

Ministry of
Community, Sport and
Cultural Development

2015/16
Annual Service Plan Report



For more information on the British Columbia Ministry of Community, Sport and Cultural Development contact:

Ministry of Community, Sport and Cultural Development

PO BOX 9490
STN PROV GOVT
VICTORIA, B.C.
V8W 9N7

or visit our website at

www.gov.bc.ca/cscd

Published by the Ministry of Community, Sport and Cultural Development

Minister's Message and Accountability Statement



When local communities succeed, British Columbia succeeds. Hometown B.C., wherever it may be throughout the province, creates an important sense of identity and community pride for British Columbians.

Collaboration and partnership proved essential to success in 2015/16, as the Ministry worked with local governments and hundreds of organizations representing arts, sport and diverse non-profits to help build vibrant communities in every region of the province.

Funding for our Ministry's community-based programs continued to support the success of British Columbia's unique communities.

Working in collaboration with all B.C. local governments, the Ministry helped support sustainable communities with the infrastructure and services needed for economic growth and quality of life. The Ministry supported key partnerships that resulted in significant infrastructure investment in B.C.'s local communities. These partnerships enabled B.C. to benefit from the federal \$2.76 billion Gas Tax Fund and the \$327 million New Building Canada—Small Communities Fund.

To inform the new provincial Climate Leadership Plan, the Ministry also conducted six webinars with elected officials and staff representing 99 local governments from across the province. Participants reviewed the Climate Leadership Team's recommendations and provided valuable feedback on local governments' experience with the *Climate Action Charter*.

By providing strong support for artists and arts and culture organizations at the community level, the Ministry helped B.C.'s creative sector to continue to flourish. Government invested more than \$60 million in arts and culture, including a record-high investment of \$24 million for the BC Arts Council, our government's key development and funding agency for the arts.

Development and launch of B.C.'s *Creative Economy Strategy* proved a notable achievement. The strategy focuses on leveraging talent, accessing new markets, maximizing investment and enriching British Columbia's communities. The launch of a five-year Sport, Arts and Culture Event Hosting Program helped build a stronger link between event hosting and tourism promotion.

Sport in British Columbia received significant support from the Ministry through a \$50 million investment. The funding helped the Ministry's key partners support sport participation, as well as host a range of events and competitions, most notably FIFA Women's World Cup Canada 2015.

In 2015/16, we supported the launch of the Premier's Awards for Aboriginal Youth Excellence in Sport, to build on the Province's commitment to honour and celebrate the achievements of Aboriginal youth in sport. Youth from across Canada cheered on the inaugural 12 recipients who were honoured at the 2016 Gathering Our Voices conference which was held in Victoria in March. The six men and six women were chosen for their sport achievements, leadership qualities, cultural awareness, commitment to education and future goals. Work has already begun on expanding the program to recognize regional nominees ahead of provincial recipients in future years.

Through an agreement with the Ministry of Finance, the Gaming Policy and Enforcement Branch implemented an annual investment of \$135 million in community gaming grants. This investment

enabled over 5,000 local organizations representing virtually every community in British Columbia to receive gaming grants.

The *Ministry of Community, Sport and Cultural Development 2015/16 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2015/16–2017/18 Service Plan*. I am accountable for those results as reported.

Honorable Peter Fassbender
Minister of Community, Sport and Cultural Development and
Minister Responsible for TransLink

Table of Contents

Minister’s Message and Accountability Statement..... 3

Purpose of the Ministry..... 6

Strategic Direction and Context..... 6

Report on Performance 8

Financial Report..... 19

 Discussion of Results 19

 Financial Report Summary Table 20

Appendix A: Contact Information 22

Appendix B: List of Crowns, Agencies, Boards and Commissions 23

Appendix C: N/A 24

Appendix D: Minister’s Mandate and Actions Summary..... 25

Purpose of the Ministry

The [Ministry of Community, Sport and Cultural Development](#) brings together key government services and supports which help to make B.C. communities great places to live, work, visit and invest. The Ministry takes leadership in supporting 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.

The Ministry oversees the following Crown corporations, agencies, boards and commissions, which are integral to achieving the Ministry's mission: the [BC Arts Council](#), the [BC Assessment Authority](#), the [BC Games Society](#), the [Board of Examiners](#), the [Islands Trust Fund](#), the [Property Assessment Appeal Board](#) and the [Royal BC Museum](#). The Ministry also oversees the [Office of the BC Athletic Commissioner](#) and the [University Endowment Lands](#), administers the annual Property Assessment Review Panel process and supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for [TransLink](#).

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: [Infrastructure Canada](#), the [Municipal Finance Authority of British Columbia](#), the [Local Government Management Association](#), the [Government Finance Officers Association of BC](#), the [Municipal Insurance Association of BC](#), 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](#), the [Gaming Control Act](#), the [Athletic Commissioner Act](#), the [Auditor General for Local Government Act](#) and the [South Coast British Columbia Transportation Authority Act](#).

Strategic Direction and Context

The Ministry's strategic direction for the 2015/16 fiscal year was provided by the June 2014 and July 2015 mandate letters from Premier Christy Clark. This included direction to: assess the impacts and opportunities of LNG development for communities; implement new rules for local government election campaign spending; create a framework for the rural dividend for communities; work to establish a framework for implementing the new Building Canada federal infrastructure program; and develop a plan to grow B.C.'s creative economy and creative workforce.

The Ministry also worked with its Crown corporations to implement the [Taxpayer Accountability Principles](#) to strengthen accountability, promote cost control and support strategic alignment so that these public sector agencies can continue to be effective and efficient in their service delivery, while doing so with integrity and respect and in the best interests of taxpayers. In 2015/16, this included developing engagement and evaluation plans for each of the Ministry's Crown corporations, which focused on regular communication and enhanced communication when working with government. Additional detail about the plans can be found in each Crown's 2015/16 annual report.

Key elements of the Ministry's strategic context in 2015/16 are listed below:

- B.C. is a growing, urbanizing province. Over the next 25 years, the provincial population is expected to grow by 30 per cent, predominantly in urban areas. Growth is both a source of

vibrancy and pressure for communities. For example, in 2014 The Metro Vancouver Mayors' Council on Regional Transportation developed a vision for transit and transportation to meet growing regional demand. Since gaining responsibility for TransLink in July 2015, the Ministry has been working with the Mayors' Council to support solutions in this area. Federal commitments in the February budget to significantly increase funding for transit and green infrastructure were helpful in this regard.

- In the Northwest, some communities are also impacted by growth, in this case from resource development, including liquefied natural gas (LNG). B.C.'s LNG development potential has translated into multi-billion dollar investment proposals. The Ministry is helping to ensure impacts on community services and infrastructure are managed through socio-economic effects management plans, when required as part of the environmental assessment certificate process. In 2015/16, the Ministry also supported the creation of the Rural Advisory Council and the Rural Dividend to help these communities respond to growth.
- Local governments and communities throughout the province continue to express interest in finding ways to better integrate services, change their governance models or deal with inequities among revenues and costs. The Ministry supports constructive local and regional discussions, through advice and grants, to explore existing governance or service structures in order to inform the public and local decision-makers.
- B.C. is a culturally rich province that is home to a world-renowned creative sector. The past year continued to see growth and change in the sector. Technological change in particular continued to present the arts and culture community with opportunities to innovate, expand markets and reach new audiences. The release of government's *Creative Economy Strategy* in February 2016 helped to increase awareness of the sector's significant contributions to the provincial economy and provided a framework for further growth.
- B.C.'s robust sport system encourages British Columbians of all ages, abilities and backgrounds to enjoy the health and social benefits of active lifestyles. However, changing demographics—including an aging and diversifying population—mean that the sport system must continue to evolve in order to meet the needs of British Columbians. These shifts continued to inform the Ministry's work in 2015/16.
- In June 2015, Vancouver hosted the FIFA Women's World Cup. This major sporting event yielded an estimated \$59 million in net economic activity and led to the launch of the 2015 FIFA Women's World Cup Legacy Project—a collaboration between the Province of B.C., viaSport, BC Soccer, Vancouver Whitecaps Football Club and the Canadian Association for Women and Sport and Physical Activity—which helped inspire more girls and women to become involved as soccer coaches, officials or volunteers.
- Working with the Ministry of Transportation and Infrastructure and Infrastructure Canada, the Ministry approved \$128 million in funding for 55 infrastructure project for communities throughout B.C. through the New Building Canada–Small Communities Fund. These projects assist communities in providing sustainable services to their residents, which strengthen communities, ensure a clean environment and encourage productivity.

Report on Performance

The reference point for this annual report is the Ministry's 2015/16–2017/18 *Service Plan*, in which the Ministry committed to pursuing the following goals in 2015/16:

- **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.

Of the Ministry's seven performance targets for the year, five were met, one was not met, and results for one were not available at the time of publication. More detail about the goals and strategies pursued by the Ministry in 2015/16, and about how performance was measured, is provided below.

The Ministry's service plan for the 2015/16 fiscal year was informed by the Premier's June 10, 2014 Mandate Letter to the Minister of Community, Sport and Cultural Development. At the end of the year, all nine deliverables listed in that letter had been completed. More detail on Ministry actions in response to this letter can be found in Appendix D of this report. A report on the Ministry's work to implement the direction contained in the Premier's July 30, 2015 Mandate Letter will be included in next year's annual report.

The Ministry operates under the *Taxpayer Accountability Principles*, which strengthen accountability to the citizens of B.C. by providing a common platform of compensation and accountability across the public sector. The six principles—cost-consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity—are integrated into the Ministry's operations and reflected by the goals, objectives and measures of its service plans. In 2015/16, the Ministry also developed and implemented engagement and evaluation plans for each of its Crown corporations.

Goals, Objectives, Strategies and Performance Results

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

Key strategies in 2015/16 included:

- Reviewing and monitoring local governments' policy, legislative and regulatory frameworks and proposing changes so that local governments can govern effectively and meet citizens' needs. This included developing the next phase of local government election reforms and implementing an expense limits framework, targeted for use in the 2018 local government elections.
- Encouraging citizen-local government engagement in decision-making. This included providing advice and resolving problems on governance, finance, land use and other matters of

interest to citizens, developing public information and furthering education with partner-organizations.

- Assisting local governments in building respectful relationships with First Nations.
- Supporting communities in assessing and changing local government structures by contributing to shared understandings of the facts and implications of proposed restructuring.
- Working to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.

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

Strategies

Key strategies in 2015/16 included:

- Enabling local governments to maintain core human resource capacity by providing stable, predictable and timely funding to small and medium sized local governments through the administration of [Small Community and Regional District Grants](#).
- Facilitating [infrastructure funding](#) to enable local governments to provide services to residents and create the conditions needed for economic growth.
- Providing targeted funding for policing, crime prevention and community safety by returning net [traffic fine revenues](#) to local governments.
- Supporting local governments to make effective, integrated and collaborative service provision choices.
- Encouraging strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities.
- Partnering with organizations such as [Asset Management BC](#), [Government Finance Officers Association of BC](#), [Local Government Leadership Academy](#), [Local Government Management Association](#), [Planning Institute of BC](#), and the [Union of British Columbia Municipalities](#) to educate and build capacity in local governments.

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

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of municipalities collecting at least 90 per cent of their current year taxes. Out of 162 current municipalities in B.C.	150	149	155	155 ¹	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.

¹ As in past years, the results for this measure are an estimate. As of May 24, 2016, 146 out of a total of 162 B.C.

municipalities have filed their financial reports for the year with the Ministry. Of these, 139 reported collecting at least 90 per cent of their taxes. Extrapolating that figure to all 162 municipalities provides a result of approximately 155 municipalities collecting at least 90 per cent of their current year taxes. Final results will be available in the fall of 2016 and will be reported in next year’s annual report.

Discussion:

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide 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 assistance in assessing their financial capacity and addressing challenges. Ministry efforts include the development and promotion of financial best management practices, along with other decision support guidance documents, as well as the provision, where needed, of direct financial planning assistance and advice. Overall, the results for this measure have been increasing since 2009/10 when 142 municipalities reported having collected at least 90 per cent of their current year taxes.

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

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Municipal Finance Authority’s Credit Rating.	AAA	AAA	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority. Ratings provided by the Moody’s, Standard & Poor’s, and Fitch rating agencies.

Discussion:

The cost of borrowing is a critical concern for local governments when planning capital projects. The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to act as a collective borrowing agency for local governments to provide access to low-cost financing.

The Ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: the administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws; setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the financial community. MFA’s AAA rating in 2015/16 reflects the continued ability of B.C. local governments to access low-cost financing.

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

Strategies

Key strategies in 2015/16 included:

- Working with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.

- Encouraging local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promoting the reduction of “red tape,” in conjunction with the Ministry of Small Business and Red Tape Reduction, to decrease the regulatory burden on citizens and businesses.
- Working with the Ministry of Jobs, Tourism and Skills Training to assist local government efforts to create and implement economic development strategies, policies and actions.

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

Key strategies in 2015/16 included:

- Assisting local governments to build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity. This included leading the Northwest Community Readiness initiative to help local governments mitigate impacts and maximize opportunities of LNG development.
- Building a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province. This included supporting the creation of the Rural Advisory Council and the Rural Dividend to help communities respond to growth.

Objective 2.2: Communities have effective water and waste management.

Strategies

Key strategies in 2015/16 included:

- Providing targeted funding to local governments to help them achieve provincial water and waste management objectives.
- Providing tools and resources to local governments to assist them in conserving and protecting water resources.
- Encouraging local governments to use liquid and solid waste as a resource and maximize the recovery value.
- Promoting the use of best, lowest life-cycle cost 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	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of British Columbians ¹ served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality. ²	36.3%	59.3%	Maintain or improve	59.6%	N/A ³	N/A ³

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 Population Estimates and are updated annually.

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.

³ This measure is no longer included in Ministry service plans beyond 2015/16. See the *2016-17 to 2018/19 Service Plan* for details.

Discussion:

Regional Health Authorities encourage service providers to meet higher water treatment standards 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 local governments to upgrade their existing water treatment facilities or to construct new ones. The Ministry provides funding for these projects through the [Building Canada Fund—Communities Component](#). In 2015/16, approximately 1,073,400 additional British Columbians were served by drinking water systems that received Ministry funding.

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

Strategies

Key strategies in 2015/16 included:

- Updating ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits.
- Providing guidance, advice and tools to help local governments meet their commitments under the [British Columbia Climate Action Charter](#).
- Encouraging local governments to facilitate the development of more affordable market housing options near transit.

- In partnership with the Federal Government and the Union of British Columbia Municipalities, continuing to implement the [Federal Gas Tax Transfer Fund](#) that came into effect on April 1, 2014.
- Providing tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promoting the effective development, adoption and implementation of [Regional Growth Strategies](#) by providing advice throughout the process and assistance for resolving disputes.
- In partnership with the Ministry of Transportation and Infrastructure, launching the second intake of the New Building Canada–Small Communities Fund Program, a joint federal/provincial infrastructure funding program, that will assist communities in implementing priority infrastructure projects that support sustainable service delivery.

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

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of local governments taking action to reduce their carbon footprint.	91%	91%	96%	N/A ¹	96%	96%

Data Source: Local governments’ annual Climate Action Revenue Incentive Program (CARIP) reports.

¹ This year, the deadline for local governments to submit their 2015 CARIP reports to the Ministry has been extended by approximately three months to June 2016 in order to streamline the reporting process. Final, verified results for this measure will not be available until late summer 2016. They will be reported in the Ministry’s 2016/17 annual report.

Discussion:

Local governments continue to advance community sustainability by increasing energy efficiency and reducing their corporate and community-wide greenhouse gas (GHG) emissions. Actions taken by local governments are critical to creating complete, compact and energy efficient communities and play a significant role in the achievement of broader climate action goals. Full reporting for 2015/16 will not be complete until summer 2016, but the percentage of local governments taking action over the past year is projected to meet or exceed the 2014/15 result.

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.

Strategies

Key strategies in 2015/16 included:

- Raising awareness within B.C. of the importance of a creative environment and how it helps create a strong foundation for our communities and contributes to innovation and economic growth.
- Working to ensure that B.C.'s cultural assets are maximized to drive tourism opportunities by working with the Ministry of Jobs, Tourism and Skills Training to develop a cultural inventory database and by supporting B.C.'s Event Hosting initiative.
- Identifying opportunities to grow B.C.'s creative economy and creative workforce through the launch of the province's three-year [Creative Economy Strategy](#).
- Supporting opportunities for youth to be engaged in civic life and their communities by continuing current funding programs.

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

Strategies

Key strategies in 2015/16 included:

- Through the Creative Economy Strategy, preparing our children and youth to excel in the knowledge-based economy, in alignment with the [B.C. Skills for Jobs Blueprint](#).
- Building on existing expertise in the creative sector and funding projects that support innovative approaches to youth engagement in the arts through BC Creative Futures, a strategy for sustainable, long-term success in the province's creative sector.

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

Strategies

Key strategies in 2015/16 included:

- Fostering artistic excellence in all art forms and practices, through 1,445 grants to individual artists and cultural organizations across 230 communities, totaling \$24 million.
- Strengthening engagement in the arts by helping to build relationships between artists and their communities.
- Developing the artistic and adaptive capacity of the arts and culture sector in British Columbia.
- Engaging audiences and artists reflective of the province's diverse demographics.
- Supporting the richness of Aboriginal artists and communities in British Columbia by investing in Aboriginal artists and cultural organizations and by working with the First Peoples' Cultural Council.

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	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of B.C.’s major cultural organizations that maintain or improve their net financial position compared to the previous year.	64%	68%	64%	44%	N/A ¹	N/A ¹

Data Source: [CADAC](#) (Canadian Arts Data / Données sur les arts au Canada) and BC Arts Council records.

¹ Official targets for 2016/17 and 2017/18 have not been set, as this measure is no longer included in Ministry service plans. See the *2016/17–2018/19 Service Plan* for details.

Discussion:

This measure has been used as an indicator of the health of the sector as a whole and was intended to reflect the financial stability of B.C.’s arts and cultural organizations. It is calculated by comparing the current and previous years’ net financial positions for 25 major cultural organizations in B.C. The 2015/16 result of 44 per cent reflects an increase in the number of organizations that saw their working capital position decline compared to 2014/15. Analysis by sector experts, however, did not reveal major trends or shifts in the field and funding to the organizations remained stable in 2015/16. It should be noted that within the sample of 25 organizations, 68 per cent had a positive net asset position, four per cent were neutral and 28 per cent had a negative net asset position, reflecting more stability in the sector than the change in net working capital position suggests. For 2016/17, this indicator has been replaced with one that is more directly related to the Ministry’s work to support the arts and culture sector.

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

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of communities where cultural and artistic activities are supported with BC Arts Council funding. ¹	215	230	More than 200	230	N/A ²	N/A ²
Number of regional districts (RDs) where cultural and artistic activities are supported with BC Arts Council funding	All 27	All 27	All 27	All 27	N/A ²	N/A ²

Data Source: BC Arts Council.

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

² Official targets for 2016/17 and 2017/18 have not been set as this measure is no longer included in Ministry service plans. See the *2016/17–2018/19 Service Plan* for details.

Discussion of Results:

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 whether they live in rural areas, small cities or large urban centers. The 2015/16 result of 230 communities is consistent with the 2014/15 result and demonstrates the continued broad geographic reach of the Council's programs.

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

Key strategies in 2015/16 included:

- Promoting opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs, services and organizations (e.g. provincial and multi-sport organizations).
- Providing support to initiatives that reduce geographic, financial and other barriers to participation in physical activity and sport excellence (e.g. the Sport Participation Program).
- Improving health and educational outcomes for children through school-based and community sport.
- Increasing coach and leadership development opportunities and supporting organizations and programs that promote safe experiences and skill development in sport.
- Working with the provincial sport sector to streamline administrative services to create savings available for reinvestment into community programming.

Objective 4.2: Athletes have more opportunities to achieve excellence in sport to inspire greater participation in their home communities.

Strategies

Key strategies in 2015/16 included:

- Supporting B.C.'s high performance athletes at all levels in their development and pursuit of excellence at national and international level events (in 2015/16 this included supporting the Canadian Sport Institute Pacific to help B.C. athletes prepare for the 2015 Pan American and

ParaPan American Games and to the establishment of the Premier’s Awards for Aboriginal Youth Excellence in Sport).

- Helping B.C. athletes excel by providing resources to athletes at various points in their development (e.g. provincial and regional coaches, sport science expertise and support services).

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

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of B.C. athletes on national teams. ¹	33.7%	34.8%	greater than 25%	30.1%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific, as of January 2016.

¹ An athlete is considered a “B.C. athlete” if he or she is born and/or developed in British Columbia or trains within British Columbia for a minimum of three months over the previous year. National teams are defined through sport specific criteria as those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games, World Cups, and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program in the current year. Other indicators related to this measure that are monitored are the number of BC Games and Team BC athletes on national teams; medals won at games and world championships; Team BC performance at Canada, Western Canada Summer and North American Indigenous Games; as well as the number of coaches and athletes benefitting from the Integrated Performance System.

Discussion:

This measure reflects the health of B.C.’s sport system—including its organizations, athlete and coach development programs and facilities—and the value of the Province’s investment. Sports included in the measure are those that have been targeted for enhanced support through the Integrated Performance System (19 sports in 2015/16).

In 2015/16, B.C. athletes made up more than 30 per cent of national team members. This proportion is more than double that of B.C.’s per capita share (13 per cent) of Canada’s population. While this measure exceeded its target, it decreased slightly from previous years. Fluctuations from year to year can be attributed to a number of variables including changes in sports and national team sizes as well as how data is interpreted, collected and reported by provincial sport organizations. This is a challenge across all provinces and territories.

Objective 4.3: Major events support sport, economic and community development.

Strategies

Key strategies in 2015/16 included:

- Working with the Ministry of Jobs, Tourism and Skills Training to implement strategies to attract and support more marquee events to British Columbia. This work included supporting the development of the [Sport, Arts and Culture Hosting](#) website and toolkit.

- Investing in major hosting opportunities, such as the BC Games, the 2015 FIFA Women's World Cup of Soccer, the 2016 Women's World Softball Championship and the 2016 Ice Hockey Women's World Championship.
- Supporting 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.
- Monitoring the outcomes of showcasing provincial northern job opportunities during the 2015 Canada Winter Games to assess how major sport, arts and culture events may be an efficient and effective promotional tool to help create awareness, attract jobs, new business and tourists to British Columbia.

Financial Report

Discussion of Results

This Discussion of Results reports on the Ministry of Community, Sport and Cultural Development's financial results for the year ended March 31, 2016 and should be read in conjunction with the Financial Reporting Summary Table provided below.

Operations

- This year, the Ministry realized savings in certain program areas. These savings were used to offset costs in the Local Government division for increased expenditures related to grants to municipalities in lieu of taxes and fire protection for the University of British Columbia.
- In 2015/16, the Ministry received access to contingencies to fund the Northern Rockies Regional Municipality Infrastructure Plan, New Building Canada Fund–Small Communities Component, and the Tsawwassen First Nation–Metro Vancouver Water Main Replacement.

Capital Projects

- The Ministry made \$74,000 in capital expenditures in the development of the Local Government Information System (LGIS) in fiscal 2015/16. LGIS is the Ministry's top information systems initiative that will deliver an integrated solution for grant and regulatory tracking programs for the Local Governments.

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance ²
Operating Expenses (\$000)					
Local Government	148,607	14,334	162,941	164,066	1,125
Integrated Policy, Legislation and Operations	2,789		2,789	2,234	(555)
Arts, Culture, Gaming Grants and Sport	46,705	8,356	55,061	55,131	70
Transfers to Crown Corporations and Agencies	11,866		11,866	11,813	(53)
Executive and Support Services	5,861		5,861	5,274	(587)
Ministry Totals	215,828	22,690	238,518	238,518	0
Special Accounts					
BC Arts and Culture Endowment	2,500		2,500	2,500	0
Physical Fitness and Amateur Sport Fund	1,700		1,700	800	(900)
University Endowment Lands Administration Account	8,442		8,442	6,905	(1,537)
Sub-Total	228,470	22,690	251,160	248,723	(2,437)
Adjustment of Prior Year Accrual³				(18)	(18)
Total	228,470	22,690	251,160	248,705	(2,455)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1,288	0	1,288	74	(1,214)
Total	1,288	0	1,288	74	(1,214)

¹ “Other Authorizations” include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the “estimated amount” under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the *Act*.

Other Authorizations:

Contingencies Access	\$22,690
• Local Government	
○ Northern Rockies Regional Municipality Infrastructure Plan	\$10,000
○ New Building Canada Fund–Small Communities Component	\$3,934
○ Tsawwassen First Nation–Metro Vancouver Water Main Replacement	\$400
• Arts, Culture, Gaming Grants and Sport	
○ Grants to Community Organizations	\$8,216
○ Premier’s Awards for Aboriginal Youth Excellence in Sport	\$140

² Explanation of Variances Greater than five per cent

- Local Government: Increased expenditures related to grants to municipalities in lieu of taxes and fire protection for the University of British Columbia.
- Integrated Policy, Legislation and Operations: Savings from hiring lags in this division have been used to offset pressures in Local Government.
- Executive and Support Services: Savings in operating costs in this division have been used to offset pressures in Local Government.
- Physical Fitness and Amateur Sport Fund: Reduced expenditures driven by lower return on investments in the Physical Fitness and Amateur Sport Fund.
- University Endowment Lands (UEL) Administration Account: Savings due to delays on UEL’s Block F development.
- Capital: A significant portion of the Ministry’s Capital Budget is allocated to the development of the Local Government Information System (LGIS). The 2015/16 budget has been re-profiled into 2016/17 to better match the budget to anticipated capital expenditures.

³ The Adjustment of Prior Year Accrual of \$0.018 million is a reversal of accruals in the previous year.

Appendix A: Contact Information

Hon. Peter Fassbender

Minister
Ministry of Community, Sport and Cultural Development and
Minister Responsible for TransLink
Room 310, Parliament Buildings
Victoria, B.C.
V8V 1X4
Tel: 250-387-2283
Email: cscd.minister@gov.bc.ca

Jacqueline Dawes

Deputy Minister
Ministry of Community, Sport and Cultural Development
6th floor, 800 Johnson Street
Victoria, B.C.
V8W 9T2
Tel: 250-387-9108
Email: Jacquie.dawes@gov.bc.ca

Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd.

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the [B.C. Government Directory](#).

Appendix B: List of Crowns, Agencies, Boards and Commissions

Crowns

[BC Assessment Authority](#)

[BC Games Society](#)

[Royal BC Museum](#)

Agencies

[Audit Council for Local Governments](#)

[BC Arts Council](#)

[Islands Trust Fund](#)

[Office of the BC Athletic Commissioner](#)

[TransLink](#)

Boards

[Board of Examiners](#)

[Property Assessment Appeal Board](#)

[Property Assessment Review Panels](#)

The Ministry also oversees the [University Endowment Lands](#)

Appendix C: N/A

This appendix relates to significant independent or semi-independent operating segments. There are no such segments within the Ministry.

Appendix D: Minister’s Mandate and Actions Summary

The basis of this annual report is the Ministry’s service plan for the 2015/16 fiscal, which was informed by the Premier’s June 10, 2014 Mandate Letter to the Minister of Community, Sport and Cultural Development. The priorities listed in that letter, as well as resulting actions, are summarized below:

Mandate Letter Direction	Ministry’s Action (in 2015/16)
1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	Completed – Financial targets for the year were met, and will be verified through the release of the 2015/16 Public Accounts.
2. Work with the Ministry of Natural Gas Development to assess and make recommendations to Cabinet on the impacts and opportunities presented by the creation of LNG facilities on communities where LNG facilities will be located.	Completed – Working with the Ministry of Natural Gas Development, developed and presented recommendations to Cabinet on the impacts and opportunities presented by the creation of LNG facilities on BC communities. Key actions resulting from these recommendations included: <ul style="list-style-type: none"> • Delivering community land use planning projects in six communities in Northwest BC • Facilitating service delivery and infrastructure needs assessment agreements between proponents and communities.
3. Work with the Ministry of Transportation and Infrastructure and the Union of BC Municipalities to develop a provincial response and readiness plan for the new federal Building Canada infrastructure program.	Completed – <ul style="list-style-type: none"> • Worked with Ministry of Transportation and Infrastructure and Infrastructure Canada, in consultation with the Union of BC Municipalities, to approve 55 local government infrastructure projects under the first intake of the New Building Canada–Small Communities Fund. The successful projects were focused primarily on water and wastewater and were announced in the summer of 2015. • Launched the second intake for application under the New Building Canada–Small Communities Fund with the federal government to allow communities with populations under 100,000 access funds to improve vital infrastructure.
4. Develop and pass next component of <i>Local Government Election Act</i> reforms dealing with campaign spending limits.	Completed – Legislation that establishes the framework for local elections expense limits for candidates for mayor, council, regional district electoral directors, school boards and certain special purpose bodies, has been implemented. Expense limits amounts will be set by regulation. This completes the implementation of the Local Government Elections Task Force

	recommendations and brings greater transparency and accountability to local government elections.
5. Work with the organizers of the Canada Winter Games 2015 in Prince George to ensure the Prince George games showcase provincial northern job opportunities.	Completed – Organized a Career Zone in the Athlete Village at the Games. The Career Zone profiled industry and educational opportunities in the North. It was attended by over 10,000 visitors and featured on viaSport TV’s Canada Games Today show daily.
6. In partnership with the Ministry of Jobs, Tourism and Skills Training, develop and provide options to Cabinet on a 5 year provincial hosting program by December 31, 2014.	Completed – Working with the Ministry of Jobs, Tourism and Skills Training, the Ministry developed and launched the Sport, Arts and Culture Hosting website as well as a toolkit to help communities and event organizers showcase B.C.’s mix of sport, arts and culture through hosting events. Other components of the hosting program include: establishment of the community sport hosting network; strategic alignment of event funding programs; development of a five year rolling calendar; creation of a “live support” dedicated staff for communities; and the development of an Economic Impact Assessment tool.
7. Work with Parliamentary Secretary Donna Barnett and the Ministry of Forests, Lands and Natural Resource Operations on the creation and implementation of the Rural Dividend as committed in Strong Economy, Secure Tomorrow.	Completed – Since the release of the June 2014 Mandate Letter, the Ministry of Forests, Lands and Natural Resource Operations has become the lead ministry on the Rural Dividend. The Ministry of Community, Sport and Cultural Development has been providing ongoing assistance to the Minister of Forests, Lands and Natural Resource Operations and the Parliamentary Secretary for Rural Development on rural community capacity building, including the Rural Dividend.
8. Work with the Ministry of Jobs, Tourism and Skills Training to ensure that cultural assets are being maximized to drive tourism opportunities in British Columbia.	Completed – The Ministry has: <ul style="list-style-type: none"> • Developed cultural inventory databases • Supported B.C.’s Event Hosting Program • Funded the B.C. Culture Days cultural ambassador pilot program • Supported Destination B.C. to increase culture content on HelloBC.com • Strengthened Destination B.C.’s #ExploreBC summer campaign
9. Develop and present to Cabinet a plan to grow BC's creative economy and creative workforce.	Completed – Developed and launched B.C.’s three-year Creative Economy Strategy focusing on four key areas: leveraging talent and creative clusters; accessing new markets; maximizing investment; and enriching communities.