

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

**2014/15 – 2016/17
SERVICE PLAN**

February 2014



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Message from the Minister and Accountability Statement



We have much to celebrate as British Columbians. Over the past number of months I have spent time visiting many communities throughout this incredible province and continue to be excited about the work the Ministry of Community, Sport and Cultural Development will focus on over the next several years.

The ministry is well positioned to provide service to British Columbians by engaging communities at a grassroots level and recognizing their uniqueness. At the moment, there are key activities underway that support government's strategic plan which will lead us into a future of important economic and social opportunities for the province.

Our focus is on preparing communities for the economic opportunities that lie ahead, especially in the liquefied natural gas sector. We are working with local governments throughout the province to ensure we are fully prepared for the next round of federal infrastructure funding. We will continue our efforts to maximize cultural and sporting opportunities that enrich our lives as British Columbians.

In order to remain resilient in the fragile global economy, we are committed to a balanced budget and ensuring that we are maximizing the use of government resources for the benefit of our economy. The core review process that is underway will ensure we are delivering programs and activities that align with the vision of a strong economy and secure tomorrow.

My ministry is moving forward on changes for the upcoming 2014 local government elections, following public and stakeholder consultation which concluded last Fall. New legislation will modernize campaign finance rules, increase transparency and accountability and establish a new role for Elections BC in compliance and enforcement. In addition, work will continue on expense limits with a view to implementing for the next elections after 2014.

In building our provincial economy we need to continue to focus on our arts and cultural sectors. B.C. has more artists per capita than any other province and is the only province where artists make up more than 1 per cent of the labour force. Our creative sector employs more than 78,000 people and contributes \$5.2 billion to our provincial economy.

Young people involved in the arts are benefiting from new programs like the Youth Engagement Pilot Program and the Early Career Development Program, that utilize increased funding to the BC Arts Council to support BC Creative Futures. These programs were produced to help prepare youth for rewarding careers in the creative industries.

The BC Arts Council and other ministry programs will continue to invest in artists and cultural organizations throughout the province, contributing to community vibrancy and our economy.

As February 2015 approaches, B.C. is preparing for the Prince George 2015 Canada Winter Games. Ministry investments in significant sport events through Hosting BC help build sport infrastructure and provide training for coaches and athletes in the province. Hosting these games in the north is an important contribution to the ministry's northern sport strategy, which strives to create opportunities for British Columbians to pursue active, healthy lifestyles.

The ministry also distributes \$135 million per year in community gaming grants, which provide important funding to organizations throughout the province. These funds are generated through gaming revenue and are provided to non-profit organizations to support them in pursuing valuable community activities.

To accomplish our goals, the ministry relies on strong relationships with communities, stakeholders and other partners. Together we will continue to pursue our common goals and support vibrant and healthy communities in British Columbia.

The *Ministry of Community, Sport and Cultural Development 2014/15 – 2016/17 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 Coralee Oakes
Minister of Community, Sport and Cultural Development
February 4, 2014

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Purpose of the Ministry

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

The ministry supports local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

To help communities reach their full potential, the ministry:

- Provides a legislative framework, policies and programs that enable local governments to govern effectively and be accountable to citizens.
- Assists local governments in planning for vibrant, sustainable and healthy communities, and regional growth.
- 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 structures, and to facilitate community economic growth.
- Promotes collaborative relations between local governments, First Nations, provincial and federal bodies, the private sector and community groups.
- Provides the provincial sport system with funding and programs that support sport participation, excellence and events – allowing individuals, families and communities to enjoy the health, social and economic benefits of sport.
- Develops the creative and innovative capacity of B.C. communities to work together with artists, arts organizations, and citizens to: encourage participation in creative activity; improve quality of life and social cohesion; develop, attract and retain skilled and innovative thinkers for the creative economy; foster community identity and a sense of place and contribute to local, regional and provincial economies.
- Provides gaming grant funding to not-for-profit organizations to support and strengthen B.C. communities.



Communities are planning for growth to support new energy and resource projects.

The following Crown corporations, agencies, boards and commissions overseen by the ministry are partners in achieving the ministry's mission: the [Royal BC Museum](#), [BC Assessment](#), the [BC Arts Council](#), the [BC Games Society](#), the [Board of Examiners](#), the [Islands Trust Fund Board](#) and the [Property Assessment Appeal Board](#). The ministry also oversees the [BC Athletic Commissioner](#), the [University Endowment Lands](#), administers the annual [Property Assessment Review Panel](#) process and provides secretariat support to the [Audit Council](#) for the Auditor General for Local Government.

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 and the Union of British Columbia Municipalities (UBCM).

The effective delivery of the ministry's mandate relies on key legislation, including: the *Local Government Act*, the *Community Charter*, the *Vancouver Charter*, the *Arts Council Act*, the *Assessment Act*, and the *Athletic Commissioner Act*.

Strategic Context

British Columbia is a province that boasts a wealth of natural and human resources - with vibrant and diverse communities where British Columbians enjoy a rich quality of life. Factors like shifting global markets and changing environmental dynamics have contributed to growing challenges for many of B.C.'s communities, including diminished local government tax revenues from industrial downsizing or closure. The Economic Forecast Council expects B.C.'s real GDP growth to be 2.3 per cent in 2014 and 2.7 per cent in 2015. Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the US economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

Government's [BC Jobs Plan](#) outlines the priorities for achieving economic growth and prosperity in emerging markets, such as technology, mining, agrifoods and liquefied natural gas. The Ministry of Community, Sport and Cultural Development plays an important role in helping local governments prepare for this growth and be ready to provide services, core infrastructure and cultural and sporting opportunities within their communities over the next generation.

Strong Communities

Local governments are important partners that provide core services that British Columbians depend upon. Being prepared to seize the opportunities that lie ahead requires a modern governance system that enables communities to be effective in meeting citizen needs. The ministry works to review and implement changes to the governance framework to meet the changing needs of local governments.

The ministry also provides funding to local governments to strengthen their capacity to meet shifting local priorities and build strong communities. Since 2001, the ministry has invested approximately \$2.7 billion in operational and infrastructure funding to help provide core services and create connected and safe communities across the province, and respond effectively and sustainably to population growth.

The ministry endeavors to maximize its investments to communities by ensuring its operating expenditures align with government's fiscal plan and priorities to ensure an overall balanced budget for the province. These investments enable communities to benefit from economic opportunities and job creation, while remaining committed to social and environmental sustainability.

Implementing recommendations from the Local Government Elections Task Force

The proposed changes for the November 2014 local elections will improve local government elections by enhancing accountability and transparency, strengthening compliance and enforcement, and expanding education and advice. Highlights include disclosure and registration of third party advertisers, sponsorship information requirements for all election advertising, banning anonymous contributions, and enabling a key role for Elections BC in enforcing campaign finance rules in local elections. Further reforms will address the issue of accessibility, specifically expense limits, for the next local elections after 2014.

Community Vitality through Arts, Culture, Gaming Grants and Sport

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



Innovative arts programs such as the Youth Engagement Pilot Program and the Early Career Development Program help prepare young British Columbians for rewarding careers in the creative industries, including music, theatre, visual arts, design, animation, film and arts administration.

British Columbia's dynamic cultural mosaic celebrates the richness of our indigenous heritage as well as cultures new to the province. Funding from Ministry programs, community gaming grants and the BC Arts Council, help communities create opportunities for people to participate in arts and cultural activities. These include theatre, dance, music, visual arts and crafts, museums, galleries, performance venues and professional arts in communities across the province.

The BC Creative Futures strategy develops the next generation of skilled workers who will be creative, collaborative and innovative thinkers. Strong knowledge-based industries that value creativity and innovation will contribute to the success of the *BC Jobs Plan*.

A strong sport system also contributes to vibrant and healthy communities by helping more British Columbians – of all ages, abilities and backgrounds – enjoy the health and social benefits of an active lifestyle. Provincial funding to sport supports the network of organizations, governments, educational institutions, facilities, coaches, leaders, officials and volunteers helping sport flourish in British Columbia. The ministry's key focus is on growing sport participation, sustaining and enhancing B.C.'s tradition of sport excellence and maintaining the province's reputation as a premier sports event destination.

Northern Sport Development

Healthy, active lifestyles are a key priority for government. Ministry investment in the 2015 Canada Winter Games and support to the Northern Sport Strategy will leave a sustainable legacy of sport infrastructure and development in northern B.C. that will enable sport and physical activity to flourish.

Major sports events bring many benefits to host communities by attracting athletes, coaches and spectators. Ministry support to major sports events helps communities realize these benefits, which include: increasing local revenues by housing visitors; growing media attention and tourism marketing; showcasing local talent through cultural festivals and marketplaces; building a legacy of community capacity in volunteerism; and igniting community pride and spirit.

As we look ahead, the province will continue to focus on a strong economy and secure tomorrow by delivering on the *BC Jobs Plan* to create investment and jobs that provide stable and reliable income for families. By pursuing new opportunities like LNG development, B.C. is well positioned to help communities be economically and socially strong and resilient. To support these goals, the ministry will continue to strategically invest in opportunities that enable communities throughout British Columbia to be prepared for future growth and to create vibrant and healthy communities that effectively respond to local needs.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the ministry's goals for the 2014/15 to 2016/17 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: Communities are culturally rich and foster sustainable jobs, economic growth, and a vibrant social fabric.
- Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement.

Minister Oakes' [Mandate Letter](#) from Premier Christy Clark dated June 10, 2013, outlines the key deliverable expectations for the ministry. These specific actions are listed below along with the corresponding page location for the ministry's activities that align with these deliverables:

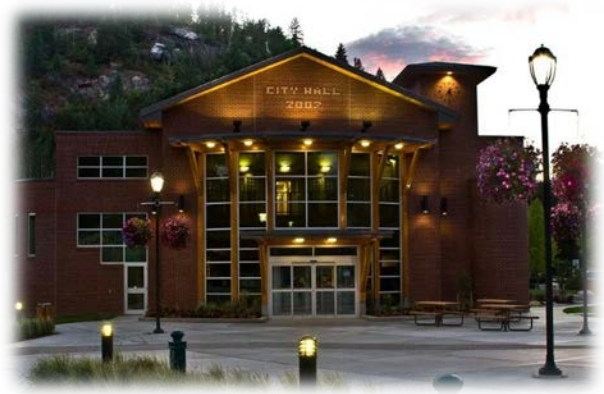
- Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia. (Page 3)
- Create a framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity. (Pages 3 and 15)
- Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities. (Pages 3 and 17)
- Implement local government election changes in time to be used for the November 2014 local government elections. (Pages 3 and 12)
- Work with the sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position. (Pages 3, 4, 18 and 21)

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 is the proposed *Local Elections Campaign Financing Act* that, if passed, will take effect for the November 15, 2014 local government elections.
- 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.
- 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. This includes facilitating local government partnerships to open up local government data. In addition, the Auditor General for Local Government will continue its work conducting performance audits of local government operations.
- Exercise provincial approvals essential to sustain the stability and financial viability of the local government system, including streamlining or eliminating some unnecessary approvals. 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.



Castlegar City Hall

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.



Ministry programs provide funding for local governments to invest in community safety.

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

| Performance Measure | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|---|------------------|----------------|----------------|----------------|
| Number of municipalities collecting at least 90 per cent of their current year taxes. | 154 | 154 | 155 | 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.

Performance Measure 2: Local governments’ ability to obtain low-cost, long-term capital financing.

| Performance Measure | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|--|------------------|----------------|----------------|----------------|
| Municipal Finance Authority's Credit Rating. | AAA | AAA | AAA | AAA |

Data Source: Municipal Finance Authority.

Discussion

The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout B.C. The MFA pools the borrowing and investment needs of B.C. communities through a collective structure and is able to provide a range of low-cost and flexible financial services to its clients equally, regardless of the size of the community. The ministry works collaboratively with the MFA and local governments to ensure low cost and flexible financial services are available to all local governments.

The ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization and setting financial reporting requirements; and ensuring local government financial data is available publically and to the MFA.

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.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local governments in their efforts to create and implement economic development strategies, policies and actions. This includes connecting communities to the *BC Jobs Plan*, providing guidance on best practices and supporting the development of tools such as the [Business Attraction Toolkit for BC Communities](#).



The BC Jobs Plan is government's map to a strong economy in British Columbia.

Goal 2: Communities and regions are vibrant and sustainable.

Objective 2.1: Communities benefit from the long-term economic, regional and social opportunities that emerge from major industrial growth, including liquefied natural gas.

Strategies

- Assist local governments to plan and create the local capacity to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Collaborate with ministries and agencies from across government to assist local communities in their efforts to create and implement economic and social development strategies, policies and best practices to prepare for industrial growth.
- Build a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: 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^{1, 2} approaches for local government infrastructure projects.

Performance Measure 3: Percentage of British Columbians served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality.

| Performance Measure | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|--|------------------|----------------|----------------|----------------|
| Percentage of British Columbians ¹ served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality. ² | 57.6% | 59.3% | N/A | N/A |

Data Source: Contractual requirements between the Province and grant recipients include quarterly progress reports, tied to claim payments. Additional information is obtained through the Union of British Columbia Municipalities and the Gas Tax Fund.

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.

¹ 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.

² 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 through the [Building Canada Fund – Communities Component](#).

Objective 2.3: Local governments are implementing strategies to improve community sustainability.

Strategies

- 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.
- 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.
- 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 4: Percentage of local governments taking action to reduce their carbon footprint.

| Performance Measure | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|---|------------------|----------------|----------------|----------------|
| Percentage of local governments taking action to reduce their carbon footprint. | 93% | 95% | 96% | 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 emissions 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: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric.

Objective 3.1: Creative people, places, and experiences exist throughout B.C.



Creative people and experiences are an important part of B.C.'s economic and social foundation.

Strategies

- Raise awareness within B.C. of the importance of a creative environment and how it contributes to innovation and economic growth.
- Connect and engage communities from all regions and create awareness of our capital city as a special place of historic and cultural significance to the province.
- Build capacity for creative economic activities through improved public awareness; training; and support for artists, creators and creative organizations.
- Invest in a healthy not-for-profit cultural sector through the BC Arts Council and Community Gaming Grants.
- Continue to engage stakeholders on gaming grant processes to effectively provide support to charities and not-for-profit groups.

Objective 3.2: The next generation of skilled workers are creative, collaborative and innovative thinkers.

Strategies

Through BC Creative Futures:

- Build on existing expertise in the creative sector and fund projects that support new, innovative approaches to youth engagement in the arts.
- Prepare our children and youth to excel in the knowledge-based economy through training skilled workers who will be creative, collaborative and innovative thinkers in alignment with the *Skills and Training Plan*.
- Increase access to scholarships and co-op placements in the arts and culture sector.
- Enable children and youth to participate in the arts both in the classroom and in the after school-hours.
- Establish collaborative partnerships with community stakeholders and delivery agents throughout the province.

“Creativity now is as important in education as literacy, and we should treat it with the same status.”
~ Sir Ken Robinson



Ministry programs support artists and cultural organizations to excel and share artistic talent.

Objective 3.3: British Columbia’s arts and culture sector is vibrant, resilient and recognized for artistic excellence.

Strategies

- Foster artistic excellence through investments in individual artists and grants to cultural organizations.
- Strengthen engagement in the arts by 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.
- Develop the artistic and adaptive capacity of the sector.
- Engage audiences and artists reflective of the diverse demographics of the province.

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 | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 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. The results of this measure exceeded the 64 per cent target in 2011/12 (72%) and met the target in 2012/13 (64%), demonstrating a healthy sector.

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

| Performance Measure | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 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: The provincial sport sector is robust and supports increased participation and athletic achievement.

Objective 4.1: Individuals have more opportunities 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 Soccer Association](#), [BC Seniors Games Society](#), and [BC Blind Sports and Recreation 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™](#), After-School Sport and Arts Initiative, Sport Participation Program, and [Canadian Sport Institute Pacific programs](#) and services.
- 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.
- Work with the provincial sport sector to streamline administrative services to create savings that can be reinvested into community programming.



Ministry programs like the After School Sport and Art Initiative enable kids to have the skills that contribute to a healthy lifestyle.

Discussion

Increased sport participation is a key objective. The ministry is working in partnership with viaSport and provincial sport organizations to enhance sport participation data through the BC Activity Reporter (www.bcactivityreporter.com) in order to strengthen program planning in communities throughout the province. While the tool and performance measures/targets are still under

development, the ministry continues to track indirect indicators (e.g. number of individuals and communities reached in key program areas) to monitor the sector’s impact.

Objective 4.2: Athletes have more opportunities 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 Institute 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 | 2013/14 Forecast | 2014/15 Target | 2015/16 Target | 2016/17 Target |
|---|--------------------|------------------|------------------|------------------|
| Percentage of B.C. athletes on national teams. ¹ | 33.7% ² | 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. More than 25% of national team members are BC athletes; this proportion is almost double that of B.C.’s per capita share (13%) 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.

² Provided by Canadian Sport Institute Pacific, as of January 7, 2014.

Discussion

Whether they compete internationally, or in their own communities, B.C. athletes inspire sport participation and excellence in various avenues of our lives. When British Columbians Christine Sinclair, Brittany Timko, Emily Zurrer, Karina LeBlanc and Sophie Schmidt helped Canada win its first team medal at the Summer Olympics since 1936, Canadians, particularly young girls, were inspired and captivated by sport. It is this spirit that will be ignited again when British Columbia hosts the 2015 FIFA Women’s World Cup of Soccer.

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 per cent, 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 per cent. 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: Major events support sport, economic and community development.

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, 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.



Biathlon racks are ready to go for the 2015 Canada Winter Games in Prince George. Funding for major games provides a legacy of infrastructure and skilled coaches, trainers and volunteers for host communities and their regions.

Resource Summary

| Core Business Area | 2013/14 Restated Estimates ¹ | 2014/15 Estimates ² | 2015/16 Plan | 2016/17 Plan |
|--|---|-----------------------------------|----------------------|-----------------|
| Operating Expenses (\$000) | | | | |
| Local Government ^{3,4} | 103,715 | 143,565 | 183,565 ⁴ | 183,565 |
| Integrated Policy, Legislation and Operations | 2,779 | 2,779 | 2,779 | 2,779 |
| Arts, Culture, Gaming Grants and Sport ⁵ | 46,933 | 46,683 | 46,683 | 46,683 |
| Transfers to Crown Corporations and Agencies | 11,866 | 11,866 | 11,866 | 11,866 |
| Executive and Support Services | 5,825 | 5,825 | 5,825 | 5,825 |
| Ministry Totals | 171,118 | 210,718 | 250,718 | 250,718 |
| Special Accounts | | | | |
| BC Arts and Culture Endowment special account | 2,500 | 2,500 | 2,500 | 2,500 |
| Physical Fitness and Amateur Sports Fund | 1,700 | 1,700 | 1,700 | 1,700 |
| University Endowment Lands Administration Account | 6,442 | 6,442 | 6,442 | 6,442 |
| Total | 181,760 | 221,360 | 261,360 | 261,360 |
| Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | |
| Executive and Support Services | 893 | 833 | 863 | 2 |
| Total | 893 | 833 | 863 | 2 |

¹ For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 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 Local Government's 2014/15 and 2015/16 Plans include reinstatement of \$40m for Small Community Grants and Traffic Fine Revenue Sharing.

⁵ Arts, Culture, Gaming Grants and Sport includes \$135m for Community Gaming Grants and (\$135m) of offsetting Recoveries.

*All amounts exclude approved access to Contingencies.

BC Athletic Commissioner

The [BC Athletic Commissioner](#) (BCAC) is an independent office that oversees the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, muay thai and pankration events throughout British Columbia.

The authority of the Commissioner was established when the *Athletic Commissioner Act* came into force in May 2013. The BCAC provides a centralized regulatory body for safety standards and a consistent licensing and permitting framework for combat sport events.

The mandate of the BCAC is to oversee the B.C. combat sport sector through the effective delivery of a system that operates to:

- protect the health and safety of contestants;
- maximize the integrity of all relevant contests; and
- screen and assess all officials.

Maintaining an efficient regulatory framework contributes to market certainty for these competitions and potential industry growth and opportunity for the many small regional B.C. companies that do business in this emerging sector.

Additional information about the BC Athletic Commissioner can be found at www.cscd.gov.bc.ca/bcathleticcommission.

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 Coralee Oakes
PO Box 9056 STN PROV GOVT
Victoria, BC V8W 9E2

Deputy Minister's Office

Rebecca F. Denlinger
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) 387-4019
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

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

BC ATHLETIC COMMISSIONER

www.cscd.gov.bc.ca/bcathleticcommission/

PO BOX 9823 STN PROV GOVT

Victoria BC V8W 9W3

Telephone: (250) 952-6735

Toll Free: 1 (855) 952-6760

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Email: Athletic.Commissioner@gov.bc.ca