

**Ministry of
Community, Sport and
Cultural Development
and Responsible for TransLink**

**2016/17
Annual Service Plan Report**



For more information on the British Columbia
Ministry of Community, Sport and Cultural Development
and Responsible for TransLink
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Minister's Message and Accountability Statement



Our government is committed to building a strong British Columbia for today and tomorrow. The Ministry of Community, Sport and Cultural Development helps achieve this goal through significant investments and programs that build successful communities in every region of the province.

The B.C. government supports communities with major infrastructure investments and grant support to provide services and assets that contribute to a high quality of life and help attract business, investment, new residents and visitors.

Through the Clean Water and Wastewater Fund, the provincial and federal governments invested a combined \$373.6 million to support 179 projects for clean drinking water, wastewater and stormwater systems. The Ministry also provided over \$400 million for key infrastructure projects in growing urban areas such as the Capital Regional District, Metro Vancouver and the Thompson Okanagan region.

The B.C. government continues to support the 10-Year Vision of the Mayors' Council to improve transit and transportation in Metro Vancouver and committed \$246 million over three years for significant transit improvements and expansions in the region.

Listening to local voices remained an important part of the Ministry's work. The Vancouver Charter was amended to enable a tax on unoccupied residential properties in support of affordable housing, and a municipal incorporation vote was ordered for Salt Spring Island.

Over the past year, the B.C. government continued to provide strong support for arts and culture, sport and community service organizations. The Ministry invests approximately \$60 million in arts and cultural organizations and in individual artists. This funding support includes the continuation of the community gaming grants program, amounts provided through the BC Arts Council, and the annual operating grant provided to the Royal BC Museum. To recognize the 150th anniversary of Canada's Confederation, government also provided \$8 million in grants to 150 communities as part of *B.C. / Canada 150: Celebrating B.C. Communities and their contributions to Canada*.

The B.C. government also invested \$50 million in sport to help build sport infrastructure, to train coaches, officials and athletes, and to support communities in hosting significant sporting events. The Rio 2016 Olympic and Paralympic Summer Games yielded impressive results for our province: 186 athletes hailed from or trained in British Columbia, and 18 B.C. athletes brought home medals.

Government will continue to work with local governments to ensure that communities throughout the province are well-positioned to enjoy the benefits and opportunities created by a strong B.C.

The *Ministry of Community, Sport and Cultural Development's 2016/17 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the 2016/17 – 2018/19 Service Plan. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read "Sam Sullivan". The signature is fluid and cursive.

Honourable Sam Sullivan
Minister of Community, Sport and Cultural Development and
Responsible for TransLink
June 23, 2017

Table of Contents

Minister’s Message and Accountability Statement.....	3
Purpose of the Ministry.....	5
Strategic Direction and Context.....	5
Report on Performance	6
Goals, Objectives, Strategies and Performance Results	7
Financial Report.....	18
Discussion of Results	18
Financial Report Summary Table	19
Appendix A – Contact Information and Hyperlinks.....	21
Appendix B – List of Crowns, Agencies, Boards and Commissions	22
Appendix C – Minister’s Mandate and Actions Summary	23

Purpose of the Ministry

The [Ministry of Community, Sport and Cultural Development](#) brings together key government services and supports to help to make B.C. communities great places to live, work, visit and invest. The Ministry takes a leadership role 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 mandate: the [BC Arts Council](#), the [BC Assessment Authority](#), the [BC Games Society](#), the [Royal BC Museum](#), the [Board of Examiners](#), and the [Islands Trust Fund](#). 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 of BC](#), the [Government Finance Officers Association of BC](#), the [Municipal Insurance Association of BC](#), the [Union of British Columbia Municipalities \(UBCM\)](#) and [viaSport](#).

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 Premier's [Mandate Letter](#) to the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink outlines key expectations for the Ministry, including implementing expense limits for local government elections, working with the federal government to secure infrastructure funding, implementing an action plan to grow B.C.'s creative economy, making recommendations to Cabinet on ways to improve transit in Metro Vancouver, and balancing the Ministry's budget. The letter also directs the Ministry to continue to work collaboratively with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. In addition, the Ministry contributes to the success of government priorities of a strong economy and a secure tomorrow, including working to advance the [BC Jobs Plan](#), reducing red tape and building partnerships with First Nations.

The Ministry and the associated agencies, boards and commissions adhere to the [Taxpayer Accountability Principles](#), which outline standards of fiscal responsibility and transparency across government.

British Columbia's real GDP increased by 3.7 per cent in 2016 (according to preliminary GDP by industry data from Statistics Canada), the strongest growth among provinces. Employment in B.C. grew by 3.2 per cent in 2016, its fastest annual pace since 1994. Consumer spending was strong for a

third consecutive year as retail sales were supported by strong employment growth, increased tourism, interprovincial migration and low interest rates. B.C.'s housing market saw elevated levels of activity in 2016, with the highest number of annual housing starts since 1993. B.C. manufacturing shipments and exports expanded in 2016 as goods exports to both the US and the rest of the world increased.

Key elements of the Ministry's strategic context in 2016/17 are listed below:

- The creative economy is an important part of B.C.'s diverse economy. B.C.'s total culture GDP in 2014 was about \$6.7 billion, a \$1 billion increase since 2010.¹ B.C. leads Canada with the largest percentage of its labour force in arts occupations. The Ministry continued its work through the Creative Economy Strategy to support and grow the creative sector. A significant influx of federal arts/culture infrastructure funding generated additional activity in the sector. Together with our federal counterparts, the Ministry worked to ensure that B.C. arts and cultural organizations were able to take advantage of this opportunity. Canada's 150th anniversary also generated opportunities for arts and cultural organizations with new federal and provincial funding in B.C. communities. A range of legacy projects will commemorate this significant milestone in 2017.
- Responsiveness to the housing market by creating legislation enabling the City of Vancouver to tax vacant properties.
- New federal infrastructure money has allowed the Ministry to continue to work with federal partners to administer funding programs to support infrastructure in B.C. communities.
- This year, significant opportunities to leverage federal funding for public transit in Metro Vancouver under the Public Transit Infrastructure Fund were realized. Discussions also continued with the region on the opportunities for transit-oriented development and sustainable funding opportunities along major transit corridors.
- The Ministry collaborated with cross-government and non-government partners such as the Ministry of Health, Ministry of Children and Family Development, viaSport, Indigenous Sport, Physical Activity and Recreation Council², BC Healthy Living Alliance and Directorate of Agencies for School Health (DASH) to expand existing sport programs and create new opportunities that are inclusive and reduce barriers to participation in sport, particularly for those populations typically under-represented.

Report on Performance

The reference point for this annual report is the Ministry's [2016/17–2018/19 Service Plan](#), in which the Ministry committed to pursuing the following goals in 2016/17:

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

¹ Data from the [Culture Satellite Account](#) (CSA), a federal government accounting framework developed by Statistics Canada. Due to amount of time it takes to analyse the information, releases are often a few years behind.

² Formerly the Aboriginal Sport, Recreation and Physical Activity Partners Council

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement

Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

Of the Ministry's performance targets for the year, four were met and results for the remaining two were not available at the time of publication. These included PM1: Number of municipalities collecting at least 90 per cent of their current year taxes (data available in November 2017) and PM3: Percentage of local governments taking action to reduce their carbon footprints (data available in July 2017). More detail about the goals and strategies pursued by the Ministry in 2016/17, and about how performance was measured, is provided below.

The Ministry's service plan for the 2016/17 fiscal year was informed by the Premier's July 30, 2015 [Mandate Letter](#) to the Minister of Community, Sport and Cultural Development and Responsible for TransLink. At the end of the fiscal year, seven of ten deliverables listed in that letter are completed, two are on-going commitments and one is in progress. More detail on Ministry actions in response to this letter can be found in Appendix C of this 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.

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 2016/17 included:

- Reviewing and monitoring the policy, legislative, and regulatory framework, proposing changes so that local governments can govern effectively and meet citizens' needs. Included in these efforts was implementation of expense limits for the 2018 local government elections and beyond.
- Encouraging citizen-engagement in local government decision-making processes. Resolving problems between local governments and their citizens by providing advice on governance, finance, land use and other local matters of interest, and by assisting in the development of public information and education programs with partner-organizations. For example, funding was provided to two restructure study processes including community engagement—the Citizen's Assembly on Municipal Amalgamation (reported back to Duncan and North Cowichan Councils in May), and the Salt Spring Island incorporation study process (scheduled to culminate in a community vote in September 2017).

- Supporting communities in assessing their local and regional governance including with respect to services and organization—and, where appropriate, supporting communities in changing local government structure (e.g. boundary extensions; incorporations) by contributing to a shared understanding of the facts and implications of governance and services issues—for example, the Capital Integrated Services Initiative report which is expected to be released in summer 2017.
- Working with the Mayors' Council on Regional Transportation and TransLink to advance the region's vision for improved transit and transportation services.
- Reviewing the recommendations made by Chris Trumpy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.
- Supporting local governments in delivering their services efficiently, effectively and economically. In 2016, the Auditor General for Local Government published eight Performance Audit Reports which included 47 recommendations for adoption. In addition, the Auditor General for Local Government added a fourth publication to their Perspective series: Improving Local Government Procurement Processes.
- Continuing to support a fair, accountable and transparent property assessment system that encourages economic growth in British Columbia, including the independent appeal process.
- Supporting local governments in building respectful relationships with First Nations, including encouraging dialogue on matters³ proposed for provincial decision by local governments and by funding the Community to Community Forum program which enables local governments and First Nations neighbours to come together to build mutual understanding.
- Working to ensure that the annual Union of British Columbia Municipalities convention provides a comprehensive exchange of ideas between government and its municipal partners.

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

Strategies

Key strategies in 2016/17 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](#).
- Working with the federal government to participate in, and benefit from, new infrastructure programs and funding for B.C. communities, including for transportation in Metro Vancouver.
- Work with the federal government on [infrastructure funding](#) programs to enable local governments to provide services to residents and create the conditions needed for economic growth and assist with climate leadership.

³ e.g. Land use bylaw approvals and boundary changes where local engagement is desirable ahead of provincial consultation.

- 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, including through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development.
- Providing leadership as TransLink works with the Mayors' Council on Regional Transportation, to deliver efficient and accountable transportation services for Metro Vancouver and make recommendations on ways to improve transit and transportation in that region.
- Encouraging strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development and climate adaptation 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	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	149	160 ¹	155	Not Available ²	155	155

Data Source: Local governments provide the ministry with financial data that can be reported out by the fall of every year. The Ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 161 municipalities in B.C. in January 2016.

¹ 2015/16 Actual has been updated from 155 as reported in the 2015/16 Annual Service Plan Report to 160 because five more local governments reported that they collected their current year taxes.

² Data available November 2017.

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 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	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 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 maintaining 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 2016/17 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 2016/17 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 and Responsible for Labour 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 2016/17 included:

- Assisting local governments to plan for and build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Administering frameworks that leverage the social, economic and community dividends resulting from expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management

Strategies

Key strategies in 2016/17 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 the best, lowest life-cycle cost approaches for local government infrastructure projects.

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

Strategies

Key strategies in 2016/17 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 housing including options near transit.
- Continuing to implement the [Federal Gas Tax Transfer Fund](#) in partnership with the federal government and the Union of British Columbia Municipalities.

- Providing tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- In conjunction with the *Environmental Assessment Office* (EAO), continuing to support the development, approval and implementation of Socio-Economic Effects Management Plans (SEEMPs) to adaptively manage effects on community-level infrastructure and services related to certain liquefied natural gas (LNG) projects.
- 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, assisting communities in implementing priority infrastructure projects that support sustainable service delivery under the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure-funding program.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprints

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of local governments taking action to reduce their carbon footprints.	91%	92% ¹	96%	Not Available ²	96%	96%

Data Source: Local governments’ annual Climate Action Revenue Incentive Program (CARIP) reports. The measure reflects the percentage of local governments (including the Islands Trust) submitting CARIP reports, which outline local governments’ actions to reduce their carbon footprint.

¹ The 2015/16 Target for this measure was 96%. This variance appears to be due, in part, to some smaller local governments opting not to submit CARIP reports. Continued refinements to the online reporting system, outreach by staff to support local governments in completing the survey, and an increase in the number of local governments that have signed the *Climate Action Charter* and are eligible for funding are expected to support an increase in the number of local governments reporting moving forward.

² Data available July 2017.

Discussion:

Local government actions to reduce greenhouse gas (GHG) emissions in their corporate operations and the broader community are vital to creating sustainable communities and regions. As illustrated by the performance measure, B.C. local governments continue to implement climate actions, including land use planning decisions that support complete, compact and energy efficient communities and regions with more diverse housing, greenspace and renewable energy and transportation. Data for 2016/17 will be available in late July 2017, and the percentage of local governments taking action over the past year is projected to meet or exceed the 2016/17 target.

Goal 3: *Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric*

Objective 3.1: *Implement initiatives to grow B.C.’s creative economy and workforce*

Strategies

Key strategies in 2016/17 included:

- Assisting B.C.’s creative workers in developing their careers through programs offered by BC Creative Futures, the [BC Arts Council](#) and other provincial partners.
- Providing funding to encourage the development of more collaborations, creative clusters and co-locations of artists and cultural organizations.
- Investing in professional development and capacity building opportunities for Aboriginal artists.
- Creating opportunities for the cultural sector to access new markets, including by showcasing artists internationally, in order to support success in the province’s trade, investment and tourism strategies.
- Maximizing public and private investment in the arts by demonstrating the value of public and private partnerships as well as philanthropy.
- Realizing the full potential of the creative sector in communities by investing in cultural events and by enhancing partnerships with local governments.
- Fostering creativity in children and youth through the programs outlined in the BC Creative Futures strategy.

Performance Measure 4: *Career development opportunities provided to help grow the creative economy and workforce*

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of career development opportunities provided. ¹	N/A ²	90 ³	200	255	210	100 ⁴

Data Source: Arts and Culture Branch and the BC Arts Council.

¹ For the purpose of this measure, career development opportunities are defined as the number of participants in: The BC Arts Council’s BC Early Career Development programs; Training and professional development opportunities for Aboriginal artists; The artsVest sponsorship training; and the international presence project grants.

² This indicator was established in 2015/16 in line with the release of the Creative Economy Strategy in February 2016 and there is no available data to report for 2014/15.

³ The 2015/16 forecast in the 2015/16 Annual Service Plan Report was an estimate prior to planned investments being implemented. Once implemented, the actual program provided 12.5 per cent more career development opportunities than initially anticipated.

⁴ The lower 2018/19 target is the result of the artsVest program completing in 2017/18. This and other targets may be adjusted upward in the future as plans for additional programs or spaces are finalized.

Discussion:

The government’s plan to grow the creative economy aims to drive innovation, productivity and entrepreneurship throughout the province. Developing B.C.’s creative workforce is one of the strategy’s key pillars, which the Ministry supports through a number of programs to provide artists and other creative workers with career development opportunities ranging from business training, to opportunities for mentorship, to the showcasing of artists and their work.

This measure was chosen as it both crosses various themes of the creative economy strategy and also captures the positive impact of the strategy on individual artists, their skill sets and arts organizations in one measure.

The 2016/17 result of 255 exceeded expectations due to the scale and scope of some of the projects funded through international presence project grants and the high level of participation from arts organizations in the artsVest program.

Objective 3.2: British Columbia’s arts and culture sector is vibrant, resilient and recognized for artistic excellence

Strategies

Key strategies in 2016/17 included:

- Fostering artistic excellence in all art forms and practices by investing in artistic exploration and innovation and the strength of arts and culture organizations through programs offered by the [BC Arts Council](#).
- Strengthening engagement in the arts by increasing the opportunities for British Columbians to participate in the arts and providing leadership to increase community engagement.
- Supporting the richness of Aboriginal artists and communities in B.C. by acknowledging the contribution of Aboriginal artists and their culture, and supporting Aboriginal artists and organizations to help them participate in a wide range of artistic and cultural activities.
- Developing the artistic and adaptive capacity of the arts and culture sector in B.C.
- Engaging audiences and artists reflective of the diverse demographics of the province.

Performance Measure 5: Geographic reach of BC Arts Council funding

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of communities and regional districts where cultural and artistic activities are supported with BC Arts Council funding. ¹	230 communities; All 27 Regional Districts	230 communities; All 27 Regional Districts	More than 205 communities; 27 Regional Districts	226 communities; All 27 Regional Districts	N/A ²	N/A ²

Data Source: BC Arts Council.

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

² Official targets for 2017/18 and 2018/19 have not been set, as this measure is no longer included in the Ministry Service Plan.

Discussion:

The BC Arts Council's mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. By targeting the vast majority of B.C. communities and all 27 regional districts, 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 2016/17 result of 226 communities in all 27 regional districts continues to demonstrate the broad and stable geographic reach of the Council's programs. For 2017/18, this indicator has been discontinued since the BC Arts Council's funding has a very consistent provincial footprint and the Council does not influence whether an individual or an organization chooses to apply. The distribution of funding is reported in detail in the BC Arts Council's annual report.

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 2016/17 included:

- Promoting opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs and services delivered through provincial, disability and multi-sport organizations.
- Providing support to initiatives that reduce geographic, financial and other barriers to participation and achievement in sport (e.g. KidSport BC and the B.C. Sport Participation Program).
- Improving health, social and educational outcomes for youth through school-based and community sport through initiatives such as the After School Sport and Arts Initiative and the B.C. Sport Participation program.
- Supporting the Parliamentary Secretary for Youth Sport to promote and advance youth participation in sport, with an initial focus on First Nations and Aboriginal youth. The Parliamentary Secretary worked with First Nations, Aboriginal leaders and youth to co-create the Premier's Award for Aboriginal Youth Athletic Achievement that recognized 12 Aboriginal youth (six females, six males) excelling in sport and community service.
- Increasing coach and leadership development opportunities and supporting organizations and programs that promote safe experiences and skill development in sport. The province and viaSport, for example, joined 85 B.C. sport and community organizations to commit to #ERASEbullying in sport through the signing of a Declaration of Commitment.
- Working with the provincial sport sector to streamline operations to create savings that were reinvested 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 2016/17 included:

- Helping B.C. athletes and coaches excel by supporting organizations providing resources during their development (e.g. provincial and regional coach education and salary support, sport science and medicine expertise, and mental training).
- Supporting B.C. athletes as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, and the Olympic and Paralympic Games).

Performance Measure 6: Percentage of B.C. athletes on national teams

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of B.C. athletes on national teams. ¹	34.8%	30.1%	greater than 25%	35%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

¹ An athlete is considered a “B.C. athlete” if they are born and/or developed in British Columbia or resided here for a minimum of three months over the previous year. National team membership is determined by each national sport organization and includes athletes who represent Canada at events such as: Olympic, Paralympic and Commonwealth Games, world cups and world championships or athletes who are supported through the Sport Canada Athlete Assistance Program in the current year. Other indicators related to this measure that are monitored are: Team BC performance at Canada Games and North American Indigenous Games, B.C. athletes’ results at national championships and medalling at Olympic and Paralympic Games.

Discussion:

This measure reflects the health of B.C.’s sport system—including its organizations, the athletes’ daily training environment, coaches and facilities—and the value of the province’s investment in the system. In the 32 sports receiving provincial enhanced excellence funding in 2016/17, B.C. athletes comprised 35 per cent of national team membership. This proportion is more than double that of B.C.’s per capita share (13 per cent) of Canada’s population, and reflects positively on the effectiveness of B.C.’s sport system in supporting our athletes to excel. Other indicators monitored include the success of B.C. athletes at higher levels of competition. For example, athletes from, living or training in British Columbia earned 50 per cent of Canada’s medals at the 2016 Rio Olympic Summer Games and 34 per cent of Canada’s medals at the 2016 Rio Paralympic Summer Games.

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

Strategies

Key strategies in 2016/17 included:

- Launching new elements of the Sport, Arts and Culture Hosting Program, such as an event support email contact and knowledge transfer mechanisms to the toolkit website.
- Investing in major hosting opportunities, such as the BC Games, the 2016 Canada Cup of Wheelchair Rugby, the 2016 Women’s World Softball Championships, the 2016 World Women’s Hockey Championships and the 2016 World Rugby Sevens (men’s event in

Vancouver and women's event in Langford).

- 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. In 2016/17, the program supported 107 events in 40 communities including the 2017 National Aboriginal Hockey Championship in the Cowichan Valley and the 2017 Provincial Pee Wee Lacrosse Championships in Fort St. John.
- Providing oversight to the [BC Athletic Commissioner](#) (BCAC), an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

Goal 5: *Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities*

Objective 5.1: Enhance client service experience of the Community Gaming Grant program

Strategies

Key strategies in 2016/17 included:

- Continuing to ensure gaming grants eligibility criteria result in positive contributions to communities.
- Delivering community presentations on gaming grant guidelines.
- Updating the community gaming grant guidelines and website to improve user-experience and enhance clarity.
- Supporting community groups such as the BC Association for Charitable Gaming and BC Association of Aboriginal Friendship Centres to assist other not-for-profit organizations in the application process.
- Providing community gaming grants staff with skills training in customer service and deliver annual customer surveys to clients, beginning in 2016.
- Working to develop a performance measurement framework for the Community Gaming Grants program.

Financial Report

Discussion of Results

This Discussion of Results reports on the Ministry of Community, Sport and Cultural Development and Minister Responsible for TransLink's financial results for the year ended March 31, 2017 and should be read in conjunction with the Financial Report Summary Table provided below.

Operations

- This year, the Ministry realized savings in certain program areas and reallocated the savings to the Arts, Culture, Gaming Grants and Sport division to fund provincial arts and culture initiatives including the Royal BC Museum – First Nations Cultural Objects Project.
- In 2016/17, the Ministry received access to Statutory Appropriations under the *Public Works Agreement Act* to fund the Lions Gate Secondary Wastewater Treatment Plant Project and projects under the Clean Water and Wastewater Fund and the New Building Canada Fund – Small Communities Component.
- The Ministry also received access to contingencies to fund projects including the Northern Rockies Regional Municipality Infrastructure Plan, the Peace River Agreement, B.C.'s investment to celebrate Canada's 150th Anniversary and the New Building Canada Fund – Small Communities Component.

Capital Projects

- The Ministry made \$292,000 in capital expenditures for the development of the Local Government Information System (LGIS) in fiscal 2016/17. LGIS is the Ministry's priority information systems initiative that will deliver an integrated solution for grant and regulatory tracking programs for Local Governments.

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance ²
Operating Expenses (\$000)					
Local Government	178,640	371,224	549,864	549,759	(105)
Integrated Policy, Legislation and Operations	2,797	0	2,797	1,899	(898)
Arts, Culture, Gaming Grants and Sport	46,728	17,522	64,250	65,327	1,077
Transfer to Crown Corporations and Agencies	11,866	0	11,866	11,866	0
Executive and Support Services	5,906	0	5,906	5,832	(74)
Ministry Totals	245,937	388,746	634,683	634,683	0
Special Accounts					
BC Arts and Culture Endowment	2,500	0	2,500	2,500	0
Physical Fitness and Amateur Sport Fund	1,700	0	1,700	850	(850)
University Endowment Lands Administration Account	8,442	0	8,442	8,304	(138)
Sub-Total	258,579	388,746	647,325	646,337	(988)
Adjustment of Prior Year Accrual³	0	0	0	(92)	(92)
Total	258,579	388,746	647,325	646,245	(1,080)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1,074	0	1,074	292	(782)
Total	1,074	0	1,074	292	(782)

¹Other Authorizations:

Statutory Appropriations	\$327,825
• <i>Public Works Agreement Act</i>	\$327,825
Contingencies Access	\$60,921
• Local Government	
○ New Building Canada Fund – Small Communities Fund	\$21,564
○ Northern Rockies Regional Municipality Infrastructure Plan	\$10,000
○ Peace River Agreement	\$8,400
○ Tsawwassen First Nation – Metro Vancouver Water Main Replacement	\$1,735
○ Clean Water Wastewater Fund Transfers	\$1,700
• Arts, Culture, Gaming Grants and Sport	
○ Grants to Community Organizations	\$8,140
○ B.C.'s investment to celebrate Canada's 150th Anniversary	\$8,000
○ One Time Grants to Community Organizations	\$540
○ Community Gaming Grants Administration	\$492
○ Establishment of Vimy Foundation Centennial Park	\$350

²Explanations of Variances Greater than five per cent

- Integrated Policy, Legislation and Operations: Savings in this division were reallocated to the Arts, Culture, Gaming Grants and Sport division to fund provincial arts and culture initiatives.
- Arts, Culture, Gaming Grants and Sport: Higher than expected expenditures related to provincial arts and culture initiatives including the Royal BC Museum – First Nations Cultural Objects Project.
- Physical Fitness and Amateur Sport Fund: Reduced expenditures driven by lower return on the investments in the Physical Fitness and Amateur Sport fund.

³ The Adjustment of Prior Year Accrual of \$0.092 million is a reversal of accruals in the previous year.

Appendix A – Contact Information and Hyperlinks

Minister's Office

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

Deputy Minister's Office

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: CSCD.deputyminister@gov.bc.ca

University Endowment Lands

5495 Chancellor Boulevard
Vancouver, B.C. V6T 1E2
Telephone: (604) 660-1810
Fax: (604) 660-1874
Email: uel@gov.bc.ca
www.universityendowmentlands.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

[Auditor General for Local Government](#)

[BC Arts Council](#)

[Islands Trust Fund](#)

[Office of the BC Athletic Commissioner](#)

[TransLink](#)

Boards

[Board of Examiners](#)

[Property Assessment Review Panels](#)

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

Appendix C – Minister’s Mandate and Actions Summary

In the [Premier’s July 30, 2015 Mandate Letter](#), the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink received direction on strategic priorities for the 2016/17 fiscal year. These priorities and the ministry’s resulting actions are summarized below:

Mandate Letter Direction	Ministry’s Action
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 2016/17 Public Accounts.
2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth.	Ongoing – Three LNG projects received approval of their Socio-Economic Effects Management Plans (SEEMPs) for Managing Community-Level Infrastructure and Services Effects Related to Liquefied Natural Gas to adaptively manage the impacts on community level infrastructure and services.
3. Develop and present legislation to the House to implement the commitment to limit local government election expenses by March 31, 2016.	Completed – The <i>Local Elections Campaign Financing (Election Expenses) Amendment Act, 2016</i> , was introduced for First Reading on February 25, 2016 and brought into force on May 19, 2016. Local government expense limits are now in place for the 2018 general local election, as set out in the Local Elections Campaign Financing Expense Limit Regulation 309/2016.
4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce.	In Progress – Year 2 of the Strategy continued to encourage artists and others working in the sector to find both creative and financial success and reinforce their vital role in British Columbia and the economy. A range of investments including supporting international opportunities, maximizing cultural space, promoting arts and culture through tourism, supporting indigenous artists and building business skills were the focus of this year’s implementation.
5. Review the recommendations made by Chris Trumpy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.	Completed – The Office of the Auditor General for Local Government (AGLG) reported to the Audit Council that progress had been made on all five of the Trumpy recommendations.

<p>6. Develop and present options to Cabinet on potential processes under which local governments could either amalgamate or integrate service delivery by June 30, 2016.</p>	<p>Ongoing – The Ministry is advancing provincial objectives respecting efficient and cost effective local government through a variety of study initiatives:</p> <ul style="list-style-type: none"> • Capital Integrated Services and Governance Initiative – the Ministry retained consultants to support the Capital region’s local governments and public in understanding current service and governance arrangements, with a report anticipated to be released in 2017. • Salt Spring Island – the community and local elected officials were supported in their work to test local interest in a change in governance; an incorporation vote is to be held in September 2017. • Duncan-North Cowichan – the communities were supported in undertaking an amalgamation study.
<p>7. Assess and report to Cabinet on the economic impact resulting from the FIFA 2015 Women's World Cup in Vancouver and make recommendations on whether to financially support and pursue other similar events.</p>	<p>Completed – The Ministry reported to Cabinet that the province received more in tax revenue than the province’s \$2 million investment.</p>
<p>8. Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund.</p>	<p>Completed – Implemented and fully allocated the Small Communities Fund infrastructure program. Furthermore, signed bilateral agreement to establish the Clean Water and Wastewater Fund. The program was launched and has been fully allocated to projects.</p>
<p>9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.</p>	<p>Completed – Overall ratings positive.</p> <ul style="list-style-type: none"> • The Minister of Community, Sport and Cultural Development had 54 meetings with delegates, including meetings held jointly with other ministers and the Premier. • Six provincial policy sessions and seven provincial clinics were held. • On behalf of government, 162 provincial meetings with delegates were coordinated.

<p>10. Following the decision by the voters of Metro Vancouver on the transit plebiscite, consult with the Mayors' Council and make recommendations to Cabinet on ways to improve transit in the region.</p>	<p>Completed – Historic new levels of government funding were announced to support significant transit improvements and expansion in Metro Vancouver:</p> <ul style="list-style-type: none">• May 2016: the province committed \$246 million over three years, leveraging a \$370 million commitment from the Government of Canada under the Public Transit Infrastructure Fund.• March 2017: the province and the federal government announced an additional \$2.2 billion each in transit funding to be allocated over the next 11 years.
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