

*Ministry of
Tourism, Sport
and the Arts*

**2005/06
Annual Service Plan Report**



**BRITISH
COLUMBIA**

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Message from the Minister and Accountability Statement

As our ministry completes its first full year, B.C. has every reason to be confident about the future of tourism, sport and the arts. With the hand-over of the Olympic flag to Vancouver from Turin in February, our province is now firmly planted in the international spotlight, and thanks to the hard work of B.C.'s tourism operators, service industry, small business owners, cultural sector, sport organizers and volunteers, we are ready to shine.

Despite some challenges — like rising gas prices, a higher Canadian dollar and complexities around a new United States passport requirement — B.C.'s arts and culture, tourism and sport sectors have had a productive year. Film and television production has skyrocketed — up more than 50 per cent over last year — thanks in part to sustained tax credits from our provincial government. Across the province, B.C.'s 700 resorts continue to attract both domestic and international visitors seeking outdoor pursuits, agricultural tours and spa experiences. Ski hills across the province have seen record or near-record seasons. On top of that, B.C. communities played host to 26 major sport events — like the World Junior Hockey Championships, Sovereign Lake World Cup Cross-Country Ski Championships and Grey Cup — generating millions of dollars in economic activity, both in the host communities and the province at large.

As we look back on our performance over the past year, we are also planning for the next one. Our ministry is investing in organizing and promoting BC 2008, a celebration of the 150th anniversary of B.C.'s founding as a colony. New capital projects worth more than \$4.5 billion are under review by our ministry, including proposals for new all-seasons ski resorts, golf and residential developments and spas. We are also investing \$5 million towards the planning and development of a cultural precinct in Vancouver that will encompass a new provincial Asia-Pacific Museum of Trade and Culture and a new National Gallery of Aboriginal Art. All of these will contribute to our provincial identity as a world-class cultural destination and help ensure we meet our goal of doubling tourism by 2015.

As we continue to work toward that ambitious goal, I am proud to present the 2005/06 Annual Service Plan Report that highlights our accomplishments over the past year. I look forward to continuing to meet with B.C.'s tourism operators, First Nations partners, destination marketing organizations, local governments and other stakeholders to help ensure the entire province benefits from the opportunities at hand.

The 2005/06 Ministry of Tourism, Sport and the Arts Annual Service Plan Report compares the actual results to the expected results identified in the ministry's 2005/06 – 2007/08 Service Plan Update. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read 'O. Ilich', written in a cursive style.

Honourable Olga Ilich
Minister of Tourism, Sport and the Arts

June 30, 2006

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Highlights of the Year

Tourism and Resorts

Resort Development

Our province's 700 resorts and lodges employ 26,000 people and generate more than \$2 billion in direct and indirect spending each year across B.C. With time, those figures will only grow higher. Across B.C. 44 alpine ski resorts are projecting new capital investments of more than \$1 billion over the next two to five years. Expansion includes everything from new lifts and runs to developing hotels, residential developments and golf courses.

On top of that, new projects worth more than \$4.5 billion in estimated capital investment are currently under review. These new proposals include all-season ski resorts, golf and residential developments, spas, marina resorts and agri-tourism destinations.

In addition, the ministry has updated the province's Commercial Alpine Ski Policy and developed a new All Seasons Resort Policy framework. New Guidelines to Resort Development and a new Master Development Agreement template have been developed in consultation with industry to promote clarity and consistency for developers across the province.

Approved Destination Status

In January 2005, a Memorandum of Understanding was signed by Chinese and Canadian dignitaries — a first step in achieving Approved Destination Status for Canada, which will allow people to travel to Canada for recreational purposes. Currently, Chinese citizens are only granted permission to travel to Canada for business. The ministry continues to work with federal partners to achieve Approved Destination Status, and a final agreement is expected to be signed within the next two years.

In 2005, total overnight visitation of Chinese visitors to B.C. was just over 83,000. Tourism Vancouver anticipates Vancouver alone could receive as many as 500,000 visitors from China by 2015.

Destination Marketing

As the 2010 Olympic and Paralympic Winter Games approach, B.C. has an unparalleled opportunity to demonstrate that B.C. is the best place on earth for a vacation. To promote our province domestically, nationally and internationally, the provincial government has doubled Tourism BC's allocation, from \$25 million to \$50 million per year. A one-time investment of \$25 million to the Union of BC Municipalities (UBCM) in support of the Community Tourism Program along with \$12 million in one-time funding to B.C.'s six tourism regions are helping to attract visitors to B.C. and ensure they extend their travels from the major centres to explore all B.C. has to offer.

Aboriginal Tourism

In December 2005 the Aboriginal Tourism Association of BC (ATBC) launched the Aboriginal Cultural Tourism Blueprint Strategy, with support from the provincial government. An interim grant of \$150,000 has been provided by the province to ATBC to undertake further planning toward full implementation of the strategy.

Vancouver Convention Centre Expansion Project

The provincial government has committed \$272.5 million to the Vancouver Convention Centre Expansion Project, which will triple the capacity of the existing facility. This project will deliver substantial economic benefits to the city of Vancouver, as well as the entire province, by attracting more conventions, visitors and investments. The Vancouver Convention and Exhibition Centre will also be used as the broadcasting headquarters during the 2010 Olympic and Paralympic Winter Games.

Arts, Culture and Heritage

Supporting Arts, Culture and Heritage

The government of B.C. recognizes that the arts, culture and heritage sectors are crucial to the spirit, vitality and health of our communities. In 2004/05 the province established the \$25 million BC Arts Renaissance Fund through a one-time grant to the Vancouver Foundation to build a permanent endowment fund by matching private sector grants. As of March 2006, the Vancouver Foundation has provided more than \$5 million in funding to B.C. arts organizations through that fund. In addition, the province increased the BC Arts Council program budget by \$3 million to almost \$14 million, which provided more than 900 awards to B.C. arts groups. A further \$592,000 in awards was distributed through the Olympic Arts Fund.

Film Continues to Grow

This year film and television production in B.C. increased more than 50 per cent from 2004, with more than 200 productions being completed in B.C. including 63 major feature films. B.C. is North America's third-largest service film production centre after Los Angeles and New York, with production contributing about \$1.2 billion to our provincial economy.

In 2005/06, the province provided \$200,000 through the BC Film Commission to regional film commissions across the province, and continues to support production activity through its regional tax incentive, aimed at stimulating production in areas of the province outside the Lower Mainland. This year the film tax was extended until 2008, to help ensure B.C.'s film industry remains strong and competitive with other jurisdictions.

Sport

Major Sport Event Hosting

Sport hosting plays a vital role as the province prepares for 2010. Not only does sport hosting showcase all that B.C. has to offer to the world, but it also creates legacies in tourism, volunteerism and sport development that benefit all British Columbians.

In 2005, B.C. hosted 23 national and international sport events, which generated millions of dollars for the host communities and the province. To name only a few examples, the Grey Cup generated an estimated \$35 million for the Vancouver economy, the World Cup Nordic Championships at Sovereign Lake generated an estimated \$6.5 million for the Vernon area, and the World Curling Championships is estimated to have generated more than \$20 million for Victoria.

In 2005/06, the ministry launched an innovative new promotional tool to encourage and attract sport events to the province. The *BC Sport Event Hosting and Resort Guide* is a new online tool (available at <http://www.hostingbc.ca>) that catalogues B.C.'s sport facilities and resorts. It provides extensive information about the capacities and features of facilities, resorts and communities, as well as key contacts for each. Response from international sport decision-makers has been overwhelmingly positive.

Supporting Amateur Sport

British Columbia has a long-standing tradition of sport excellence and is a national leader in physical activity. To help meet government's goal of being the most physically active jurisdiction in the world, the ministry allotted a total of \$13.2 million in 2005/06 to support sport, recreation and volunteers. The ministry has also been exploring innovative new partnerships to make more resources available to our amateur sport system.

Through Sport BC, Pacific Sport and other province-wide sport organizations, funds are being dramatically expanded for KidSport, sport travel assistance programs, support for coaches and coaching, and other supports to give our most competitive young athletes a winning edge.

Purpose, Vision, Mission and Values

Purpose

The purpose of the ministry is to foster job creation, business development, dynamic communities and healthy, active citizens by bringing new leadership and focus to the tourism, sport and arts sectors. The ministry is developing a plan for doubling tourism revenues which will enhance benefits to all regions in the province through a combination of strategies to improve competitiveness, enhance infrastructure and expand marketing. The ministry also works to foster a creative economy by identifying new opportunities and supporting sustainable growth and investment in the culture, sport and volunteer sectors.

Vision, Mission and Values

Vision

A province where citizens embrace participation, and celebrate and maximize the social and economic benefits from tourism, sport and the arts.

Mission

To build strong partnerships that will foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest.

Values

The ministry's values are integrated into its day-to-day program and service delivery and are essential to successful achievement of its goals and objectives. They are:

Collaboration: promoting team work, and building relationships and partnerships of mutual trust and confidence. The ministry has many partners and stakeholders and is committed to building strong relationships, recognizing that achievement of its goals and objectives takes the effort and contribution of many. For example, the ministry was one of the partners that worked in cooperation with the Aboriginal Tourism Association of BC to develop the Aboriginal Cultural Tourism Blueprint Strategy. This achievement would not have been possible without mutual trust and confidence.

Integrity: communicating and behaving in ways that show respect, honesty and high ethical standards. The ministry's reputation and its relationships with clients and stakeholders depend on the professionalism and integrity of its staff. Its respect for stakeholders and partners is demonstrated through its inclusive approach to carrying out its work. For example, during the reporting period the ministry prepared to hold a Cultural Summit to bring together leaders in B.C.'s arts and cultural community to discuss the sector's future. This process of engagement demonstrated respect for those

who work in the sector, and led to a successful summit, held shortly after the reporting period (in April 2006).

A Focus on Clients: providing high levels of service and responsiveness to ministry clients in a timely and effective manner. The ministry strives to understand and respond to its clients' needs, and to provide a consistent, coordinated one-window approach to service delivery. This commitment is reflected in a number of the ministry's performance measures. It is also reflected in the ministry's work in 2005/06, which included expanding the scope of the All Seasons Resorts Office in Kamloops and partnering with FrontCounter BC to facilitate adventure tourism. Both initiatives respond to client needs by making it easier for applicants to navigate approval processes.

Transparency and Accountability: providing effective and efficient delivery of services and implementing sound results-driven financial management. The ministry is committed to communicating openly with its stakeholders and the public on its use of public resources, and on whether it is achieving its intended results. The ministry uses service agreements and contracts to identify clear deliverables and outcomes to ensure that services provided by third parties are delivered effectively and efficiently.

Innovation and Creativity: building a dynamic and innovative organization which encourages creativity and imagination. The ministry strives to be an organization where individual learning is continuous, knowledge is shared, and innovation and creativity are supported. The ministry's Human Resource Management Plan demonstrates its commitment to becoming a learning organization and outlines a development plan for staff.

Strategic Context

The Ministry of Tourism, Sport and the Arts was formed in June 2005 and work has been ongoing since its inception to consolidate its working teams and structures. Although the ministry is newly established, it has developed a unifying vision for its diverse areas of business.

Tourism and Resort Development

British Columbia's real GDP grew by a solid 3.5 per cent in 2005, slightly faster than the 3.4 per cent growth rate forecast in the *September Budget Update*. Strong consumer spending and investment helped make B.C.'s growth the second fastest in the country, behind Alberta's 4.5 per cent expansion. B.C.'s economic growth was accompanied by a marked drop in the unemployment rate and strong labour income growth, supporting consumer spending and residential construction growth. Visits to the province were up and Tourism BC estimates that \$9.78 billion in tourism revenue was generated in B.C. in 2005 as compared to \$9.47 billion in 2004.

The largest contributor to these revenues was domestic tourism (57 per cent), composed primarily of contributions from B.C. residents, followed by those from the Prairies and Northern Canada, and finally those from Eastern Canada. The second most important contributor to provincial tourism markets was the U.S., primarily California and Washington, estimated to deliver 24 per cent. Overseas visitors contributed the remaining 19 per cent.

Overseas tourists, particularly from the Asia-Pacific, represent an under-tapped tourist market, as well as a trade and commerce market. Canada has secured an agreement in principle with China to acquire Approved Destination Status, which allows countries to receive Chinese tourist groups through outbound travel agents. This represents a potentially significant new tourism market, with an estimated potential of 500,000 visitors to Vancouver alone by 2015.

Prior to the reporting period, the United States Department of Homeland Security released plans requiring passports or acceptable alternative documents for anyone entering the United States after 2007, including its own citizens. The ministry has been actively working with the federal government, a number of other provinces and several U.S. states to address this issue. It has potential implications to adversely affect tourism from the U.S. to Canada as well as implications for trade and commerce.

Regardless of the final decision regarding U.S. border security, our challenge is to provide an experience that will encourage tourists from around the world to come here. The ministry continues to work with partners and stakeholders on both sides of the border to best address how to mitigate the impact this new requirement may have on B.C.'s tourism industry.

The continuing rise of the Canadian dollar, with the U.S./Canada exchange rate averaging 86 per cent over the September 2005 – March 2006 reporting period, may also discourage tourism from the U.S.

Unexpected events, such as natural disasters, epidemics and major transport incidents, also bring uncertainty for tourism. For example, the sinking of the Queen of the North poses challenges to tourism.

B.C. is a rich and diverse province, with many natural and cultural resources that can enhance tourism and resort development. The potential economic benefits for investors and communities are substantial, particularly in rural areas. Resort development faces challenges such as conflicts over land use, environmental concerns, First Nations issues, and competition for natural resource access.

Many First Nations are interested in tourism and resort development but may need to enhance their capacity — resources, capital or experience — to move forward. To identify and facilitate tourism and resort development opportunities, the ministry has established an Aboriginal Tourism and Resort Development Manager to support First Nations to network with resort developers, investors and other key provincial and federal agencies such as Partnerships BC.

The 2010 Olympic and Paralympic Winter Games

Canada hosted the Olympic Games in 1976 and the Winter Olympic Games in 1988 but remains to be the only host country never to win a gold medal. The ministry has been involved in collaborative efforts to better understand and improve sport excellence in order to increase Canada's likelihood of winning its greatest number of medals in 2010 and placing among the top three medal winners at the 2010 Olympic and Paralympic Winter Games.

B.C.'s successful bid to host the 2010 Games has already delivered benefits to the sport sector, including more than \$35 million in one-time funding for the sport system as well as the development of the SportsFunder lottery, which supports amateur sport and physical activity. These new resources raise expectations of athletic excellence and will require sustainability strategies to ensure continued success after 2010.

The 2005 Olympic Winter Games, held in Turin, Italy, provided the opportunity to profile B.C. The province hosted international officials and media at special events at BC/Canada Place to promote B.C. and set the stage for the 2010 Games.

Sport and Physical Activity

Sport and physical activity are significant economic drivers. Sporting events also have major spin-off benefits. For example, the economic impact of the recent World Curling Championships in Victoria is estimated at \$20 million. Economic impact projections for the 2008 North American Indigenous Games in the Cowichan Valley exceed \$20 million, while the World Police and Fire Games set for 2009 in Burnaby should generate more than \$60 million in economic activity. Sport and physical activity also represent the second largest area of volunteer participation in Canada, accounting for 11 per cent of B.C.'s total volunteer corps.

British Columbia is Canada's most active province, but almost two million citizens are not active enough to derive health benefits from their participation in physical activity. Sport is a vehicle to increase active participation and promote health and well-being. The provincial government has set a target to increase the proportion of B.C.'s population that is physically active by 20 per cent by 2010. This is especially important given provincial changing demographics, the significantly higher health care costs associated with an inactive, aging population, and current trends in childhood obesity.

The ministry's relationship with the provincial sports sector is strong and positive, with a shared vision. As a result, B.C. is generally acknowledged across the country as a sport and physical activity innovator and leader with programs like ActionSchools!BC, Active Communities, SportSafe and SportWeb leading the way.

The ministry will continue to seek partnerships to bring more resources to sport and recreation in B.C. to sustain the success of the current system and physical activity rate, as well as providing support and direct interventions to make British Columbians more active.

Volunteers

B.C. has 20,000 not-for-profit or voluntary organizations, making up 13 per cent of the 161,000 across Canada. These organizations collectively produce \$11 billion dollars in annual revenues. If B.C.'s 1.5 million volunteers were paid minimum wage for the 114 million hours they contribute annually, it would cost nearly \$1 billion per year.¹ These data underline the need for government to build strong relationships with volunteer organizations, and to foster continued capacity in the volunteer sector. The ministry's efforts with regard to programming for volunteers were still under development over the reporting period.

Arts and Culture

Arts and cultural activities in British Columbia are significant contributors to the province's economic prosperity. Economic output in 2001 exceeded \$4.2 billion, an increase of 24 per cent over 1996.² More than 78,000 British Columbians were employed in the cultural sector in 2001, and cultural tourism is projected to increase at an annual rate of 15 per cent through 2010.

Arts and culture are central to the development of a competitive, creative, knowledge-based economy. The diversity of the province's population provides an opportunity for unique and distinctive cultural expression, reflecting the influences that have shaped British Columbia.

Motion Picture Industry

B.C.'s motion picture production industry had a prosperous year in 2005 and the province was successful in attracting \$1 billion in foreign production. However, the increasing value of the Canadian dollar and growing competition from other jurisdictions, combined with the highly mobile and cost-sensitive nature of the industry, could affect B.C.'s future

¹ 2003 National Survey of Non-profit and Voluntary Organizations, in British Columbia.

² Statistics Canada: Economic Contributions of the Cultural Sector – A Provincial Perspective, 2004.

competitiveness and market share. To remain competitive, B.C. must continue to offer excellence, both in terms of quality and cost, and provide producers with access to the best crews, locations, tax incentives, equipment and infrastructure in the world.

The future success of the motion picture sector, an important contributor to B.C.'s economy, will be shaped by the industry's ability to work collaboratively, offer exceptional value and develop innovative strategies that are flexible enough to respond to a rapidly changing global marketplace.

BC 2008

In 2008, B.C. communities will be united in celebrating B.C.'s 150th anniversary as a Crown Colony. This is a tremendous opportunity to raise awareness about our shared heritage, cultivate a sense of pride and reveal our unique history to British Columbians and visitors. The ministry will be leading the way in engaging other ministries and Crown agencies, local communities, the federal government, non-profit organizations, First Nations and the private sector in supporting this milestone as a unique opportunity to showcase the heritage, arts and culture of the province.

Heritage

Government's role in heritage has shifted from direct provincial ownership and management of heritage sites to long-term operating agreements with third parties and ownership by communities. There are challenges regarding operational sustainability and stewardship of heritage resources. The ministry strives to address these issues by providing better opportunities for heritage stewardship training and networking for site managers, and funding to address high priority capital maintenance issues at several properties. The ministry also worked to build heritage management capacity at the local level. The ministry made use of the Historic Places Initiative funding (a Federal-Provincial contribution agreement) to provide training opportunities and other community project opportunities that advance both federal and provincial heritage goals. Finally, the ministry continued work to position heritage conservation in the context of broader policy goals related to community sustainability and revitalization, by providing heritage-related content to the upcoming World Planners Congress held in Vancouver, June 7–20, 2006.

Archaeology

B.C. has one of the most diverse and complex archaeological histories in Canada, dating back over 12,000 years. The *Heritage Conservation Act* encourages conservation and public appreciation of this valuable legacy.

The ministry works to ensure resource managers, land managing agencies, developers and property owners have adequate archaeological information and advice to prevent destruction of sites. The ministry is also increasing its interaction with local governments to encourage their participation in advising their constituents about the need to take archaeological sites into account in their development activities. This enhanced emphasis on educating other governments, agencies and the public will increase the protection afforded to these sites.

The archaeological permitting process, in conjunction with archaeological site information, allows forestry, mining and land development to proceed while protecting a valuable provincial resource. There has been a steady increase in permits issued each year. While this increase can be viewed as indicative of sites being protected, this growth increases demand on resources. That can result in delays in issuance and a resulting delay in economic activity. The ministry worked to mitigate this risk by streamlining the permitting process and providing ongoing advisory sessions with external consultants to reduce errors, and therefore delays in processing, and to develop mechanisms to expedite permitting.

Internal Factors

As a newly created ministry, staffing in 2005/06 was significantly below the optimal levels required for effective program and service delivery. Addressing this will be a priority in the coming year.

Linkage to the Five Great Goals

The Government's five great goals for a golden decade are:

1. Make British Columbia the best educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

Great Goal 5: Create more jobs per capita than anywhere else in Canada.

The ministry plays an instrumental role in creating jobs and economic prosperity by working with partners to maximize opportunities and benefits related to hosting visitors, athletes, media and others leading up to, and during, the 2010 Olympic and Paralympic Winter Games. The ministry is also working with key partners to develop and implement a long-term, sustainable plan for growth in the tourism industry and to double tourism revenues by 2015. Specific activities include ongoing implementation of the BC Resort Strategy, which will promote new resort investments, and the development of a cross ministry Charter for Tourism Growth. This will strengthen government partnerships in support of tourism and facilitate the development and expansion of resorts, adventure tourism, outdoor recreation and the rest of the B.C. tourism sector.

The ministry is working to enhance the creative economy by investing in culture, sport and heritage infrastructure and improving integration with a broader tourism strategy. It will work with Aboriginal communities to support the Aboriginal Cultural Tourism Blueprint Strategy for B.C. Participants in this strategy include the Ministry of Aboriginal Relations and Reconciliation, the Ministry of Economic Development, the Aboriginal Tourism Association of BC, Tourism BC and other stakeholders.

Great Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.

The ministry supports this Great Goal through its integrated management of nature-based recreation and tourism, including heli-skiing, mountain biking, wildlife viewing, resorts and lodges. The ministry also fosters a shared commitment to the stewardship of British Columbia's heritage and archaeological sites through education, local capacity development, work with First Nations, regulation, and provision of accessible information via the Provincial Heritage Register. Encouraging preservation and revitalization of older buildings and districts also supports efforts to ensure sustainability.

Great Goal 2: Lead the way in North America in healthy living and physical fitness.

The ministry supports this Great Goal by facilitating British Columbians' access to and participation in sport, recreation, arts and cultural activities. The ministry works in partnership with many other bodies to promote basic physical skills such as running, jumping and balance that contribute to life-long wellness. For example, the ministry encourages active living and physical fitness by working with the Ministry of Health on programs such as ActNow BC, as well as with the private sector and other levels of government. The ministry also manages a system of recreation sites and trails across the province, supporting outdoor activity for British Columbians as well as visitors.

Great Goal 1: Make British Columbia the best-educated, most literate jurisdiction on the continent.

The ministry supports this Great Goal in several ways. First, it encourages involvement in the arts, which has been shown to improve intellectual capacity, learning outcomes and creative thinking. All are important factors in developing the educated citizenry essential to a knowledge-based society. Second, it encourages involvement in sport and fitness activities, which support physical literacy and generate long-term health and social benefits. Third, it works to preserve and promote heritage, cultural and archaeological sites, historical commemorations and celebrations, providing valuable learning opportunities for young and old alike.

Great Goal 3: Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.

The ministry's investment initiatives such as Aboriginal Youth FIRST, Sport Participation Program and BC Seniors and BC Disability Games support access to programs for populations traditionally under-represented in sport and recreation. Its support for the province's volunteer network will also help to foster strong systems of support.

Cross Ministry Initiatives

The ministry contributes to a number of important cross ministry initiatives:

A New Relationship with First Nations

The ministry, in conjunction with other agencies, has a primary and influential role in funding programs and services that support stronger relationships with, and enhance the well-being of, Aboriginal people. This involves working closely with the Ministry of Aboriginal Relations and Reconciliation. Specific initiatives include:

- preparing for the North American Indigenous Games in British Columbia to showcase Aboriginal excellence in sport;
- investing in Aboriginal youth through the Aboriginal Youth FIRST program, teaching leadership and job skills, self-esteem and healthy life choices;
- leading the delivery of cultural programs and policies that will assist First Nations to reclaim and revitalize their arts and cultural heritage;
- ensuring the culture, heritage and history of First Nations are part of BC 2008 celebrations;
- facilitating partnerships to support the implementation of an integrated Aboriginal Cultural Tourism Blueprint Strategy with the Ministry of Aboriginal Relations and Reconciliation, the Ministry of Economic Development, the Aboriginal Tourism Association of BC, Tourism BC and other stakeholders;
- exploring the feasibility of establishing a National Aboriginal Gallery;
- supporting economic development opportunities for First Nations by facilitating access to Crown land and encouraging joint business ventures with tourism and resort developers and investors;
- supporting tourism sector initiatives such as the Wei-Wai-Kum Cruise Ship Terminal, which is being developed by the Campbell River Indian Band; and
- meeting government's commitment to new relationships with First Nations through meaningful and respectful consultations regarding tourism and resort developments on Crown land.

Mountain Pine Beetle

The ministry assists communities affected by mountain pine beetle infestation to make the transition to a more diverse, creative economic base through enhanced arts, cultural, heritage, sport and tourism opportunities, in collaboration with the Ministry of Economic Development and other partners. The ministry also works in collaboration with the Ministry of Forests and Range both to remove hazards to trees in forest recreation sites, and to reforest those sites impacted by mountain pine beetle.

ActNow BC

ActNow BC combines cross-government and community-based approaches to address common chronic disease risk factors, through programs and initiatives that support healthier

eating, physical activity, tobacco reduction and healthy pregnancies. As a partner, the ministry funds programs and services to increase levels of physical activity through:

- the Active Communities program, which will support opportunities for people to be active in their communities;
- the Aboriginal Sport Excellence and Aboriginal Youth FIRST programs, which teach sport, recreation and nutrition skills to Aboriginal youth in Vancouver's Downtown Eastside and rural areas;
- a sport participation bilateral agreement with the federal government, which provides targeted funding to increase participation in sport for children, youth, seniors and disabled persons; and
- the SportSafe program, which is designed to create a safer environment for sport and recreation participation.

2010 Olympic and Paralympic Winter Games

The ministry is supporting the 2010 Olympic and Paralympic Winter Games in a variety of ways, including enhancing B.C.'s sport system, developing and implementing tourism strategies, and showcasing B.C.'s arts, culture and heritage to the world. These initiatives will not only contribute to the success of the Games but will also have broader, longer-term benefits. The ministry works with partners to deliver programs and services that enhance sport and recreation systems, tourism strategies, and sustainable arts and culture initiatives. These include:

- developing and implementing Hosting the World tourism initiatives;
- developing and implementing a provincial Sport and Physical Recreation Strategy; and
- working with industry and government to develop a long-term, sustainable plan for industry to double tourism by 2015, and leveraging opportunities related to the 2010 Games.

Service Delivery and Core Business Areas

Core Business Areas Overview

The Ministry of Tourism, Sport and the Arts was created in June 2005, bringing together several program areas essential to the health of our economy and communities: tourism and resort development; sport, recreation and volunteers; arts, culture and heritage; and the BC Film Commission. The ministry is responsible for seven Crown corporations and agencies that are directly accountable to the Minister, and for a broad range of legislation (see Appendices 1 and 2).

Core Business Area: Arts, Culture and Heritage

The Arts, Culture and Heritage division is responsible for cultural and heritage policy and programs; for the administration and delivery of government programs under the *Arts Council Act* and the *Heritage Conservation Act*; and for the administration of the Olympic Arts Fund Special Account. This core business area supports the development of a sustainable arts and cultural sector and a creative economy. It also works to build awareness and implement policies to facilitate the protection, conservation and rehabilitation of heritage sites, including pre- and post-European contact sites, for the benefit of present and future generations. This division managed expenditures of \$28.3 million through the efforts of 36 full time equivalents (FTEs) in staff.

This core business area also supports the British Columbia Arts Council which provides opportunities for British Columbians to participate in the arts by supporting arts and cultural organizations and artists throughout the province.

Core Business Area: Sport, Recreation and Volunteers

The Sport, Recreation and Volunteers division supports the development of a sustainable recreation and sport system, which includes many partners including 2010 Legacies Now, Sport BC, BC Recreation and Parks Association, PacificSport and other provincial and multi-sport and recreation agencies. It does this by facilitating quality opportunities to increase physical activity, participation and excellence in sport; developing public policy; providing funding to recreation and sport organizations; and working with local organizing and bid committees to promote British Columbia as a domestic and international event host. This core business area managed expenditures of \$14.5 million through the efforts of seven FTEs.

The ministry also provides funding for the BC Games Society which is responsible for support to the BC Family of Games, thus enabling the development of athletes, coaches, officials and volunteers in preparation for larger scale competitions and events. The BC Family of Games includes the BC Summer and BC Winter Games, the Northern BC Winter Games, the BC Disabilities Games and the BC Seniors Games.

The ministry is also responsible for coordinating government's involvement with organizations representing the voluntary sector and works in partnership with government and non-government organizations to develop, recognize, and build lasting capacity in this valuable labour force. This responsibility area was not yet staffed during the reporting period.

Core Business Area: Tourism and Resort Development

This division leads the implementation of the provincial plan and policies for sustainable development of tourism by: developing and implementing strategies to promote British Columbia and achieve significant increases in tourism; advancing product and sector development; issuing Crown land tenures for adventure tourism businesses and all seasons resorts; supporting major development agreements; managing the provincial system of forest recreation sites and trails; working with industry, not-for-profits and other levels of government to enhance the business climate for tourism growth; and undertaking market and trend research. Tourism and Resort Development managed expenditures of \$7.7 million through the efforts of 44 FTEs.

Core Business Area: British Columbia Film Commission

The BC Film Commission supports the promotion of British Columbia's locations and infrastructure for use by the world's film, television and commercial production industries. It also offers production and post-production support for film-making. The commission managed expenditures of \$1.3 million through the efforts of nine FTEs.

Core Business Area: Transfers to Crown Corporations and Agencies

In 2005/06, the ministry provided \$131.3 million in transfers to five crown corporations and agencies:

- **Tourism BC** works to promote development and growth in the tourism industry, to increase revenues and employment throughout British Columbia, and to increase economic benefits for all British Columbians.
- **Royal BC Museum** is a Crown corporation, responsible for the protection and exhibition of provincial collections, including specimens, artifacts, archival records and other materials that illustrate the natural and human history of British Columbia.
- **BC Pavilion Corporation** generates economic and community benefits through the prudent management of public facilities.
- **Vancouver Convention Centre Expansion Project** is funded through the ministry. A larger Vancouver Convention and Exhibition Centre will be an important asset before, during and after the 2010 Olympic and Paralympic Winter Games.
- **Provincial Capital Commission** assumes primary stewardship for assets of historical and cultural significance within the Capital Region and delivers programs to connect and celebrate the capital with every British Columbian.

Core Business Area: Executive and Support Services

This core business area managed expenditures of \$2.1 million through the efforts of eight FTEs. It provides for the offices of the Minister and the Deputy Minister. The Ministry of Community Services provides shared management services to the Ministry of Tourism, Sport and the Arts.

Service Delivery

The ministry works with a diverse set of partners and stakeholders, including other ministries, other orders of government, the private sector and not-for-profit organizations to deliver programs and services and develop policies that foster sustainable tourism, sport and arts sectors, and creative vibrant communities where people want to live, visit and invest.

Arts, Culture and Heritage

The ministry provides secretariat support to the BC Arts Council, an independent board accountable to the Minister of Tourism, Sport and the Arts. The Council delivers grant and funding programs that support the arts and cultural sector to realize its social and economic potential. The council is held accountable through performance measures and targets identified in its service plan.

The ministry also works in partnership with other orders of government, the heritage community and the private sector to encourage and facilitate the protection and conservation of heritage in British Columbia. It has forged strong partnerships with heritage counterparts in federal and local governments, and continues to develop community heritage capacity through a variety of collaborative initiatives. The ministry supports the operation and management of 13 heritage properties in the province through service partners which include not-for-profit organizations, local governments and site managers. These partners are held accountable through performance objectives and targets established in contract and site management agreements.

BC Film Commission

The BC Film Commission works in cooperation with local and regional-based film offices to facilitate access to locations and facilities throughout the province. It partners with industry stakeholders and local communities to maintain B.C.'s international reputation as a film-friendly and cost-effective centre of production. The ministry supports regional film and television activity by providing program funding to eight regional film commissions throughout the province. These commissions are held accountable through criteria and deliverables identified in contribution agreements with the ministry. Other key partners include BC Film, local and international production companies, local labour unions, film studios, post production facilities, service suppliers, industry associations, municipalities, other ministries and government agencies, and the general public.

Tourism and Resort Development

The ministry works closely with key partners and industry associations to guide, support and encourage the sustainable economic development of the tourism sector. It works with stakeholders such as the Council of Tourism Associations (COTA), the Wilderness Tourism Association, the Aboriginal Tourism Association of BC, Cruise BC and Conventions BC to resolve issues, coordinate investments and build strong relationships across the tourism sector. These efforts support diversification and growth in all regions of the province.

The ministry has established a service agreement with Front Counter BC to facilitate the delivery of its adventure tourism program. While the ministry continues to make statutory decisions regarding tourism and recreation land use, Front Counter BC guides clients through required authorizations, helps them complete application packages, tracks the status of applications filed and liaises between ministries, agencies and orders of government. It also interprets land information, maps and management plans; begins referral processes with First Nations; and helps identify and market economic development opportunities.

The management and maintenance of forest recreation sites and trails is accomplished through partnership agreements and service contracts with First Nations, local governments, community organizations and contractors. Partners and contractors are held accountable through the terms of their agreements and contracts. The ministry also conducts routine inspections to ensure compliance.

Sport, Recreation and Volunteers

The ministry works to achieve excellence in sport and increase physical activity by building on partnerships with other ministries, orders of government, not-for-profit organizations and the private sector. Key partners in this area include: Sport Canada to support a sport participation program and an Aboriginal Sport Excellence program; and the BC Lottery Corporation and the Ministry of Public Safety and Solicitor General to deliver SportsFunder, a new lottery program to support amateur sport and physical activity. The ministry also provides funding to 2010 Legacies Now which administers funding to provincial and multi-sport organizations to provide programs and services to athletes, coaches, participants, volunteers and others involved in sport and physical activity. 2010 Legacies Now is administered through contracts with specified deliverables.

Report on Performance

Performance Plan Summary Table

Synopsis of Ministry Performance Measure Results

Five Great Goals	Ministry Mission To build strong partnerships to foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest			
	Ministry Goals	Ministry Objectives	Performance Measures	Results
<p>Great Goal 5: Create more jobs per capita than anywhere else in Canada.</p> <p>Great Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.</p> <p>Great Goal 2: Lead the way in North America in healthy living and physical fitness.</p>	<p>1. A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and world class resort facilities.</p>	<ul style="list-style-type: none"> A competitive, sustainable tourism sector that supports a strong diverse economy and job creation across all regions of the province. 	Vision for sustainable tourism	△
			Completion of a Tourism Charter	✘
		<ul style="list-style-type: none"> B.C.'s natural resources support sustainable economic development of commercial and non-commercial nature-based recreation. 	All Season Resorts revenues to government	△
			Commercial Recreation revenues to government	✓✓
			Approvals of resort development agreements: <ul style="list-style-type: none"> Master Development Agreements Other Resort Development Agreements 	✘ ✓✓
			Percentage of commercial recreation land tenures processed within 140 days	△
Percentage of surveyed customers who are satisfied with All Seasons Resorts and Commercial Recreation services	△			

✓✓ Exceeded target. (≥ 106%)
 ✓ Achieved target. (95–105%)
 △ Target mostly achieved. (85–94%)
 ✘ Missed target. (≤ 84%)
 N/A — Not Applicable. No data available

Five Great Goals	Ministry Mission To build strong partnerships to foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest				
	Ministry Goals	Ministry Objectives	Performance Measures	Results	
<p>Great Goal 5: Create more jobs per capita than anywhere else in Canada.</p> <p>Great Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.</p> <p>Great Goal 2: Lead the way in North America in healthy living and physical fitness.</p>	<p>2. British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.</p>	<ul style="list-style-type: none"> British Columbian's participation levels increase as they embrace sport and physical activity as a way of life. 	B.C. adults' physical activity level	N/A	
		<ul style="list-style-type: none"> Provincial athletes are supported in their pursuit of excellence and achieve sustained personal-best results in national and international competition. 	Team BC placement in Canada Summer and Winter games	✓	
		<ul style="list-style-type: none"> The province attracts world-class sport events enriching sport-tourism opportunities and accruing lasting benefits from major events such as the 2010 Olympic and Paralympic Winter Games. 	Proportion of nationally-carded athletes training in the province	✓	
			The economic impact of hosting major sport events in the province exceeds the provincial investment	✓✓	
		<p>3. A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.</p>	<ul style="list-style-type: none"> British Columbia's arts and film industries capture a strong share of the global marketplace. 	New measure developed for client satisfaction with film production services offered in B.C.	✗
				Film production investment in B.C. relative to market capacity	✗
	<ul style="list-style-type: none"> A vital and sustainable artistic and cultural sector that contributes to the quality of life and economic development of B.C. 		Olympic Arts Fund strategy completed	✓	
	<ul style="list-style-type: none"> Effective stewardship of British Columbia's heritage properties brings economic benefits and a sense of pride and identity to communities. 		Number of historic places entered in the Canadian Register of Historic Places	✗	
			Percentage of community-based heritage properties meeting or exceeding standards	✗	
	<ul style="list-style-type: none"> B.C.'s archaeological resources are protected and preserved, while also accommodating economic development. 		Number of land use projects proceeding under permit	✓	

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

Goals, Objectives, Strategies and Performance Measures

Ministry Goal 1: A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and world class resort facilities.

A successful tourism sector enhances economic investment and growth — locally, regionally and provincially. Planning for sustainable tourism is vital to maintaining British Columbia's competitive position in the global market. This means increasing the number of tourism businesses in British Columbia and the number of people employed in those businesses; enhancing opportunities for high-yield tourism destinations such as all seasons resorts, the cruise industry, meetings and conventions; and identifying and developing emerging growth products that draw tourists to every region of the province.

In 2005/06, the ministry carried out activities directed at encouraging tourism investment and economic development through timely and effective marketing partnerships, tourism business development and effective regulatory processes. It provided leadership and advocacy to stimulate strategic planning and investments in the sector; to encourage optimal use of Crown lands to support resort development and commercial recreation; and to increase opportunities to attract high-yield tourism and promote long-term sustainability of the sector.

This goal supports the government's Great Goal 5 of creating the most jobs per capita in Canada. It does this by working with partners to support long term sustainable growth in the tourism industry and to create an environment that makes it easier for the business development and expansion of resorts, adventure tourism, and outdoor recreation.

Core Business Area: Tourism and Resort Development.

Objective 1: A competitive, sustainable tourism sector that supports a strong diverse economy and job creation across all regions of the province.

This objective focuses on increasing the number of tourism businesses in British Columbia and the number of people employed in those businesses, as well as enhancing opportunities for high-yield tourism. The ministry focused on growing specific tourism sectors, such as all seasons resorts, conventions and meetings, and the cruise ship industry.

This objective is also supported by the work of Tourism BC, which implements initiatives to market and promote the province in order to increase tourism activities and investment.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies

- **Implementing industry development initiatives, such as Cruise BC and Conventions BC.** Developing B.C.'s tremendous untapped potential as a world-class cruise, convention and tourism destination supports all regions to experience the economic benefits of a competitive sustainable tourism sector. The ministry does this work in partnership with Tourism BC, Cruise BC, Conventions BC and other industry associations.
- **Working with the Aboriginal Tourism Association of BC on developing and implementing an Aboriginal Tourism Strategy.** A successful Aboriginal cultural tourism industry helps to strengthen and preserve the cultural identity of Aboriginal people and communities throughout British Columbia, while creating new employment and economic development opportunities.
- **Advancing partnerships with local and federal governments and industry to enhance tourism opportunities.** These partnerships help drive sustainable tourism growth by strengthening planning, coordination and cooperation, and by providing opportunities for cost sharing.
- **Developing the *Hosting the World* Program to enhance and broaden the impact of hosting the 2010 Olympic and Paralympic Winter Games in the tourism sector.** This strategy focuses on the visitor experience before, during and after 2010 to ensure that domestic and international tourists enjoy British Columbia's diverse range of experiences, supporting new investment and repeat visits.
- **Implementing strategies to promote British Columbia in areas such as tourism revenues, all seasons resorts development, convention centers and cruise ship passenger traffic.** As demographics and tourism interests change, product development in the province requires continuous monitoring and adaptation to reflect visitor demands and to encourage growth in these and other areas of high-yield tourism.

Progress on achieving the objective and strategies includes:

- To enhance opportunities for high-yield tourism, the ministry provided funding to Cruise BC to support its three-year plan, and to Conventions BC to complete the research, economic modeling and best practices studies of Phase 2 of the Conventions BC Project.
- The ministry worked with, and provided funding to the Aboriginal Tourism Association of British Columbia to develop the Aboriginal Cultural Tourism Blueprint Strategy, released in December 2005, and a three-year implementation plan.
- Through various partnership arrangements such as fund-matching and cost-shared initiatives, the ministry was able to enhance tourism opportunities through the distribution of \$25 million to local communities through the Union of BC Municipalities, and supporting the 2010 Legacies Now for Sport Community Tourism Workshops and the Sport Tourism Events Marketplace.
- The ministry began working to include the tourism charter as part of the Roadmap to 2015: Growing BC Tourism action plan. The plan supports the government goal of doubling tourism revenues.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Vision for sustainable tourism	n/a	n/a	n/a	Consult with 50+ stakeholders; Hold a summit; Hold 3 key workshops	More than 50 stakeholders were consulted; 3 key workshops were held; Summit was not held	Target mostly met
Selection Rationale						
<p>This measure reflects the value of engaging a broad range of perspectives in working towards a sustainable future for tourism in the province, and building on the actions already undertaken by industry and government.</p> <p>The target chosen reflected the need to include a broad representation of stakeholders to better understand their views on creating a sustainable future for B.C. tourism.</p>						
Variance Explanation						
<p>Two out of three of the targets were met. More than 50 stakeholders were consulted and 3 key workshops were also held to support preliminary development of a vision for sustainability and growth in the tourism sector. The Tourism Summit was not held at this point in time, as a result of new direction to engage in a broader and longer term cross-government strategy which will be supported by a full consultation plan.</p>						
Data Sources and Issues						
Internal data.						
Changes to the Measure						
<p>This measure has not been included in the 2006/07–2008/09 Service Plan because it was an output for the 2005/06 year, and because the ministry has reduced its overall set of measures. See Appendix 3 for more information on changes to the performance measures in the 2006/07–2008/09 Service Plan.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Completion of a Tourism Charter	n/a	n/a	n/a	Establish charter; monitor structure	Charter is in the process of being developed	Target not met
Selection Rationale						
<p>The charter is a cross-ministry agreement that will establish a common commitment to tourism as a provincial economic and cultural priority, and facilitate coordination of government activities in the tourism sector.</p> <p>Many different ministries have an effect on tourism through their policies, programs and actions (e.g., ministries of transportation, economic development, forests and finance). There is a need to better coordinate government activities to remove impediments to growth.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Variance Explanation						
A great deal of progress has been made; completion of the charter will be included as part of the revised government strategy for tourism.						
Data Sources and Issues						
n/a						
Changes to the Measure						
Although the Tourism Charter is in progress this measure has been replaced in the 2006/07 – 2008/09 Service Plan, with an outcome-focused measure appropriate for use over consecutive years. See Appendix 3 for more information on changes to the performance measures in the 2006/07 – 2008/09 Service Plan.						

Objective 2: B.C.'s natural resources support sustainable economic development of commercial and non-commercial nature-based recreation.

The ministry identifies and responds to significant land-based business opportunities and works closely with other ministries, agencies, local governments, First Nations, resort operators and new investors to facilitate the expansion of the B.C. tourism and resort sectors. It does this by providing timely and continued access through tenure and sales, and by promoting responsible and sustainable economic development. B.C.'s 700-plus resorts and lodges employ 26,000 people and contribute an estimated \$178 million per year to federal, provincial and local revenues. With the 2010 Olympic and Paralympic Winter Games on the horizon, investment interest in this sector has never been higher, both in terms of new resort development and major expansions of existing resorts.

The ministry works to ensure sufficient and accessible land inventory and works with its partners to improve the responsiveness of decision-making processes related to land investment activities. Over 950,000 visitors annually spend \$1 billion on commercial recreation or nature-based tourism in B.C. Activities such as river rafting, fishing, boating, heli-skiing, hiking and all terrain vehicle (ATV) tours are offered by 1,200 commercial recreation companies whose tenures provide access to over 13 million hectares of Crown land and foreshore. Complementing this, some 1,200 non-commercial recreation sites and 700 trails are managed by the ministry through partnership agreements and service contracts.

Strategies:

Key strategies to support All Seasons Resorts include:

- **Providing consistency and a coordinated, one-window approach to service delivery.** A one-window approach to service delivery for both resort development and adventure tourism administration provides services that are more accessible, easier to deal with and more responsive to clients' needs.

- **Promoting new resort development and major expansions of existing resorts.** This leads to increased tourism spending, economic investment and job creation in the province.
- **Administering existing Master Development Agreements (MDAs) and working closely with resort operators to achieve resorts' full development potential.** MDAs are agreements between the province and developers, setting out the terms and conditions governing the development of all seasons resorts, including the rights to acquire tenures and fee-simple grants. The terms of these agreements promote resort development, thereby encouraging local economic investment.
- **Leading the implementation of the BC Resort Task Force initiative.** The task force was established to ensure the province's resort potential is fully realized and recognized around the world. The ministry is supporting a number of initiatives from the BC Resort Strategy and Action Plan, aimed at facilitating B.C.'s competitive edge and continued growth in the resort sector.
- **Developing a new Integrated Resort Approval Process that will harmonize provincial and local government review processes.** Harmonization reduces duplication of effort and uncertainty for resort developers and encourages investment in resort development and expansion.
- **Transferring timber administration within approved resort development areas from the Ministry of Forests to the Ministry of Tourism, Sport and the Arts.** This transfer creates a consistent one-window approach for the expansion of existing resorts and new resort development.

Key strategies to support commercial recreation, nature-based tourism and forest recreation include:

- **Effectively administering and licensing Crown land resources and monitoring tenure use.** These activities support sustainable economic development of adventure and nature-based tourism businesses by providing rights of access to the province's natural resources through a regulated tenuring approval process.
- **Reducing decision times and streamlining processes.** Improving the manner in which Crown land applications are processed promotes responsive decision-making for investment activities, generating sustainable economic benefits for the commercial recreation and nature-based tourism sectors.
- **Ensuring timeliness in permitting and licensing and overall client satisfaction.** Consistently meeting target turnaround times for processing Crown land applications provides investment certainty for clients, which leads to new investments in resorts and other commercial recreation activities.
- **Expanding the application of the Commercial Alpine Ski Policy to resorts and commercial recreation and development.** The policy is viewed by the industry as progressive, and has led to the successful development of major ski resorts including Whistler/Blackcomb. Expanding the policy to resorts and commercial recreation development will increase business certainty for developers, facilitating growth in the resort and commercial recreation sectors.

- **Developing an integrated commercial tourism and resort policy framework to encourage private sector investment through tenure certainty and pricing incentives.** This strategy is designed to integrate and consolidate policies related to resorts, adventure tourism and community public recreation, leading to increased business certainty which in turn contributes to a sustainable tourism industry.
- **Ensuring that provincially owned forest recreation sites and trails are accessible and provide opportunities for safe, quality recreation opportunities.** Maintaining recreation sites and trails to adequate standards helps to ensure that visitors have safe and positive natural experiences while supporting a sustainable tourism industry that benefits local communities.
- **Providing continued support and opportunities for partnerships with First Nations, local governments and community organizations to manage recreation sites and trails.** These partnerships allow communities to take responsibility for ensuring high risk and high use sites and trails are accessible and safe for visitors, and to generate related economic and social benefits.

Progress on achieving the objective and strategies includes:

- The ministry expanded the All Seasons Resorts Office in Kamloops to administer the existing portfolio of major resorts on Crown land, and to review and approve expansions and new resort proposals, providing a consistent and coordinated approach to program delivery. The ministry also entered into a service agreement with Front Counter BC to assist in facilitating effective delivery of the adventure tourism program.
- The ministry implemented a number of initiatives from the BC Resort Strategy and Action Plan with most either completed or in progress. These include:
 - development of a new All Seasons Resort Policy;
 - a new harmonized resort approval process model that integrates and streamlines provincial and local government processes;
 - a new Master Development Agreement template to support resort investment;
 - a new approach to resort planning, servicing and local governance; and
 - a best practices guide for resort development.
- A Memorandum of Understanding was signed with the Ministry of Forests and Range, describing a policy framework for the administration of timber and associated forest management activities in a resort's Controlled Recreation Area (CRA). Legislation creating the framework was introduced in spring 2006.
- The ministry signed 10 new partnership agreements to manage recreation sites and trails, bringing the total number to 180. Through service agreements with the ministry, 649 recreation sites and 154 trails received scheduled maintenance, ensuring they continued to be accessible and safe for the public. While an additional 591 sites and 546 trails remained open, these did not receive scheduled maintenance and for the most part were user maintained.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
All Seasons Resorts revenues to government	n/a	n/a	n/a	\$4.2 million	\$3.55 million	Target mostly achieved - 15%
<p>Selection Rationale</p> <p>Access to Crown land, as measured by revenue generated from fees, royalties, rents and sales, is a key driver for sustainable economic development of commercial and non-commercial nature-based recreation. Revenues can be enhanced by providing tenure security, streamlined processes and pricing incentives.</p> <p>The target was selected in consultation with All Seasons Resorts staff based on expected sales of Crown land in 2005/06.</p>						
<p>Variance Explanation</p> <p>Two sales did not complete as expected.</p>						
<p>Data Sources and Issues</p> <p>Data for this performance measure was derived from All Seasons Resorts program staff and government's CAS Oracle financial system.</p>						
<p>Changes to the Measure</p> <p>This measure was modified in the 2006/07 – 2008/09 Service Plan, to more accurately reflect the value of new All Seasons Resorts investments.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Commercial Recreation revenues to government	n/a	n/a	\$1.7 million	\$1.8 million	\$1.99 million	Target exceeded + 11%
<p>Selection Rationale</p> <p>This measure captures the amount of revenue to government from the development and expansion of commercial recreation activities. Access to Crown land, as measured by revenue generated from fees, royalties, and rents for use of Crown land, as well as sales of Crown land for commercial recreation, is a key driver for sustainable economic development of commercial and non-commercial nature-based recreation.</p> <p>The target was selected in consultation with Commercial Recreation staff based on expected fees and royalties paid by individuals and companies licensed to use Crown land for commercial activities (e.g., heli-ski operators, snowmobile tour operators and commercial hunting and fishing guides). Licensed commercial recreation operators pay a fee to the Crown based on their numbers of client days on the land base.</p>						
<p>Variance Explanation</p> <p>Commercial recreation activity was greater than expected due to good winter weather that resulted in a greater number of client days than anticipated.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Data Sources and Issues						
Data for this performance measure was obtained from government's financial system (CAS Oracle) and the Tantalus system (the Crown Land Registry database). Because information from the Tantalus system is based on invoiced amounts, not received amounts, the revenue figures are estimates.						
Changes to the Measure						
This measure was kept in the 2006/07 – 2008/09 Service Plan, but modified to more accurately reflect the value of new Commercial Recreation investments.						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Approvals of resort development agreements ¹ :						
• Master Development Agreements (MDA)	n/a	n/a	n/a	2 MDA	0 MDA	Target not achieved - 2
• Other Resort Development Agreement (RDA)				3 other RDA	6 other RDA	Target exceeded +3

Selection Rationale

A Master Development Agreement (MDA) is a long-term contract between the province and a ski hill developer. A Resort Development Agreement is a plan, agreed upon by the province and the resort developer, for how a resort will develop over time. These agreements are an important indicator of progress in the development of new and existing resorts. They enable the province to work closely with resort operators to achieve the full development potential of new and existing resorts.

The number of MDAs, on its own, has limitations in measuring progress towards the objective as it omits major resort expansions and other development projects undertaken by existing resorts. These other developments may have large dollar values and therefore contribute to sustainable economic development of the resort sector.

Variance Explanation

The MDA for one resort was delayed at the proponent's request to allow time for further planning. The second anticipated MDA was appropriately delayed to allow for more detailed consultation with First Nations. These negotiations were concluded in April 2006 and the MDA is expected to be approved in June 2006. The ministry is undertaking several initiatives to build capacity to streamline consultation. Three additional Resort Development Agreements were approved as a result of existing resorts expanding their operations to include additional lodge sites.

Data Sources and Issues

Data was obtained from internal records.

Changes to the Measure

Unchanged

¹ Resort development agreements include Master Development Agreements and other Resort Development Agreements. Master Development Agreements are long-term major resort development agreements, phased in over time, where the Crown has ongoing interest or ownership of the property. Other Resort Development Agreements include simple land sales or development permits.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of commercial recreation land tenures processed within 140 days	n/a	n/a	n/a	90% of the time	83% of the time	Target mostly achieved - 7 percentage points
<p>Selection Rationale</p> <p>This measure is an indicator of how responsive government is to the needs of its investment clients. It demonstrates that the ministry provides timely access to Crown land for commercial recreation thereby facilitating sustainable economic development of the sector. It also demonstrates the ministry's commitment to being responsive and accountable to its clients.</p> <p>Land and Water BC, formerly responsible for administering all land tenures for the province, established the target of 90% of land tenure applications processed within 140 days. The 140 day turnaround time was based on the average time it took to process an application.</p>						
<p>Variance Explanation</p> <p>The target, originally established by Land and Water BC, was based on all land tenure applications, which vary in complexity. The 90% target was high since commercial recreation applications are more complex than the average land tenure application and typically take longer than 140 days to process.</p>						
<p>Data Sources and Issues</p> <p>Data is obtained from the Tantalus system.</p>						
<p>Changes to the Measure</p> <p>Although the ministry will continue to monitor this measure for its internal business planning process, this measure has not been included in the 2006/07–2008/09 Service Plan because the ministry has reduced its overall set of measures.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of surveyed customers who are satisfied with All Seasons Resorts and Commercial Recreation services	n/a	n/a	n/a	Establish baseline	Survey developed but not conducted	Target mostly achieved
<p>Selection Rationale</p> <p>This measure reflects how responsive government is to customer needs. High customer satisfaction levels signal an open-for-business attitude and a strong commitment to superlative client service, both of which can help encourage new investment.</p>						
<p>Variance Explanation</p> <p>A Customer Satisfaction Survey was developed in 2005/06, but implementation was delayed until Spring 2006. A baseline will be established by July 2006.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Data Sources and Issues						
Clients will be surveyed annually beginning Spring of 2006, to assess their level of satisfaction.						
Changes to the Measure						
Although the ministry will continue to monitor client satisfaction for its internal business planning process, this measure has not been included in the 2006/07–2008/09 Service Plan because the ministry has reduced its overall set of measures. See Appendix 3 for more information on changes to the performance measures in the 2006/07–2008/09 Service Plan.						

Ministry Goal 2: British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.

Increased physical activity and excellence in sport contribute to British Columbians' health and quality of life. Winning the bid for the 2010 Olympic and Paralympic Winter Games has raised the profile of the province's sport and physical activity endeavours. It has heightened interest in achieving excellence and increasing participation in sport in British Columbia.

In 2005/06, the ministry worked to increase physical activity and achievement of excellence in sport. It did this by bringing more resources to sport and recreation through development of partnerships with other ministries, levels of government, not-for-profit organizations, and the private sector.

Sport tourism is one of the fastest growing segments of the tourism industry. Increased visits by international sport groups and teams strengthen sport tourism capacity, creating lasting benefits to host communities as well as the province as a whole. The ministry worked with local organizing and bid committees to attract world-class sport events, such as the World Junior Hockey Championships and the World Curling Championships.

This goal supports the Great Goal of leading the way in healthy living and physical fitness by facilitating and encouraging participation in sport and recreation.

It also supports the government's Great Goal of creating the most jobs per capita in Canada by maximizing opportunities and benefits related to hosting visitors, athletes, media and others leading up to and during the 2010 Olympic and Paralympic Winter Games.

Core Business Area: Sport, Recreation and Volunteers.

Objective 1: British Columbians' participation levels increase as they embrace sport and physical activity as a way of life.

Physical activity is a key component of health and quality of life for British Columbians. Increased participation in physical activity and excellence in sport are encouraged through a number of strategies, most of which are undertaken in partnership with other agencies.

The following strategies were carried out in an effort to achieve this objective and goal:

Strategies:

- **Developing policy and strategies that contribute to public priorities such as education, health, and economic and social objectives.** One of government's roles in supporting the sport and recreation systems is to ensure that these investments benefit the emotional, social and physical health of B.C.'s population. By supporting broader public priorities, such as an overall increase in adults' physical activity levels, British Columbians can reap more of the benefits of a physically active lifestyle.
- **Developing and supporting inter-and intra-government partnerships and international relationships to bring more resources to sport and physical activity.** Increasing the proportion of British Columbians who are physically active requires an integrated approach. Developing partnerships with other ministries, other levels of government, non-profit organizations and the private sector contributes to achieving sustained excellence in competitive sport and a physically active society.
- **Promoting and supporting event hosting and sport tourism.** Taking full advantage of the momentum of the 2010 Olympic and Paralympic Winter Games and promoting BC as a sport event destination will generate sport, economic and community development legacies.
- **Demonstrating national leadership.** British Columbia has traditionally been a leader in sport and recreation nationwide. A province with a sport and recreation system with highly-skilled and energetic leaders, staff and volunteers, and that is profiled nationally and internationally, attracts people who want to work, play, live and compete in B.C.
- **Demonstrating sound contract and agreement management.** Ensuring that deliverables negotiated in contracts and transfers under agreements are achieved provides accountability for the use of public resources. This strategy also reflects the ministry's values of transparency and integrity.
- **Identifying and monitoring trends and research to promote sport and physical activity.** These activities can highlight gaps, issues and opportunities in the provincial sport and recreation system and ultimately contribute to increased physical activity participation.
- **Providing funding to 2010 Legacies Now to promote innovative revenue-generation for the sector.** As an independent non-profit society outside of government, 2010 Legacies Now is well-positioned to leverage government's investment in sport and recreation into additional public and private sector support.

Progress on achieving the objective and strategies includes:

- The ministry worked with the 2010 Legacies Now Society to ensure that the \$15 million in funding it received from government in 2005 has and will be used to provide for enhanced support to sport and recreation.
- The ministry, through membership in ActNow BC, Action Schools! BC, Active Communities, the Sport Integration Group and other leadership/advisory committees, contributed to major sport and physical activity strategies — both within and outside government.
- In 2005, the ministry negotiated a \$2.8 million three-year bilateral agreement with Sport Canada, to support the Sport Participation program and Aboriginal Sport Excellence. The programs are part of a national strategy to increase participation and excellence in sport.
- The ministry continued its Aboriginal Youth FIRST (Futures in Recreation and Sport Training), a suite of programs to use sport and recreation as a positive intervention in the lives of Aboriginal youth.
- The ministry supported national leadership through federal-provincial/territorial committees, sharing best practices and supporting innovative organizations, programs and services.
- In partnership with the Ministry of Public Safety and Solicitor General and the BC Lottery Corporation, the ministry established a new provincial lottery called SportsFunder with proceeds dedicated to amateur sport.
- British Columbia became the first province to contribute to the Canada Olympic Committee’s Own the Podium program, providing \$10 million (\$5 million for summer sports, \$5 million for winter sports).

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	Reported in 2005	Variance
B.C. adults’ physical activity level	n/a	58.1% ¹	n/a	57%	Data not yet available	n/a
Selection Rationale						
<p>This measure is an indicator of personal fitness and health. The target of 57 per cent is based on the ActNowBC initiative to increase the proportion of British Columbians who are physically active by 20 per cent (an increase from 57 per cent to 69 per cent in 2010/11). The target for 2005/06 was set before the 2003 survey results were released. The results are derived from a bi-annual survey.</p> <p>While the ministry supports and promotes participation in sport and recreation, B.C.’s physical activity rate is impacted by various environmental and socio-economic factors. Responsibility is therefore shared across government and the general public.</p>						
Variance Explanation						
n/a						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	Reported in 2005	Variance
Data Sources and Issues						
<p>Data is collected every two years by the Canadian Community Health Survey (CCHS) which provides estimates of health determinants, health status and health system utilization for 136 health regions across the country. Approximately 16,000 British Columbians (12 years and older) participate in the bi-annual telephone survey in which they report on whether or not they engaged in 30 minutes of moderate exercise at least four days each week.</p> <p>The survey is released approximately one year after the collection date so there is a two-year lag in linking current activities to this performance measurement.</p> <p>A risk to achieving this target is that British Columbia has the most active population in Canada; it is difficult to improve on this high level of success.</p>						
Changes to the Measure						
Unchanged						

¹Based on the Canadian Health Survey 2005 report on 2003 survey.

Objective 2: Provincial athletes are supported in their pursuit of excellence and achieve sustained personal-best results in national and international competition.

The 2010 Olympic and Paralympic Winter Games provide an exceptional opportunity to improve and promote sport excellence, supporting international podium performances during and after 2010. The ministry worked with sector partners to provide a foundation that supports British Columbians in their pursuit of sport excellence.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Working with sector partners to accelerate the completion and implementation of Game Plan BC.** Game Plan BC is a strategy to provide enhanced support to B.C. athletes striving to compete at the 2010 Olympic and Paralympic Winter Games.
- **Improving sport excellence by supporting the national winter Own the Podium initiative and similar excellence programs.** The Canadian Olympic Committee's Own the Podium program provides additional funding support to help athletes reach international standards and achieve podium success.
- **Providing funding to groups that support athletic excellence.** This supports the efforts of provincial agencies to develop B.C. athletes and the coaches, administrators, officials and volunteers that support athletes to reach their highest potential.
- **Ensuring that Team BC is supported in representing B.C. at the Canada Summer and Winter Games.** The success of Team BC reflects the strength of the provincial sport system where athletes are able to achieve sustained personal-best results.
- **Supporting sport excellence through the Athlete Assistance Program.** This program provides financial support to assist athletes' pursuit to represent B.C. and Canada at international competitions.

Progress on achieving the objective and strategies includes:

- The ministry provided funding to the 2010 Legacies Now Society to:
 - develop Game Plan BC — a strategy that assessed and identified needs of winter sports;
 - enhance support to 62 provincial sport organizations;
 - support provincial and multi-sport organizations to provide programs and services to athletes and coaches in B.C.
- The ministry supported the participation of 350 athletes, 70 coaches and managers, and 21 mission staff at the 2005 Canada Summer Games in Regina, Saskatchewan. Team BC placed third in medals (after Ontario and Quebec) and second in flag points (points awarded for top 13 finishes)
- The B.C. Athlete Assistance Program provided \$700,000 in financial support to about 900 B.C. athletes (with individual grants up to \$3,500) in 2005/06.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Team BC placement (flag points) in Canada Summer and Winter Games	4th (flag points) in Winter Games	No games held	No games held	2nd (flag points) at 2005 Summer Games	2nd (flag points) at 2005 Summer Games	Overall performance goal (flag points) was achieved
<p>Selection Rationale</p> <p>The performance of provincial-level athletes at Canada Games is an indicator of the strength of high performance sport across the province and demonstrates whether sustained excellence in competitive sport is being achieved.</p> <p>It takes eight to 10 years to develop athletes to international performance levels. Performance in Canada Games is a good barometer of how provincial athletes are progressing on this high performance path.</p> <p>This performance measure only reflects progress of those provincial athletes eligible (by virtue of age) to participate in Canada Games. As these Games occur in a four-year cycle, some generations of athletes are skipped by virtue of their birth year.</p>						
<p>Variance Explanation</p> <p>n/a</p>						
<p>Data Sources and Issues</p> <p>This data is collected from the official Canada Games results. At the conclusion of each sport in the Games, each province or territory team result is ranked, and Canada Games Flag Points are then awarded. The points for each province or territory are added together to determine total flag points. Provinces and territories are also ranked according to medals, but flag points are a better measure of the overall depth of the province's team.</p>						
<p>Changes to the Measure</p> <p>Although the ministry will continue to monitor this measure internally, this measure has not been included in the 2006/07–2008/09 Service Plan because the ministry has reduced its overall set of measures.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Proportion of nationally-carded athletes training in the province	16.7%	18%	17.2%	20%	19% ¹	Target met -1 percentage point
Selection Rationale						
<p>The number of national athletes training in British Columbia reflects the strength of the province's sport development system and infrastructure. Athletes live and train where they have the best access to world-class facilities, coaches, programs and services.</p> <p>The target reflects the provincial goal of putting more British Columbians on the 2010 (and beyond) Olympic and Paralympic podia than ever before. This goal cannot be reached if provincial athletes do not achieve national-carding status.</p> <p>British Columbia's percentage of national athletes has traditionally been high, particularly considering that at 13 per cent B.C.'s proportion of Canada's population is much lower than its percentage of nationally-carded athletes. This historic success rate – coupled with significant new investments in other provinces and territories – will mean that sustaining or improving the representation of national caliber athletes training in B.C. will be challenging.</p>						
Variance Explanation						
Target is considered met since it is within the 95–105% range.						
Data Sources and Issues						
Data is collected from Sport Canada's database of nationally-carded athletes.						
Changes to the Measure						
Unchanged						

¹ For comparison, the B.C. population is only 13 per cent of the Canadian population.

Objective 3: The province attracts and supports world-class sport events, enriching sport-tourism opportunities and accruing lasting benefits from major events such as the 2010 Olympic and Paralympic Winter Games.

Winning the right to host the 2010 Olympic and Paralympic Winter Games generated tremendous interest and pressure to showcase regions of the province beyond Vancouver and Whistler through the staging of summer and winter international sport events, including world cups, world championships and other major games and festivals. These events provide an opportunity to improve the B.C. sport system, and to bring significant direct benefits across a broad range of government priorities. Successful world-class sport events create lasting memories, encourage repeat visits by tourists, and increase word-of-mouth promotion of B.C. as a sport destination.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Providing expertise and oversight to the organizing committees of major sport events hosted in British Columbia and supported by the province.** By providing this expertise and oversight, the ministry can transfer knowledge from one event to another, helping to ensure that government's investments in these events deliver sport, community and economic development benefits.
- **Developing a sport tourism strategy which includes identifying potential hosting opportunities and promoting B.C. as a sport destination.** A sport tourism strategy ensures that a coordinated and long-term approach is taken to our hosting efforts and that opportunities to profile our province nationally and internationally are not missed.
- **Providing funding to Hosting BC to support international, national and regional sport events around the province.** This helps ensure that these events are successful, thereby raising B.C.'s profile as a place to host world-class sport events as well as spreading the benefits across the province.
- **Linking with the national hosting strategy and with other jurisdictions (e.g., British Columbia–Alberta Accord).** Conducting joint marketing campaigns and sharing knowledge and expertise with other jurisdictions provides increased opportunities to showcase B.C. to an international audience.

Progress on achieving the objective and strategies includes:

- In 2005/06, the ministry provided advice on and oversaw government's involvement and investment in hosting a number of international sport events. British Columbia hosted:
 - the 2005 World Curling Championships in Victoria;
 - the 2005 Sovereign Lake Nordic Cup in Vernon; and
 - the World Junior Hockey Championships in Vancouver.
- The minister launched the Sport Event Hosting and Resort Guide website at BC-Canada House during the 2006 Olympic and Paralympic Winter Games in Turin, Italy. The guide, developed in partnership with the 2010 Legacies Now Society, links international sport federations, governments and visitors to a searchable database of facilities, amenities and communities.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
The economic impact of hosting major sport events in the province exceeds the provincial investment.	n/a	n/a	n/a	Net gains exceed investment	Net gains exceeded investment (see details below)	Target exceeded
<p>Selection Rationale</p> <p>Hosting major sporting events can bring significant economic benefits directly to host communities and indirectly to a region and the province. This measure will assist government in tracking the extent to which the benefits outweigh the investment when major sporting events are hosted in British Columbia.</p> <p>The lasting benefits from world-class events include additional investments in the economy and growth in government revenue, which can be re-invested in health, education, social and economic priorities, thereby reinforcing the value of sport investments.</p> <p>The province hosted three major sport events during the reporting period:</p> <ul style="list-style-type: none"> • The 2005 World Curling Championship generated an estimated \$20 million in economic activity and leveraged a \$250,000 provincial investment into \$1 million in provincial revenue. • The 2005 Sovereign Lake Nordic World Cup generated an estimated \$6.5 million in economic activity and leveraged a \$250,000 provincial investment into \$439,000 in provincial revenue. • The World Junior Hockey Championships generated an estimated \$41 million in economic activity and leveraged a \$1 million provincial investment into \$2 million in provincial revenue. 						
<p>Variance Explanation</p> <p>n/a</p>						
<p>Data Sources and Issues</p> <p>Economic impact surveys are requested for major international events supported by the province.</p> <p>Data does not include events supported under Hosting BC – a ministry-funded program that provides grants of up to \$50,000 for national and world competitions, including 2010 Olympic and Paralympic test and training events.</p>						
<p>Changes to the Measure</p> <p>This measure was revised in the 2006/07 – 2008/09 Service Plan, for clarity and specificity.</p>						

Ministry Goal 3: A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.

Arts, culture and heritage bring people together, enriching their lives and cultivating a sense of community. These important sectors foster creativity, innovation, social awareness, cultural understanding and personal well-being.

In 2005/06, the ministry worked with a range of stakeholders to ensure that the culture, heritage and film sectors made a strong contribution to British Columbians and the economy. The ministry worked to improve the competitiveness and sustainability of the arts and cultural sector by providing policy, program and funding support. With respect to heritage places, buildings and archaeological sites, the ministry worked to ensure a balance between protecting these sensitive assets and enabling responsible development. It encouraged appreciation of and commitment to sustainability and stewardship by engaging with, and building the capacity of, its partners. It also implemented policies and strategies to protect and maintain B.C.'s unique resources. Finally, the ministry focused on marketing and promoting the province's advantages and opportunities as a world-class motion picture production centre.

This goal supports government's Great Goal of making B.C. the best-educated, most literate jurisdiction in Canada. By encouraging involvement in the arts, which has been shown to improve intellectual capacity, learning outcomes and creative thinking, the ministry promotes the development of an educated citizenry essential to a knowledge-based society. In addition, the ministry's work to preserve and promote heritage, cultural and archaeological sites, historical commemorations and celebrations provides valuable learning opportunities for all British Columbians.

Core Business Area: British Columbia Film Commission.

Objective 1: British Columbia's arts and film industries capture a strong share of the global market.

Marketing and promoting the province as a world-class motion picture production centre increases trade and investment in the billion dollar motion picture industry. The Film Commission strives to provide world-class front line customer service with timely, effective and efficient production support. It also educates federal, provincial and local governments and agencies about the motion picture industry and its benefits to the people of British Columbia.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Facilitating inbound investment into high-growth, high-opportunity sectors.** Film production investment creates jobs in multiple industry sectors, fuels small business growth and provides ancillary economic benefits throughout the province.
- **Arranging trade missions and provincial participation in key international events.** Marketing British Columbia as a world-class production centre and promoting its diverse locations, skilled labour and film industry infrastructure to the global marketplace helps to bring new film, television and commercial projects to the province.
- **Organizing trade efforts to promote the province as a competitive motion picture centre.** The BC Film Commission (BCFC) works in partnership with BC Film, the Motion Picture Production Industry Association of BC, regional film commissions and other industry stakeholders to coordinate industry development and promotion initiatives, encourage sustainability and strengthen B.C.'s competitiveness in the global market.
- **Developing marketing and promotional strategies to raise awareness of competitive advantages and opportunities throughout the province.** Promoting the province as a world-class motion picture production centre increases awareness of B.C.'s production capabilities and creative talent base, thereby increasing the sector's contribution to a creative economy.
- **Providing high-quality production support.** This increases client satisfaction and attracts repeat business to the province.

Progress on achieving the objective and strategies includes:

- In 2005, total production activity in B.C. grew 54 per cent, with production expenditures increasing from \$801 million in 2004 to \$1.2 billion in 2005.
- Between October 2005 and the end of March 2006, more than 100 projects were in production in B.C. including 23 television series, four animated series, two mini-series, seven pilots, 22 movies of the week, 41 feature films and five shorts.
- To market B.C. as world-class production centre, the ministry attended and/or participated in a number of trade shows and marketing events including:
 - the Independent Film Market Trade Show in New York in October 2005;
 - the Vancouver International Film Festival and Trade Forum in October 2005; and
 - an industry sponsored marketing event at the Los Angeles Consul General Residence in December 2005.
- The ministry carried out a number of industry development and promotion initiatives including:
 - assessing the cost competitiveness of B.C.'s film and television production industry, in partnership with the Vancouver Economic Development Commission;
 - promoting B.C.'s motion picture industry at the Council of Tourism Associations conference in Penticton in February 2006;

- attending the UBCM Economic Development Conference in March 2006; and
- profiling the accomplishments of B.C.'s film and television industry at the Motion Picture Production Industry Association of BC's Motion Picture Industry Forum in March 2006.
- High-quality production services provided to industry clients included:
 - 97 script breakdowns from October 1, 2005 to March 31, 2006;
 - 210 customized digital location packages for clients using BCFC's Film Director (Oct/05 – Mar/06);
 - enhancements to the BCFC digital image library to include more than 8,800 locations and 152,000 digital images in partnership with property owners, regional film commissions, location scouts and production personnel;
 - 29 project specific location scouts and surveys to help producers assess locations of interest throughout the province; and
 - ongoing information, path-finding and liaison services to production companies regarding local services, infrastructure, labour, and tax credits.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Client satisfaction with film production services offered in B.C.	n/a	n/a	n/a	Measure developed	Measure not developed	Target not met
Selection Rationale						
An exit survey to be completed by producers was planned, to assess the degree of client satisfaction with BC Film Commission services and supports. A high satisfaction rate would strengthen British Columbia's reputation as a preferred film and TV location, further enabling B.C. to capture a strong share of the global market. However, the survey was not implemented.						
Variance Explanation						
The BC Film Commission faced larger than expected film production activity during the fall and winter months. Given limited resources as well as demonstrated client satisfaction, BCFC resources were focused on meeting increased client demand.						
Data Sources and Issues						
Internal data						
Changes to the Measure						
Although the BC Film Commission has done preliminary work on developing a measure of client satisfaction for its internal business planning process, this measure has not been included in the 2006/07–2008/09 Service Plan because the ministry has reduced its overall set of measures. See Appendix 3 for more information on changes to the performance measures in the 2006/07–2008/09 Service Plan.						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Film production investment in B.C. relative to market and capacity	\$993 million in production investment – relationship to capacity unknown	\$1.404 million in production investment – relationship to capacity unknown	\$801 million in production investment – relationship to capacity unknown	Measure developed	Measure was not developed, although research was conducted	Target not met
Selection Rationale						
This measure indicates how successful the province is in attracting business in the motion picture industry, in relation to market and capacity. Production activity in 2005 increased by 54% over 2004 to \$1.2 billion and over 80% of film production investment was foreign based, demonstrating B.C.'s strong international competitiveness as a production destination.						
Variance Explanation						
Developing the measure was difficult given that competing jurisdictions have different methods of capturing film and television production activity. A combination of indicators may be required to effectively measure progress.						
Data Sources and Issues						
The BC Film Commission collects calendar year data on the number of film and television productions and total spending in the province. Data is collected by production type on a province-wide basis. In other jurisdictions, production statistics are collected and reported differently, making comparisons difficult.						
Changes to the Measure						
Although the BC Film Commission continues to explore alternative ways to gauge success through its internal business measures, this measure will not be included in the 2006/07 – 2008/09 Service Plan because the ministry has reduced its overall set of measures. See Appendix 3 for more information on changes to the performance measures in the 2006/07 – 2008/09 Service Plan.						

Core Business Area: Arts, Culture and Heritage.

Objective 2: A vital and sustainable artistic and cultural sector that contributes to the quality of life and economic development of B.C.

Cultural activity is one of the key pillars of a healthy community and will be an area of pride for our province leading up to and after the 2010 Olympic and Paralympic Winter Games. The ministry works to support the realization of social and economic benefits through arts and cultural development, a thriving cultural sector and the growth of a cultural economy.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Providing policy, program and administrative support for the BC Arts Council.** The BC Arts Council is the primary vehicle supporting arts and cultural development in the province. The effective, efficient and transparent management of its administrative, evaluative and policy development processes is essential to achieving a dynamic creative economy in which British Columbians participate and showcase their diverse cultures, heritage and arts.
- **Managing the Olympic Arts Fund.** The fund was established to prepare communities to showcase B.C. arts and culture in 2010 and beyond, ensuring a lasting contribution to the artistic and economic development of the province.
- **Supporting the Centre for Not-for-Profit Sustainability.** The centre provides organizational development and strategic planning assistance to enhance capacity and sustainability of a range of not-for-profit sectors including arts and heritage, Aboriginal initiatives, the environment and social services.
- **Undertaking initiatives that support the development of a vital and competitive cultural industry and sector.** Competitive film, television, publishing, music and design industries (the cultural industries) are essential components of a creative economy.

Progress on achieving the objective and strategies includes:

- Working with the BC Arts Council, the ministry successfully managed the delivery of more than 30 Arts Council programs in 2005/06. The council received 1,757 requests for funding through these programs and provided 901 awards totaling \$14 million in more than 225 communities throughout the province.
- In addition to delivering its existing programs, the BC Arts Council introduced a new Arts-Based Community Development program for implementation in 2006/07.
- Through the Spirit of BC Arts Fund, the Spirit of BC Opportunities Program provided 59 awards, totaling \$425,000, to assist arts and cultural organizations to realize creative projects that contribute to the development of arts and culture in British Columbia.
- Also through the Spirit of BC Arts Fund, the Spirit of BC Commissioning Program provided 25 awards, totaling \$185,000, to assist arts and cultural organizations throughout the province to commission and develop the creation of original works of art by BC-based professional artists.
- The Aboriginal Cultural Tourism Blueprint Strategy, a new strategic planning and development initiative for Aboriginal arts and culture, was developed and will be implemented in 2006/07.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Olympic Arts Fund programs completed	n/a	n/a	n/a	Olympic Arts Fund strategy and programs implemented	Olympic Arts Fund strategy and programs implemented	Target met
<p>Selection Rationale</p> <p>The Olympic Arts Fund was established to prepare communities to showcase B.C. arts and culture in 2010 and beyond. Its programs support arts and cultural organizations to implement creative projects that contribute to the development of B.C.'s creative economy.</p> <p>The measure is limited insofar as the available budget is modest, relative to demand. The program has capacity to measure quantitative investment and geographic reach, but limited capacity to assess outcomes of investments in the short term.</p> <p>The risk was that demand would significantly exceed available resources. This risk materialized but did not interfere with achievement of the performance target.</p>						
<p>Variance Explanation</p> <p>n/a</p>						
<p>Data Sources and Issues</p> <p>Applications to the program are tracked through the Grants Tracking Management System (GTMS) of the Cultural Services Branch.</p>						
<p>Changes to the Measure</p> <p>This measure has not been included in the 2006/07–2008/09 Service Plan because it was an output for the 2005/06 year, and because the ministry has reduced its overall set of measures. See Appendix 3 for more information on changes to the performance measures in the 2006/07–2008/09 Service Plan.</p>						

Core Business Area: Art, Culture and Heritage.

Objective 3: Effective stewardship of British Columbia's heritage properties brings economic benefits and a sense of pride and identity to communities.

Through effective stewardship of heritage property, British Columbia communities can contribute to long-term, sustainable use of these resources. Local governments, community organizations and industry all play a role in protecting and conserving British Columbia's historical assets. Since these assets are managed by communities, the ministry works to build capacity for, and commitment to, sustaining these valued resources through local governments and community organizations.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Engaging other ministries and Crown agencies, local communities, the federal government, non-profit organizations and the private sector in bringing people together to celebrate the province's 150th anniversary in 2008, an exciting milestone and unique opportunity to showcase the heritage, arts and culture of the province.** 2008 will mark British Columbia's 150th anniversary as a Crown Colony. Increasing awareness of the province's history and culture will help preserve and present B.C.'s historical and cultural diversity to residents and visitors and leave a legacy of infrastructure investments.
- **Initiating planning studies for new museum opportunities.** Museums showcase British Columbians' diverse culture, heritage and arts to domestic and international visitors. New museums contribute increased social and economic benefits to local communities.
- **Assisting local governments to plan, develop, manage and evaluate heritage programs.** Facilitating and enhancing community involvement, capacity and control in the delivery of heritage programs ensures local commitment to sustaining heritage resources throughout the province. The Historic Places Initiative provides funding to community's and third parties to register historic places with the Canadian Register of Historic Places. Registration indicates a community's commitment to the promotion of local heritage resources.
- **Devolving and/or transferring operating and non-operating heritage properties to qualified partners.** Implementing a multi-year process of heritage site devolution allows the ministry to find community partners that can effectively preserve and manage heritage sites.

Progress on achieving the objective and strategies includes:

- The ministry undertook the initial and extensive planning activities required for development of the new museum opportunities identified in the February 2006 Throne Speech. These include a new Asia-Pacific Museum of Trade and Culture, a new National Gallery of Aboriginal Art and a World Women's History Museum.
- The ministry worked to build the capacity of local governments and communities through the implementation of community-based strategic planning and funding programs.
- The ministry completed the devolution of the final operating heritage site and began the ongoing monitoring of the 12 devolved sites to document their heritage stewardship and financial sustainability.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of historic places entered in the Canadian Register of Historic Places	n/a	n/a	390	1,000	626	Target not met -37.4%
<p>Selection Rationale</p> <p>Registration makes some properties eligible for federal financial incentives to further urban revitalization, community sustainability and tourism development opportunities. Registration is also important because it indicates that properties conform to national standards and guidelines for the documentation and conservation of historic places.</p> <p>Increases in the number of registrations indicate a growing commitment by third parties, mainly local governments, to the promotion of local heritage resources through the publicly accessible Canadian Register of Historic Places (CRHP). Growth in the CRHP furthers federal goals to make heritage resources more widely recognized and appreciated.</p> <p>The target is based on the funding available from the Federal/Provincial Historic Places Initiative, which finances the documentation activities of the register through third party agencies, primarily local governments. It is also based on the number of local governments willing/able to participate in the program and availability of ministry staff resources to vet, finalize and post the completed registrations to the CRHP website.</p>						
<p>Variance Explanation</p> <p>The number of registrations is affected by the ability of third party agencies to meet submission timelines, and by the ministry's ability to finalize submissions.</p>						
<p>Data Sources and Issues</p> <p>The ministry finalizes all historic place entries posted to the register and maintains the count as part of its ongoing management of the B.C. portion of the CRHP.</p>						
<p>Changes to the Measure</p> <p>Although the ministry will continue to monitor this measure internally, this measure has not been included in the 2006/07 – 2008/09 Service Plan because the ministry has reduced its overall set of measures.</p>						

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of community based heritage properties that meet or exceed site-management standards	n/a	n/a	92%	100%	60%	Target not met -40%
<p>Selection Rationale</p> <p>All sites are inspected annually. Favourable inspection reports indicate that community partners are successfully preserving and managing heritage properties within the terms of Heritage Site Management Agreements and within the financial resources available both internally and from the province as the owner of the assets. Unfavourable inspection reports indicate that sites are deficient in some key areas of operation and management, with respect to the management agreements and recognized standards of heritage stewardship.</p> <p>Results are based on monitoring to the standards required by the agreements and applicable provincial policies. Allowance is made for deficiencies that result from financial limitations affecting the manager's ability to operate the sites as they used to be or as stakeholders wish them to be.</p> <p>A limitation of this measure is that inspections are based on subjective evaluations.</p>						
<p>Variance Explanation</p> <p>Some of the sites are experiencing financial challenges. These relate to an inability to cover operating and stewardships costs within the financial resources that can be raised from visitors and other funding sources. These financial pressures can lead to deficiencies with respect to adequate heritage stewardship or an inability to meet community expectations.</p>						
<p>Data Sources and Issues</p> <p>The Heritage Branch monitors each site for heritage stewardship, financial reporting and capacity, site preservation and presentation, and community connectedness and appreciation.</p>						
<p>Changes to the Measure</p> <p>Although the ministry will continue to monitor this measure internally, this measure has not been included in the 2006/07–2008/09 Service Plan because the ministry has reduced its overall set of measures.</p>						

Objective 4: B.C.'s archaeological resources are protected and preserved, while also accommodating economic development.

The ministry provides specialized advice on archaeological issues and fulfills the regulatory role of archaeological permitting. The information and advice provided to other ministries helps them fulfill their respective mandates with respect to various industries and activities including forestry, energy and mines, land tenuring and disposition, land development and subdivisions. It also promotes and encourages the residents of British Columbia to value this important part of our collective past that still has so much to teach us.

The following strategies were carried out in an effort to achieve the objective and goal:

Strategies:

- **Offering decision support advice on archaeology for planning and land use forums, and protection of archaeological sites:** This strategy was chosen as it most directly supports the objective. By providing professional advice and guidance at the land planning stage, the ministry is in the best position to protect archaeological sites and ensure development can proceed with limited interruptions.
- **Providing leadership and expertise in capturing, managing and providing access to archaeological site information:** The provincial register of archaeological information includes facts about each site, as well as a spatial representation of its location. This information allows external planning agencies to identify conflicts between protected sites and proposed developments in advance, thereby ensuring that archaeological resources are protected and preserved, while accommodating development.
- **Assisting in the growth of cultural tourism as visitors look for unique, authentic experiences that teach them about the early life of the province:** Supporting the First Nations in their development of heritage and cultural resources and programs as this serves as a vehicle to strengthen communities socially and economically while enhancing tourism opportunities.

Progress on achieving the objective and strategies includes:

- In 2005, the ministry provided professional advice and guidance regarding archaeological sites to 40 environmental assessment projects involving the following industries: energy (15 projects), mining (17), tourism destination resorts (2), transportation (3), waste disposal (2) and water management (1).
- The ministry also participated in the review of five Water Use Plans for BC Hydro. This participation supports BC Hydro to conserve archaeological sites by mitigating the impacts of its operations.
- The ministry was among the stakeholders supporting the development of the Aboriginal Cultural Tourism Blueprint by the Aboriginal Tourism Association of BC.

Performance Measures:

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of land use projects proceeding under permit	404	418	440	500	489	Target met -2%
<p>Selection Rationale</p> <p>These permits allow for the authorized inspection, investigation and alteration of archaeological sites. These processes inform other land use activities including forestry, oil and gas development, subdivisions and private property development. The number of permits issued is an indication of the number of sites protected from unintentional disturbance.</p> <p>While the measure reflects the ministry's efforts to accommodate economic development, it does not clearly demonstrate the other efforts to protect and preserve archaeological sites such as the dissemination of site location information to allow industry to avoid a site, or the provision of professional advice to law enforcement agencies to facilitate compliance.</p> <p>The risk associated with this measure is that while it can be viewed as positive that more permits are issued each year, this growth increases demand on resources. That can result in delays in issuance and a resulting delay in economic activity. Mitigation of the risk involved streamlining permitting processes and providing ongoing advisory sessions with external consultants to reduce errors (a further reason for delays in processing) and to develop mechanisms to expedite permitting.</p>						
<p>Variance Explanation</p> <p>n/a</p>						
<p>Data Sources and Issues</p> <p>The data source for this measure is an internally maintained Permit Tracking application. The data is collected as applications for permits are received and processed.</p>						
<p>Changes to the Measure</p> <p>Although the ministry will continue to monitor this measure internally, this measure has not been included in the 2006/07 – 2008/09 Service Plan because the ministry has reduced its overall set of measures.</p>						

Deregulation

The Ministry of Tourism, Sport and the Arts has supported the government wide regulatory reform effort by maintaining a zero per cent increase to the regulatory burden throughout 2005/06 to help ensure that British Columbia's regulatory climate is enabling and strategic. Moreover, several streamlining initiatives were underway during the year to further reduce the ministry's regulatory burden:

- Organizational changes resulting from the devolution of heritage sites and the elimination of the BC Heritage Trust, means a number of requirements can be removed;
- Duplicative processes are being eliminated as a result of the harmonization of provincial and local government resort approval processes;
- A single approval agency for resort development is being created following the legislated transfer of timber harvesting authorities within Controlled Recreation Areas from the Ministry of Forests and Range to the Ministry of Tourism, Sport and the Arts; and
- Commercial tourism and recreation policies and procedures will be streamlined following the development of a comprehensive Commercial Tourism and Recreation framework.

Report on Resources

Resource Summary 2005/06

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Arts, Culture and Heritage²	23,603	5,000	28,603	28,310	(293)
Sport, Recreation and Volunteers²	13,225		13,225	14,498	1,273
Tourism and Resort Development	7,972		7,972	7,669	(303)
BC Film Commission	1,275		1,275	1,302	27
Transfers to Crown Corporations and Agencies	131,105	4,000	135,105	131,292	(3,813)
Executive and Support Services	2,637		2,637	2,061	(576)
Total	179,817	9,000	188,817	185,132	(3,685)
Full-time Equivalents (FTEs)					
Arts, Culture and Heritage	40		40	36	(4)
Sport, Recreation and Volunteers	6		6	7	1
Tourism and Resort Development	50		50	44	(6)
BC Film Commission	7		7	9	2
Executive and Support Services	11		11	8	(3)
Total	114		114	104	(10)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Arts, Culture and Heritage²	23		23	12	(11)
Tourism and Resort Development	1,335		1,335	1,180	(155)
Executive and Support Services	50	400	450	470	20
Total	1,408	400	1,808	1,662	(146)

¹ Other Authorizations are Contingency Vote Access of \$9,000,000 in Operating Budget and \$400,000 in Capital Budget.

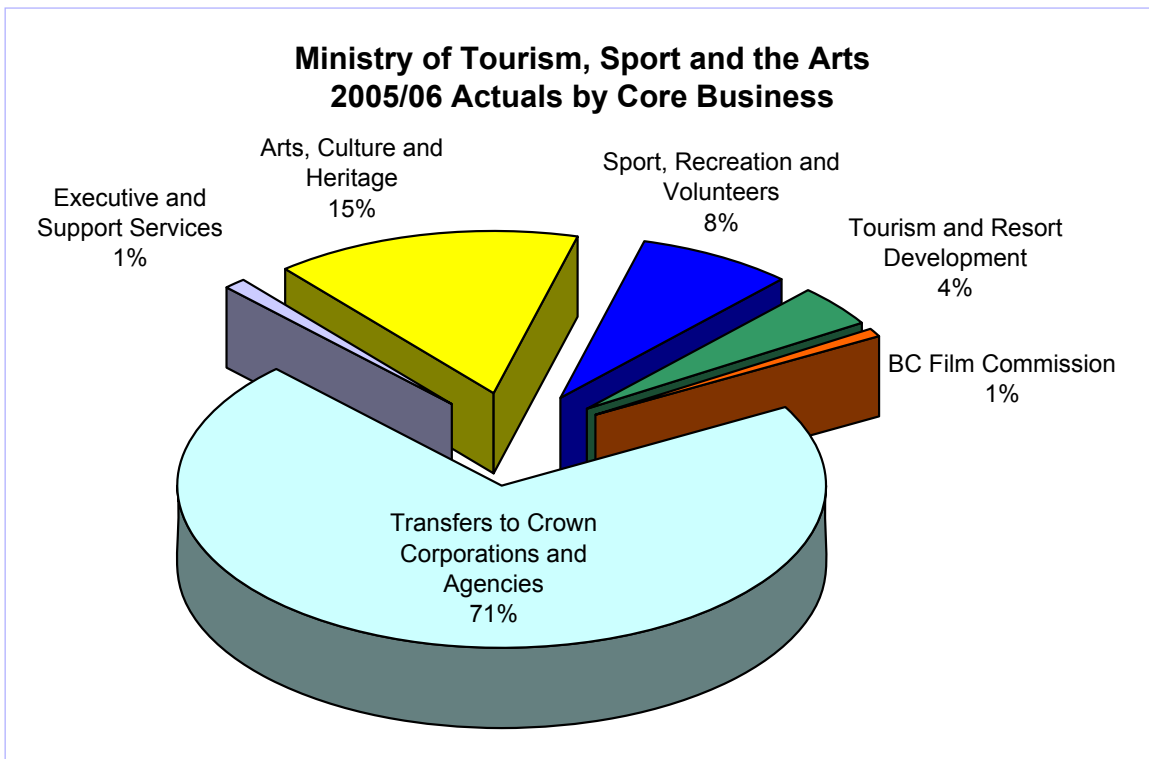
² Includes Special Accounts

A total of \$9 million was approved for Contingency Vote operating budget access: \$5 million for planning for the Vancouver Cultural Precinct, \$1.5 million towards funding the Crystal Garden roof remediation and \$2.5 million to fund BC Pavilion Corporation's forecasted operating loss.

\$400,000 was approved for Contingency Vote capital budget access for costs associated with the formation of the new ministry.

The Sport, Recreation and Volunteers Division was over budget by \$1.3 million as a result of payments to the Grey Cup and grants to the Spirit of BC Community Committees. Transfers to Crown Corporations and Agencies was under budget by \$3.8 million due to savings from a lower than forecasted grant to Tourism BC and a lower than forecasted operating loss of the BC Pavilion Corporation.

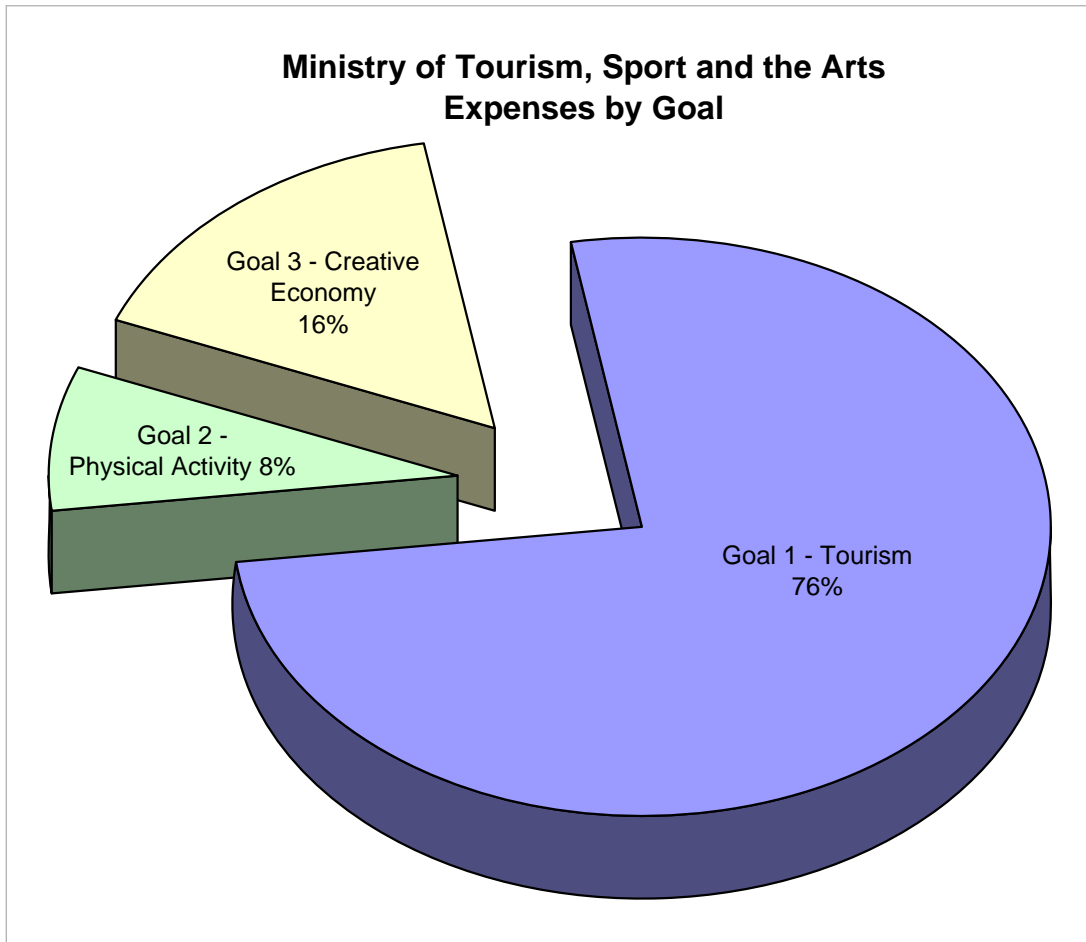
Of the ministry's expenditures, 71 per cent fell under the core business area Transfers to Crown Corporations and Agencies.



Ministry Expenses by Goal

Ministry Goals	Operating Expenses (\$000)
1. A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and network of tourism and world class resort facilities.	140,526
2. British Columbians reap the full benefits of physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.	14,661
3. A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts	29,945
Total	185,132

Transfers to Crown Corporations and Agencies expenses are included in Goal 1.
Executive and Support Services expenses are included in the 3 Goals on a prorated basis.



Annual Report Appendices

Appendix 1: List of Crowns, Agencies, Boards and Commissions

BC Arts Council
BC Games Society
BC Pavilion Corporation
Provincial Capital Commission
Royal BC Museum Corporation
Tourism BC
Vancouver Convention Centre Expansion Project Ltd.

Appendix 2: List of Legislation Administered by the Ministry

Arts Council Act

Capital Commission Act (insofar as it relates to the portfolio of the minister)

Forest and Range Practices Act (ss. 56, 57, 58, 118(2)(d), and 148 except in relation to public money (other than fines) and the administration of deposits and securities payable)

Heritage Conservation Act

Hotel Guest Registration Act

Hotel Keepers Act

Hunting and Fishing Heritage Act

Motor Vehicle (All Terrain) Act

Museum Act

Recreational Facility Act

Resort Timber Administration Act

Tourism Act

Tourism British Columbia Act

Vancouver Tourism Levy Enabling Act

Appendix 3: Table of Changes — 2005/06 Update Compared to 2006/07

The ministry has refined its goals and created new objectives which are more focused and more clearly linked to the key outcomes that the ministry is working to achieve. They are also more closely aligned with government's Great Goals.

The Guidelines for Ministry 2006/07–2008/09 Service Plans require that ministries have no more than 12 performance measures. The ministry's measures have been revised to better reflect Treasury Board requirements to focus only on key aspects of performance. They also better reflect the ministry's revised goals and objectives. Many of the measures that were omitted from the Service Plan continue to be important to the ministry's work and may continue to be used in internal business plans.

The following tables outline the changes to the goals, objectives and performance measures in the 2006/07–2008/09 Service Plan.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Objective	Goal	Objective
1. A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and network of tourism and world-class resort facilities.	1. A competitive, sustainable tourism sector that supports a strong diverse economy and job creation across all regions of the province. 2. B.C.'s natural resources support sustainable economic development of commercial and non-commercial nature-base recreation.	1. A tourism sector that delivers lasting regional economic and social benefits.	1.1 Strategic and collaborative relationships to support tourism growth. 1.2 Expanded exposure and appeal as a quality world-class destination, through progressive market and product development. 1.3 Tourism, sport, arts, culture and heritage sectors fully leverage the opportunities presented by the 2010 Olympic and Paralympic Winter Games.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Objective	Goal	Objective
2. British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.	<ol style="list-style-type: none"> 1. British Columbian's participation levels increase as they embrace sport and physical activity as a way of life. 2. Provincial athletes are supported in their pursuit of excellence and achieve sustained personal-best results in national and international competition. 3. The province attracts world-class sport events enriching sport-tourism opportunities and accruing lasting benefits from major events such as the 2010 Olympic and Paralympic Winter Games. 	2. Vibrant and creative communities in which people have diverse opportunities to participate in recreation, sport, arts and culture.	<ol style="list-style-type: none"> 2.1 Dynamic and sustainable sport, arts, culture and heritage sectors. 2.2 An integrated and accessible range of sport, arts, culture, and heritage products, events, festivals and destinations with strengthened contributions to the provincial economy. 2.3 A physically active population where citizens have diverse opportunities to participate and excel in recreations and sport. 2.4 Citizens are supported in contributing to the well-being of their communities through volunteerism.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Objective	Goal	Objective
3. A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.	<ol style="list-style-type: none"> 1. British Columbia's arts and film industries capture a strong share of the global marketplace. 2. A vital and sustainable artistic and cultural sector that contributes to the quality of life and economic development of B.C. 3. Effective stewardship of British Columbia's heritage properties brings economic benefits and a sense of pride and identity to communities. 4. B.C.'s archaeological resources are protected and preserved, while also accommodating economic development. 	3. Effective joint stewardship of British Columbia's outdoor recreational resources and heritage.	<ol style="list-style-type: none"> 3.1 Shared commitment to effective stewardship that enables the protection and management of British Columbia's heritage assets and tourism-related resources in a balanced and sustainable way. 3.2 Effectively maintain British Columbia's historic places and recreation sites and trails.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Performance Measures	Goal	Performance Measures
1. A flourishing sustainable tourism industry where domestic and international visitors enjoy B.C.'s diverse range of natural experiences and network of tourism and world-class resort facilities.	<ul style="list-style-type: none"> • Vision for sustainable tourism: (Measure not included in the 06/07 Service Plan because the vision was developed in the 05/06 year). • Completion of a Tourism Charter: (Measure dropped from 06/07 Service Plan because the measure was not appropriate for use over consecutive years). • All Season Resorts revenues to government: (Measure was modified in the 06/07 Service Plan to more accurately reflect the value of new All Season Resorts investments). • Commercial Recreation revenues to government: (Measure was kept in the 06/07 Service Plan but modified to more accurately reflect the value of new Commercial Recreation investments). • Approvals of resort development agreements: (Measure was brought forward to the 06/07 Service Plan): <ul style="list-style-type: none"> – Master Development Agreements. – Other Resort Development Agreements. • Percentage of commercial recreation land tenures processed within 140 days: (Measure not included in 06/07 Service Plan, but will continue to be used for internal business planning). • Percentage of surveyed customers who are satisfied with All Seasons Resorts and Commercial Recreation services: (Client satisfaction will be monitored, but measure was not brought forward in 06/07 Service Plan because the ministry has reduced its set of measures). 	1. A tourism sector that delivers lasting regional economic and social benefits.	<ul style="list-style-type: none"> • New outcome measures for assessing growth in the tourism sector. • Dollar amount of new capital investment (All Seasons Resorts and Commercial Recreation). • Approvals of resort developments. • Percentage of ministry-led sector planning processes that include 2010 Games focus.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Performance Measures	Goal	Performance Measures
2. British Columbians reap the full benefits of a physically active lifestyle, achieve sustained excellence in competitive sport and experience lasting benefits from hosting world-class sporting events.	<ul style="list-style-type: none"> • B.C. adults' physical activity level: (This measure was carried forward into the 06/07 Service Plan with improvement to the description). • Team BC placement in Canada Summer and Winter games: (Although the ministry will continue to monitor this measure internally, this measure has not been included in the 06/07 Service Plan because the ministry has reduced its overall set of measures). • Proportion of nationally-carded athletes training in the province: (This measure was brought forward in the 2006/07 Service Plan). • The economic impact of hosting major sport events in the province exceeds the provincial investment: (This measure was included in the 2006/07 Service Plan and was revised for clarity and specificity). 	2. Vibrant and creative communities in which people have diverse opportunities to participate in recreation, sport, arts and culture.	<ul style="list-style-type: none"> • Self-generated revenue as a percentage of total budget in key arts and cultural organizations. • Ratio of incremental tax revenue to investment for major sport events. • Arts, Culture and Heritage Strategy. • Percentage of British Columbians who are physically active enough to derive health benefits. • Percentage of nationally-carded athletes training in the province.

Goals and Objectives 05/06 September Service Plan Update		Goals and Objectives 06/07 February Service Plan	
Goal	Performance Measures	Goal	Performance Measures
<p>3. A dynamic creative economy in which British Columbians participate and showcase their diverse culture, heritage and arts.</p>	<ul style="list-style-type: none"> • Client satisfaction with film production services offered in B.C.: (This measure was not brought forward into the 06/07 Service Plan because the ministry has reduced its overall set of measures). • Film production investment in B.C. relative to market capacity: (This measure was not brought forward into the 06/07 Service Plan because the ministry has reduced its overall set of measures, and this measure is still in the preliminary stages of development). • Olympic Arts Fund strategy completed: (This measure was not brought forward into the 06/07 Service Plan because it was an output for the 05/06 year). • Number of historic places entered in the Canadian Register of Historic Places: (Although the ministry will continue to monitor this measure internally, it has not been included in the 06/07 Service Plan because the ministry has reduced its overall set of measures). • Percentage of community-based heritage properties meeting or exceeding standards: (Although the ministry will continue to monitor this measure internally, it has not been included in the 06/07 Service Plan because the ministry has reduced its overall set of measures). • Number of land use projects proceeding under permit: (Although the ministry will continue to monitor this measure internally, it has not been included in the 06/07 Service Plan because the ministry has reduced its overall set of measures). 	<p>3. Effective joint stewardship of British Columbia's outdoor recreational resources and heritage.</p>	<ul style="list-style-type: none"> • Number of local governments committed to the stewardship of community heritage. • Number of recreation sites receiving regular maintenance.