plan and Report (required under the Act). The AGLG maintains sole discretion on the selection of audits.

The Audit Council is mandated with ensuring the independence of the AGLG function. Membership consists of a diverse range of professionals from different parts of British Columbia with backgrounds in accounting, law, finance, business and local government. To maintain AGLG independence and minimize operational costs, the Ministry of Community, Sport and Cultural Development provides basic secretariat support to the Chair and Audit Council members by assisting with items such as travel and meeting logistics.

Appendix A

Ministry Contact Information

MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT

PO Box 9490 STN PROV GOVT
Victoria, BC V8W 9N7
<http://www.gov.bc.ca/cscd>

Minister's Office

Honourable Bill Bennett
PO Box 9056 STN PROV GOVT
Victoria, BC V8W 9E2
Telephone: (250) 387-2283
Fax: (250) 387-4312

Deputy Minister's Office

Don Fast
Deputy Minister
Telephone: (250) 387-4104
Fax: (250) 387-7973

INTEGRATED POLICY, LEGISLATION & OPERATIONS DIVISION

PO Box 9847 STN PROV GOVT
Victoria, BC V8W 9T2
Telephone: (250) 387-4042
Fax: (250) 387-7973

Integrated Policy Branch

PO Box 9847 STN PROV GOVT
Victoria, BC V8W 9T2
Telephone: (250) 356-0954
Fax: (250) 387-6212

Integrated Legislation Branch

PO Box 9847 STN PROV GOVT
Victoria, BC V8W 9T2
Telephone: (250) 356-0954
Fax: (250) 387-6212

Integrated Operations Branch

PO Box 9836 STN PROV GOVT
Victoria, BC V8W 9T1
Telephone: (250) 356-9993
Fax: (250) 356-5538

Correspondence Services

PO Box 9810 STN PROV GOVT
Victoria BC V8W 9W1
Telephone: (250) 386-9772
Fax: (250) 953-3709

LOCAL GOVERNMENT DIVISION

<http://www.cscd.goc.bc.ca/lgd>

Governance and Structure Branch

PO Box 9839 STN PROV GOVT
Victoria, BC V8W 9T1
Telephone: (250) 387-4022
Fax: (250) 387-7972

Infrastructure and Finance Branch

PO Box 9838 STN PROV GOVT
Victoria, BC V8W 9T1
Telephone: (250) 387-4060
Fax: (250) 356-1873

Intergovernmental Relations and Planning Branch

PO Box 9841 STN PROV GOVT
Victoria, BC V8W 9T2
Telephone: (250) 387-4037
Fax: (250) 387-8720

University Endowment Lands

5495 Chancellor Blvd.
Vancouver, BC V6T 1E2
Telephone: (604) 660-1808
Fax: (604) 660-1874

PROPERTY ASSESSMENT SERVICES

PO Box 9361 STN PROV GOVT
Victoria, BC V8W 9M2
Telephone: (250) 387-1195
Fax: (250) 356-6924

Property Assessment Review Panels (PARP)

Property Assessment Complaint and Appeal Information Line
Toll free telephone: 1-877-356-9313

Property Assessment Review Panel

Office of the Administrator

PO Box 9361 STN PROV GOVT

Victoria, BC V8W 9M2

Telephone: (250) 356-7535 or (250) 356-5268

Fax: (250) 356-6924

Email: parp@gov.bc.ca

ARTS, CULTURE, GAMING GRANTS AND SPORT DIVISION

www.cscd.gov.bc.ca/arts_culture

www.cscd.gov.bc.ca/sport

Arts, Culture and BC Arts Council

PO Box STN PROV GOVT

Victoria, BC V8W 9W3

Telephone: (250) 952-6510

Fax: (250) 387-4099

Creative BC

201 – 865 Hornby Street

Vancouver, BC V6Z 2G3

Telephone: (604) 660-2732

Fax: (604) 660-4709

Sport Branch

PO Box 9820 STN PROV GOVT

Victoria, BC V8W 9W3

Telephone: (250) 356-9005

Fax: (250) 387-8720

Gaming Grants Branch

PO BOX 9310 STN PROV GOVT

Victoria BC V8W 9N1

Telephone: (250) 387-5311

Fax: (250) 356-8149