

Ministry of Tourism, Arts and Culture

Estimates Debate 2019/20

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July 18, 2017

Honourable Lisa Beare
Minister of Tourism, Arts and Culture
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Beare:

Congratulations on your new appointment as Minister of Tourism, Arts and Culture.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

.../2

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Tourism, Arts and Culture I expect that you will make substantive progress on the following priorities:

- Champion tourism as a job creator throughout British Columbia and work to expand tourism-marketing efforts internationally.
- Work with the Minister of Jobs, Trade, and Technology to ensure that British Columbia’s tourism sector is represented on trade missions.
- Double the Province’s investment in the B.C. Arts Council over four years.
- Increase investments in Creative B.C. over four years.
- Establish an arts infrastructure fund to help provide space for B.C. artists.
- Ensure that B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.

- Work with the Minister of Finance to expand B.C.'s film labour tax credit to include B.C. writers.
- Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres, and arts and culture spaces.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan
Premier

Mandate Letter Achievements February 2019 - Ministry of Tourism, Arts & Culture

Commitment	Actions to date.
<p>1. Champion tourism as a job creator throughout British Columbia and work to expand tourism-marketing efforts internationally.</p>	<ul style="list-style-type: none"> In 2018, the Minister's Tourism Engagement Council was established. The council membership represents a variety of perspectives from across the province and the Tourism industry. Consultation with the Council is helping government to identify tourism industry priorities and will help to guide the implementation of strategies on a go forward basis. <p><u>Job creation</u></p> <ul style="list-style-type: none"> Destination Development Planning is continuing throughout the province. The Province continues to support: <ul style="list-style-type: none"> Resort Municipality communities through the Resort Municipality Initiative Program. Event hosting of vibrant and diverse attractions throughout British Columbia, through the Tourism Events Program. The Ministry also provided \$2.3M for the 2019 World Junior Hockey Championship, as well as support for the 2018 BC Winter Games, 2018 BC Summer Games, 2018 55+ BC Games and for Hosting BC and major events. In addition, we continue our work to support the recovery and future sustainability of the tourism industry in communities impacted by wildfires. The Province provided funding in 2017 to mitigate job losses, aid recovery and plan for future resilience and funding in 2018, aimed to bring visitors back to these communities and affected regions. <p><u>Expanding tourism-marketing efforts internationally</u></p> <ul style="list-style-type: none"> Building off of their 2018 Plan, Destination BC has launched its 2019 Global Marketing Plan and is actively executing that plan to continue to expand international marketing efforts. International marketing activities continue to include: <ul style="list-style-type: none"> A combination of media relations, social media, travel trade, partnerships and consumer direct marketing in key markets, to inspire and motivate visits to British Columbia. Executing a global social media strategy in key markets. Working with Online Travel Agencies (i.e. Expedia, C-Trip China) and rating sites (i.e. TripAdvisor) to reach consumers. Working closely with Destination Canada in all key international markets to leverage funding and resources.
<p>2. Work with the Minister of Jobs, Trade, and Technology to ensure that British Columbia's tourism sector is represented on trade missions.</p>	<ul style="list-style-type: none"> The tourism industry was well represented at the Premier's Trade mission to Asia in January 2018. The Minister works closely with Minister Chow (Minister of State for Trade) on the Premier's Chinese Canadian Community Committee as well as the Chinese Canadian Museum Working Group. In addition, the Minister and Ministry staff engage regularly with Minister Chow and JTT staff to ensure Tourism is considered and represented on Trade Missions. The Ministries collaborated in 2018 to support the tourism industry participation in the federally led mission to China.

<p>3. Double the Province's investment in the B.C. Arts Council over four years.</p>	<ul style="list-style-type: none"> • As part of <i>Budget 2018</i> this government announced a \$15M increase in funding to the BC Arts Council over three years, increasing the base budget from \$24M to \$29M. • The 2018-22 strategic plan, released in 2018 is guiding the distribution of the new grant funding to the sector. • As part of <i>Budget 2019</i> this government announced a \$15M increase in funding to the BC Arts Council over three years, increasing the base budget from \$29M to \$34M.
<p>4. Increase investments in Creative B.C. over four years.</p>	<ul style="list-style-type: none"> • As part of <i>Budget 2018</i>, the Province announced an additional \$3M in funding to Creative BC over three years to better support the creative sector. • In 2018/19, the Province launched Amplify BC, a \$7.5M provincial music fund administered by Creative BC. Amplify BC directly supports B.C.'s music industry while also leveraging additional federal government program funding.
<p>5. Establish an arts infrastructure fund to help provide space for B.C. artists.</p>	<ul style="list-style-type: none"> • The arts infrastructure fund is intended to invest in the renovation of existing spaces, development of new facilities and purchase of specialized equipment for the creation of and public engagement in the arts. • The Province has conducted its initial research and analysis; further sector engagement and program development is planned for fiscal 2019/20.
<p>6. Ensure that B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.</p>	<ul style="list-style-type: none"> • As part of Budget 2018, the Province announced additional funding to Creative BC which has helped to increase British Columbia's competitiveness in seeking federal funding. • The Province's investment in Amplify BC has also resulted in increased federal funding to benefit the music sector.
<p>7. Work with the Minister of Finance to expand B.C.'s film labour tax credit to include B.C. writers.</p>	<ul style="list-style-type: none"> • Effective Feb 21, 2018, the Film Incentive BC Tax Credit was amended to include Script Writing.
<p>8. Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres, and arts and culture spaces.</p>	<ul style="list-style-type: none"> • In 2018, the Ministry of Municipal Affairs and Housing launched four community capital infrastructure funding programs. The Ministry of Tourism, Arts and Culture was consulted on the program stream related to the recreation, arts and culture sector: Community, Culture and Recreation. • The first intake of applications for funding closed on January 23, 2019. The Ministry of Municipal Affairs and Housing are currently reviewing these applications.



October 23, 2017

Ravi Kahlon
Parliamentary Secretary for Multiculturalism and Sport
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Parliamentary Secretary Kahlon,

Congratulations on your new appointment as Parliamentary Secretary for Multiculturalism and Sport.

It has never been more important for new leadership that works for ordinary people, not just those at the top. It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as parliamentary secretary to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

These three commitments along with your specific parliamentary secretary objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward. As parliamentary secretary, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the

Premier's Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from. Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my parliamentary secretaries, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As a parliamentary secretary, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Parliamentary Secretary for Multiculturalism and Sport, I expect that you will make substantive progress on the following priorities:

- Under the direction of the minister, lead the consultation and make recommendations on the formation of a new Human Rights Commission;
- In consultation with BC's diverse newcomer and immigrant communities, as well as human rights groups, community organizations and other interested people, develop new strategies to combat racism and respect inclusion and tolerance;
- Consult with BC's amateur and recreational sport organizations to identify strategies to expand access to sports and support for amateur and recreational sport activities;
- Assist the Minister to identify opportunities to expand tourism through hosting sport events.

All members are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a Parliamentary Secretary of the Crown, the way you conduct yourself will reflect not only on yourself, but on your colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink, appearing to read "John Horgan". The signature is fluid and cursive, with a long horizontal stroke at the end.

John Horgan
Premier

CC: Hon. Minister Lisa Beare, Tourism, Arts and Culture

Parliamentary Secretary for Sport and Multiculturalism Mandate Tracker – February 2019

Commitment	Action
1. Under the direction of the Minister, lead the consultation and make recommendations on the formation of a new Human Right Commission.	<ul style="list-style-type: none"> Supporting the work of the Ministry of Attorney General in re-establishing the Human Rights Commission. The Parliamentary Secretary participated in a wide range of community and stakeholder consultations to inform the work of the AG.
2. In consultation with BC's diverse newcomer and immigrant communities, as well as Human Rights groups, community organizations and other interested people, develop new strategies to combat racism and respect inclusion and tolerance	<ul style="list-style-type: none"> With advice from the Multicultural Advisory Council, the Multicultural Grants Program has been redesigned and relaunched to provide funding support to community-based initiatives that build intercultural trust and understanding and reduce racism and systemic barriers. The Parliamentary Secretary provides feedback and input on ministry strategies and initiatives related to multiculturalism and anti-racism. The Parliamentary Secretary attends multiculturalism and anti-racism events.
3. Consult with BC's amateur and recreational sport organizations to identify strategies to expand access to sports and support for amateur and recreational sport activities	<ul style="list-style-type: none"> The Parliamentary Secretary has been active in consultation with Sport sector stakeholders. Consultations have included meetings with a Multisport Organization Leadership Council and the Sport BC Round Table with approximately 60 PSO's and MSO's. In addition, individual meetings with several organizations have occurred including; BC Seniors Games Society (and its regional zone directors), ProMotion Plus, Sport for Life and I SPARC. Consultation also included Physical Literacy and Girls & Women roundtable and regional sessions held in the Fraser Valley and Kimberley-Cranbrook. These sessions included representatives from the Ministry of Health, local governments, BC Recreation and Parks Association, school districts, PacificSport regional centres and other stakeholders. Consultations to date have been focussed on the roles and responsibilities of key stakeholders within the sector as well as identifying issues and themes relating to sport access.
4. Assist the Minister to identify opportunity to expand tourism through hosting sport events	<ul style="list-style-type: none"> The Ministry has promoted, and financially supported numerous high profile major sporting events hosted in BC including; <ul style="list-style-type: none"> 2019 World Junior Hockey Championship; 2019 World Para Nordic Skiing Championships; 2018 & 2019 HSBC World Rugby Sevens Series; and the 2018 BC Summer Games, 2018 BC Winter Games and 2018 55+ BC Games.

UNDRIP ACTIONS 2018/19 - Ministry of Tourism, Arts & Culture

Actions		UNDRIP/TRC Ref.
Across government we are working to implement changes that will address the Calls to Action of the Truth and Reconciliation Commission and United Nations Declaration on the Rights of Indigenous People.		
Tourism		
Semiahmoo / Haida Pole	<ul style="list-style-type: none"> On September 22, 2018 a ceremony to raise the replica Haida pole on Semiahmoo First Nations territory took place to correct the historical wrong of its removal in 2008 from the Peach Arch Visitor Centre. Now standing in the Peach Arch Provincial Park, this pole is an example of rich, cultural history and diversity of First Nations on the coast. Our government is committed to undertaking these acts of reconciliation to foster better relations with Indigenous peoples. 	
Indigenous Tourism	<ul style="list-style-type: none"> Indigenous culture is of great interest to visitor markets and Indigenous tourism has emerged as one of the distinctive areas of tourism in B.C. It is a segment of tourism which bears multiple benefits, most importantly economic self-determination for Indigenous people. It provides jobs and business earnings in smaller communities across the province, and it also allows Indigenous people to tell their own stories thereby building pride and facilitating reconciliation through understanding. The Province supports Indigenous tourism directly with a contribution of about \$1 million per year to the Indigenous Tourism Association of BC (ITBC), an Indigenous-led organisation that addresses the development and marketing of Indigenous tourism in ways that Indigenous people want. At this year's First Nations Leaders Gathering, I met directly with leaders of 28 Indigenous communities, all of whom are eager to implement tourism strategies to improve life for Indigenous people on- and off-reserve. Ministry staff have been connecting ITBC staff with other Provincial agencies to support Indigenous tourism such as opportunities in BC Parks, support for cultural preservation, entrepreneur programs, and skills development. In Budget 2018 the Province committed \$50 million over 3 years for the First Peoples Cultural Council to support retention and revitalization of Indigenous languages and culture in B.C. This investment in the unique cultures of B.C.'s Indigenous peoples will help build solid foundations for the cultural tourism products which attract visitors from across the globe. 	UNDRIP 20.1

Actions		UNDRIP/TRC Ref.
Arts & Culture		
	Arts and culture play a unique and significant role in truth and reconciliation. For example, arts and culture can: bring to light the atrocities and truths of the past; provide healing to a community; and engage Indigenous youth in meaningful ways.	
Language Revitalization	Our government recently recognized the importance of Indigenous language revitalization through a \$50M commitment.	UNDRIP Article 13
<i>BC Arts Council</i>	<ul style="list-style-type: none"> The BC Arts Council has been directly funding Indigenous organizations for over 25 years and addressing section 31 of the Declaration for ten years. <ul style="list-style-type: none"> In continued partnership with the First Peoples' Cultural Council (FPCC), BCAC allocated approximately \$1.5M to <i>Aboriginal Arts Development</i> and <i>Aboriginal Youth Engaged in the Arts awards</i> across the province during 2018/19. BCAC and FPCC have partnered for more than 20 years on this initiative. Organization examples: Savage Production Society (\$110,000); Urban Ink (\$53,000) Full Circle First Nations Performance Society (\$138,920); U'Mista Cultural Society (\$119,100); Haida Gwaii Museum (\$98,000); The Mid-Island Métis Nation (\$7,125); and Dancers of Damelahamid (\$24,500). <i>ArtStarts in Schools</i> distributes over \$25K in funding to the First Nations School Association (FNSA) through the Artists in Education (District Allocations) program. Over \$25K in <i>Artists in the Classroom</i> residencies for Indigenous artists. 	UNDRIP Article 31
<i>Community Resilience</i>	<ul style="list-style-type: none"> The Community Resilience Through Arts and Culture pilot program launched in February 2018 and designed to address Article 31 of the UNDRIP through its support of the rights of Indigenous peoples to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions. The pilot year provided over \$300,000 directly to Indigenous communities to support arts and cultural activities. 	UNDRIP Article 31
RBCM	<ul style="list-style-type: none"> Through our Crown Agency, the Royal BC Museum, we are addressing the TRC Calls to Action and UNDRIP in the areas of training, education, 	TRC Calls to Action 67

Actions	UNDRIP/TRC Ref.
<p>reconciliation and repatriation. The Province provided the Royal BC Museum \$2M over three years to initiate repatriation of cultural belongings and ancestral remains to Indigenous communities. 2018/19 is the third and final year of the funding committed to the project and we are working with the museum to look at options for continuing the program.</p>	<p>UNDRIP Article 12</p>
Sport	
<ul style="list-style-type: none"> • My ministry is working to implement Calls to Action related to sport including: <ul style="list-style-type: none"> ○ Sharing the story and history of Indigenous sport. ○ Ensuring long term Indigenous athlete development and growth including supporting Indigenous youth to participate in the North American Indigenous Games. ○ Reducing barriers to sport participation and promoting sport that is inclusive of Indigenous peoples. ○ Ensuring that sport policies, programs, and initiatives are inclusive of Indigenous peoples. ○ Ensuring that local Indigenous peoples' territorial protocols are respected by officials of international sporting events in British Columbia. • To support this work the ministry provides funding to the Indigenous Sport, Physical Activity and Recreation Council (I-SPARC) to deliver regional action plans, youth camps, coaching and leadership programs. • The Ministry also works with ISPARC and sport sector partners to increase Indigenous sport opportunities in the overall sport sector. One example is a partnership between ISPARC and the BC Games Society to expand opportunities for Indigenous athletes to compete at BC Winter and Summer Games. • Through this work, Indigenous populations across the province are benefiting from enhanced physical activity, podium results and job skills. I-SPARC programs reach about 25,000 Indigenous people each year. • Aboriginal Team BC was first at the 2017 North American Indigenous Games. The Team BC men's hockey team placed first and the women's team placed fourth at the 2018 National Aboriginal Hockey Championships. • My ministry is working to implement Calls to Action related to sport including: • Sharing the story and history of Indigenous sport. 	<p>Articles 11, 15.1 and 15.2 of UNDRIP and the TRC Calls to Action #88 and #90</p>

Actions	UNDRIP/TRC Ref.
<ul style="list-style-type: none"> • Ensuring long term Indigenous athlete development and growth including supporting Indigenous youth to participate in the North American Indigenous Games. • Reducing barriers to sport participation and promoting sport that is inclusive of Indigenous peoples. • Ensuring that sport policies, programs, and initiatives are inclusive of Indigenous peoples. • Ensuring that local Indigenous peoples' territorial protocols are respected by officials of international sporting events in British Columbia. • • To support this work the ministry provides funding to the Indigenous Sport, Physical Activity and Recreation Council (I-SPARC) to deliver regional action plans, youth camps, coaching and leadership programs. • The Ministry also works with ISPARC and sport sector partners to increase Indigenous sport opportunities in the overall sport sector. One example is a partnership between ISPARC and the BC Games Society to expand opportunities for Indigenous athletes to compete at BC Winter and Summer Games. • Through this work, Indigenous populations across the province are benefiting from enhanced physical activity, podium results and job skills. I-SPARC programs reach about 25,000 Indigenous people each year. • Aboriginal Team BC was first at the 2017 North American Indigenous Games. The Team BC men's hockey team placed first and the women's team placed fourth at the 2018 National Aboriginal Hockey Championships. • Indigenous history and achievement has also been honoured through recognition initiatives including: • The 2018 Premier's Awards for Indigenous Youth Excellence in Sport – this award honours youth (25 years and under) competing in performance sport and committed to living healthy, active lifestyles. A total of 48 young recipients were chosen within I-SPARC's six regions – Northeast, Northwest, Interior, Fraser, Vancouver Coastal, and Vancouver Island. • The BC Sports Hall of Fame and Museum (in partnership with ISPARC) unveiled the Indigenous Sport Gallery – more than 1,000 square feet of permanent exhibit space – celebrates the rich history and many contributions to sport by First Nations and Métis athletes, teams, coaches, builders and volunteers in B.C.; attempting to remedy the fact that Indigenous athletes and teams have not been properly celebrated and honoured over the course of B.C.'s history. • Through Ministry funding to the Heart of the Hazeltons (Upper Skeena Recreation Centre) and the After School Sports and Arts Initiative 	

Actions		UNDRIP/TRC Ref.
	(ASSAI) and support to KidSport BC, the Ministry is helping to reduce financial and other barriers to sport for Indigenous children and youth. Many of ASSAI's schools (e.g. Haida Gwaii, Alert Bay, Prince George) service mainly Indigenous populations and about 25 per cent of KidSport BC grants go to Indigenous youth.	
BC Games Society	<ul style="list-style-type: none"> BC Games Society's mandate letter supports a number of UNDRIP and TRC commitments. Directions include: <ul style="list-style-type: none"> In collaboration with ISPARC, support true and lasting reconciliation by increasing sport and other opportunities for Indigenous peoples and providing support to ISPARC in preparation for the 2020 North American Indigenous Games in Halifax. Continue to work to make sport opportunities affordable for Games participants. Indigenous populations often face barriers to participating in sport. Enhance and share best practices for safety with an increased focus on preventing and addressing harassment and abuse. This support gender equity (UNDRIP) and TRC Calls to Action #90 as Indigenous peoples are vulnerable to harassment and abuse. BC Games has also introduced a service plan performance measure - # of Indigenous athletes participating in BC Games. 	UNDRIP Articles 11, 15.1, 15.2, 22.1, 22.1, 31 and 44 and TRC #88 and #90.
Multiculturalism		
Anti-Racism	<ul style="list-style-type: none"> Through the Organizing Against Racism and Hate Program, the Ministry supported planning tables in 36 communities across the province to monitor and identify ways to combat racism and hate against diverse groups, including Indigenous peoples. Through the Multicultural Grants Program, the Ministry supported numerous community-based projects focussed on building cross cultural trust and understanding between Indigenous peoples and other community members. 	Article 2, Article 7 and Article 8.2.e.
Creative		
Knowledge Network	<ul style="list-style-type: none"> Mirroring the TRC's Calls to Action related to federal public broadcasting, in their 2019/20 Mandate Letter, the Knowledge Network is committed to collaborating with independent, Indigenous filmmakers to create original B.C. Indigenous stories and continue to seek further opportunities to share Indigenous perspectives through 	UNDRIP Article 16 TRC #84 and #85

Actions		UNDRIP/TRC Ref.
	programming.	

TOURISM SECTOR PROFILE FACT SHEET

TOURISM REVENUE & GDP

Total revenue – \$18.4 billion

Tourism revenue measures the money received by businesses, individuals, and governments due to tourism activities. In 2017, the tourism industry generated \$18.4 billion in revenue. This represents an increase of 8.4 per cent over 2016.

Provincial tax revenue – \$1.2 billion

Tourism generated provincial tax revenue was \$1.2 billion in 2017, an increase of 5.8 per cent from 2016.

Provincial accommodation and food services revenue – \$6.7 billion

Estimated accommodation and food services sector revenue amounted to \$6.7 billion in 2017, an increase of 8.9 per cent from 2016. In 2017, this sector employed 77,300 people.

Export revenue – \$5.4 billion

In 2017, tourism exports generated revenue of \$5.4 billion, an increase of 7 per cent over 2016.

Gross domestic product – \$9.0 billion

The tourism industry contributed \$9.0 billion of added value to the BC economy, as measured through GDP (in 2012 constant dollars) in 2017. This is an increase of 6.7 per cent over 2016.

In 2017, as a whole, GDP of the provincial economy grew by 4.0 per cent in 2017.

In 2017, the largest increase driving GDP from tourism was in transportation (and related) services, which increased 9.7 per cent over 2016.

The tourism industry has contributed the **largest** added value to the BC economy between 2007 and 2017 relative to other primary resource industries such as oil and gas extraction, mining and quarrying, forestry and logging, and agriculture and fishing.

TOURISM BUSINESSES, EMPLOYMENT & WAGES

Businesses – 19,243 tourism-related businesses

In 2017, BC had 19,243 tourism-related businesses in operation, up 0.4 per cent over 2016.

92 per cent of all tourism business in BC are small businesses with fewer than 50 employees.

Employment – 137,800 people employed; roughly one out of every 16 workers

In 2017, there were 137,800 people employed in BC directly due to tourism expenditures, up 3.6 per cent over 2016.

Tourism provides a job for roughly one out of every 16 people employed in the province.

Wages and salaries – \$4.9 billion in wages and salaries

In 2017, the tourism industry paid \$4.9 billion in wages and salaries, up 6.9 per cent over 2016.

Average compensation in the tourism industry, in 2017 was \$35,878, up 3.2 per cent from 2016, and up 12.8 per cent since 2007.

SOURCES – The above information is a snapshot of the economic contribution of tourism in British Columbia in 2017, the latest year for which data is available. Information provided is from BC Stats, in partnership with Destination British Columbia and from the International Travel Survey.

TOURISM SECTOR PROFILE FACT SHEET

INFORMATION BY SELECT SUB-SECTOR

(2016 figures as reported by industry, unless otherwise indicated)

Sector	Annual Revenue	Businesses	Jobs
Accommodation and Food Services (2017 DBC data)	\$6.7B	n/a	77,300
Adventure Tourism	\$2B	2,200	n/a
Indigenous Tourism	\$705M (GDP)	401	7,400

MINISTRY OF TOURISM, ARTS AND CULTURE PROGRAM BUDGETS 2018/19:

TAC Programs	2019/20 Budget	Additional Info
Tourism Events Program	Approximately \$4M funding	Forecasted based on MRDT revenue forecast.
Resort Municipality Initiative	Approximately \$13M funding	Forecasted based on MRDT revenue forecast
Municipal and Regional District Tax	\$76M estimated	over 55 communities

Destination BC Programs	2019/20 Budget	Additional Info
Total DBC budget	\$53.1M	
Co-op Marketing Partnerships Program	\$4.6M	
Visitor Services	\$2.9M	
Destination Development Program	\$1.94M	

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Tourism Performance Measures

Revised: March 27, 2019

Issue: 2017 economic contribution of tourism and future performance measures

Response:

- Tourism continues to be a key economic contributor to British Columbia
- 2017 saw an 8.4 per cent growth in tourism industry revenue over 2016 to \$18.4 billion, the highest year-over-year growth in the past 10 years.
- Since 2007, total tourism revenue has grown 41.3 per cent. In fact, tourism revenue has grown every year between 2007 and 2017 with the exception of 2009 (due to the global economic recession).
- In 2017, the tourism industry generated:
 - \$18.4 billion in tourism industry revenue (up 8.4 per cent over 2016)
 - \$9.0 billion in real GDP (in 2012 constant dollars) (up 6.7 per cent)
 - Employed 137,800 people (up 3.6 per cent)
 - \$4.9 billion in tourism-related wages and salaries (up 6.9 per cent)
 - 19,243 tourism businesses (up 0.4 per cent)
- The tourism industry employed 137,800 British Columbians in 2017 across every region of the province; roughly one out of every 16 workers.
- A time-lag for tourism data estimates is seen each year (e.g. 2017 estimates are available early 2019) as a result of availability of complete annual business data, as well as processing and review time.
- I also recognize that economic contribution is not the only measure of tourism success for B.C. communities.
- That's why we have introduced a more robust set of performance measurements in our new strategic framework for tourism in B.C. that consider issues like seasonality, sustainability, and resident satisfaction with tourism.

Background/Status:

- Tourism is one of B.C.'s key economic sectors. In fact, the tourism industry has contributed the largest added value to the BC economy between 2007 and 2017 relative to other primary resource industries such as oil and gas extraction, mining and quarrying, forestry and logging, and agriculture and fishing.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Destination BC (DBC) has provided preliminary estimates for the 2017 economic contribution of tourism in British Columbia (see *2017 Economic Contribution of Tourism* below). Estimates are compiled from data provided by Statistics Canada, BC Stats and DBC.
- These figures will form the basis for the annual Value of Tourism report, a DBC led publication that provides details of the economic value of tourism to British Columbia. The 2017 Value of Tourism snapshot was published in March 2019. The full '*Value of Tourism in British Columbia: Trends from 2006 to 2017*' report will be available in September 2019.
- The strategic framework for tourism in B.C. recognizes that tourism success needs to be measured by more than just economic impact, in areas like sustainability, impact on the natural environment, and dispersion. (See Provincial Strategic Tourism Framework Key Indicators below)

2017 Economic Contribution of Tourism

Tourism GDP:

- Tourism accounts for 3.8 per cent of GDP in the provincial economy.
- The tourism industry contributed \$9.0 billion of added value to the BC economy, as measured through GDP (in 2012 constant dollars) in 2017. This is an increase of 6.7 per cent over 2016. GDP of the BC economy as a whole grew by 4.0 per cent in 2017.

Tourism Revenues:

- In 2017, the tourism industry generated \$18.4 billion in revenue. This represents an increase of 8.4 per cent over 2016.

Tourism Tax Revenue:

- Tourism generated provincial tax revenue was \$1.2 billion in 2017, an increase of 5.8 per cent from 2016.

Tourism Employment:

- In 2017, there were 137,800 people employed in BC directly due to tourism expenditures, up 3.6 per cent over 2016.
- Tourism provides a job for roughly 1 out of every 16 people employed in the province.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Wages and Salaries:

- In 2017, the tourism industry paid \$4.9 billion in wages and salaries, up 6.9 per cent over 2016.

Tourism Businesses:

- In 2017, BC had 19,243 tourism-related businesses in operation, up 0.4 per cent over 2016.

Visitor Entries:

- Total international overnight visitor entries to BC was 6.06 million in 2018, an increase of 6.4 per cent over 2017.
- Overnight entries from the US increased 3.6 per cent while same day visits increased 5.9 per cent over 2017. Total entries from the US to BC increased 4.5 per cent in 2018 over 2017.

Tourism Export Revenue:

- In 2017, tourism export revenue generated \$5.4 billion in revenue for BC, an increase of 7.1 per cent over 2016.

10-Year Trend Overview

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Real GDP (\$2012 M)	6,786	6,780	6,656	6,904	6,910	7,060	7,217	7,681	8,046	8,430	8,991
% change	4.0%	-0.1%	-1.8%	3.7%	0.1%	2.2%	2.2%	6.4%	4.8%	4.8%	6.7%
Revenue (\$M)	13,005	13,390	12,499	13,047	13,193	13,459	13,988	14,953	15,807	16,964	18,381
% change	6.5%	3.0%	-6.7%	4.4%	1.1%	2.0%	3.9%	6.9%	5.7%	7.3%	8.4%
Total Prov' Taxes (\$M)	858	877	811	923	1,062	1,106	981	995	1,076	1,138	1,204
% change	2.3%	2.2%	-7.5%	13.8%	15.1%	4.1%	-11.3%	1.4%	8.1%	5.8%	5.8%
Employment ('000)	118.3	122.0	120.8	119.7	119.4	118.8	122.3	125.4	128.3	133.00	137.8
% change	3.1%	3.1%	-1.0%	-0.9%	-0.3%	-0.5%	2.9%	2.5%	2.3%	3.7%	3.6%
Wages & Salaries (\$M)	3,764	3,889	3,805	3,841	3,847	3,881	4,044	4,301	4,615	4,625	4,944
% change	5.1%	3.3%	-2.2%	0.9%	0.2%	0.9%	4.2%	6.4%	7.3%	0.2%	6.9%
Businesses	NA	NA	NA	NA	NA	NA	NA	18,682	18,938	19,170	19,243
% change	NA	NA	NA	NA	NA	NA	NA	NA	1.4%	1.2%	0.4%

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Provincial Strategic Tourism Framework Key Indicators

Supporting People and Communities

- Tourism employment growth
- Number of tourism related job vacancies
- Average tourism related wage growth
- Investments in arts, culture, and sport events and festivals
- Municipal Regional District Tax revenue

Sustainably growing the visitor economy

- Total tourism revenue
- Tourism tax and export revenue
- International visitor arrivals by month
- Number and type of tourism businesses, including Indigenous businesses
- Net promoter score of B.C.

Respecting nature and the environment

- Investments in recreation and parks
- Visitor perception of B.C. as a travel destination

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Tourism Performance Measures
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- Tourism continues to be a key economic contributor to British Columbia, with 2017 seeing an 8.4 per cent growth in tourism industry revenue over 2016 to \$18.4 billion, the highest year-over-year growth in the past 10 years.
- Since 2007, total tourism revenue has grown 41.3 per cent. In fact, tourism revenue has grown every year between 2007 and 2017 with the exception of 2009 (due to the global economic recession).
- A time-lag for tourism data estimates is seen each year, meaning 2017 estimates are available early 2019, due to the availability of complete annual business data, as well as processing and review time.
- I also recognize that economic contribution is not the only measure of tourism success for B.C. communities.
- That's why we have introduced a more robust set of performance measurements in our new strategic framework for tourism that consider issues like seasonality, sustainability, and resident satisfaction with tourism.

Q1	How did the tourism industry perform in 2017?
A1	<ul style="list-style-type: none"> • In 2017, the tourism industry generated: <ul style="list-style-type: none"> ○ \$18.4 billion in tourism industry revenue (up 8.4 per cent over 2016). ○ \$9.0 billion in real GDP (in 2012 constant dollars) (up 6.7 per cent). ○ \$4.9 billion in tourism-related wages and salaries (up 6.9 per cent) and supported 19,243 tourism businesses (up 0.4 per cent). ○ In addition, the tourism industry employed 137,800 British Columbians in 2017 across every region of the province; roughly one out of every 16 workers. (up 3.6 per cent).
Q2	How did the tourism industry perform as compared to other sectors?
A2	<ul style="list-style-type: none"> • The tourism industry has contributed the largest added value to the BC economy between 2007 and 2017 relative to other primary resource industries such as oil and gas extraction, mining and quarrying, forestry and logging, and agriculture and fishing. • B.C remains strong compared to other provinces. For example, B.C. saw an increase of 6.4 per cent in international overnight visitor entries in 2018.

Q3	Why are the 2017 economic contribution figures only available now?
A3	<ul style="list-style-type: none"> • A time-lag for tourism data estimates is seen each year (e.g. 2017 estimates are available early 2019) as a result of availability of complete annual business data, as well as processing and review time. • Destination BC (DBC) has compiled preliminary estimates for the 2017 economic contribution of tourism in British Columbia from data provided by Statistics Canada, BC Stats and DBC.
Q4	What measures have been introduced by the Ministry in the strategic framework for tourism in B.C.?
A4	<ul style="list-style-type: none"> • I recognize that economic contribution is not the only measure of tourism success for B.C. communities. • That's why we have introduced a more robust set of performance indicators in our new tourism framework that consider issues like seasonality, sustainability, and resident satisfaction with tourism. • The Strategic Framework for Tourism includes three pillars: <ul style="list-style-type: none"> ○ Supporting People and Communities ○ Sustainably growing the visitor economy ○ Respecting nature and the environment <p>Supporting People and Communities pillar includes the following key indicators:</p> <ul style="list-style-type: none"> ○ Tourism employment growth ○ Number of tourism related job vacancies ○ Average tourism related wage growth ○ Investments in arts, culture, and sport events and festivals ○ Municipal Regional District Tax revenue

Sustainably growing the visitor economy pillar includes:

- Total tourism revenue
- Tourism tax and export revenue
- International visitor arrivals by month
- Number and type of tourism businesses, including Indigenous businesses
- Net promoter score of B.C.

Respecting nature and the environment pillar includes:

- Visitor perception of B.C. as a travel destination
 - Investments in recreation and parks
- My goal is to have some corresponding benchmarks to these indicators in place by next fiscal (2020/21).

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: **Mandate – Champion Tourism as Job Creator and Expand International Marketing**

Revised: March 29, 2019

Issue: **Champion tourism as a job creator and expand tourism marketing efforts internationally**

Response:

- My mandate letter committed me to, *“Champion tourism as a job creator throughout British Columbia and work to expand tourism-marketing efforts internationally.”*
- Thousands of B.C. families rely on jobs in tourism and our government is committed to supporting continued growth of this vital sector.
- In fiscal year 19/20, our total tourism investments are expected to be \$146 million – that’s an increase of nearly \$25 million since 2017.
- In March, I announced a new strategic framework for tourism in B.C.
- It’s a plan that will support job creation through innovative marketing and destination development.
- It will guide year-round tourism growth that benefits people and communities, while protecting B.C.’s natural environment.
- Budget 2019 included an increase of \$1.1 million to Destination BC for the next three years.
- This increase will allow Destination BC to continue to promote B.C. to international and Canadian visitors in order to develop and grow the industry.
- We are making good progress...
 - B.C. welcomed over 6 million international visitors in 2018 – that’s an increase of 6.4 per cent compared to the year before.
 - Tourism is an important economic driver, and in 2017 the sector:
 - Employed 137,800 British Columbians, that’s up 3.6 per cent over 2016 (roughly 1 of every 16 people employed);
 - Supported 19,243 tourism-related businesses (up 0.4 per cent) that paid \$4.9 billion in wages and salaries, up 6.9 per cent over 2016;

...Continued

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Contributed \$9 billion towards B.C.'s GDP, up 6.7 per cent over 2016; and
- Generated \$18.4 billion in revenue, up 8.4 per cent over 2016.
- According to recent labour market projections, the tourism and hospitality sector is forecast to have over 100,000 job openings over the next 10 years.

Background/Status:

Items Completed to Date

- The new Strategic Framework for Tourism in B.C. was released March 1, 2019, and will provide a strategic roadmap for tourism success for British Columbians.
- Destination BC continues to execute on its Global Marketing Plan.
- Destination BC is leading Destination Development planning in 20 planning areas across B.C.; 18 of 20 areas are complete, with 2 underway.
- TAC is dedicating \$13 million annually for the Resort Municipality Initiative (RMI). More than 21,000 people are employed in tourism-related jobs in the 14 RMI communities – representing more than 15 per cent of overall tourism employment in B.C.
- TAC is addressing wildfire impacts on the tourism sector by mitigating job loss now and growing jobs in the future.
 - In 2017, impacted regions received a total of \$1.6M in funding: \$600,000 from TAC (\$200,000 each to Cariboo Chilcotin Coast, the Thompson Okanagan and Kootenay Rockies Tourism Associations); and \$1M in marketing support from Destination BC.
 - In 2018, Destination BC re-allocated \$1.174M to support provincially coordinated tourism recovery marketing efforts aimed to bring visitors back to affected regions.
 - In addition, events occurring in communities that were impacted by the 2018 BC wildfires were given priority funding in the fall 2018 intake of the Tourism Events Program and will continue to receive priority funding in the spring 2019 intake.
- According to the 2018 B.C. Labour Market Outlook, the tourism and hospitality sector employed 303,000 people in 2018; and is projected to have over 100,000 job openings from over the next 10 years (including net new jobs due to growth and jobs vacated by retiring workers). *Note: employment statistics from the Labour Market Outlook and Destination BC's Value of Tourism cannot be directly compared because they use different ways of collecting information.*

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Table 1 – Total TAC Tourism Investments by Year (2019/20)

Tourism Investments	FY 2019/20 (projected) (\$M)
Destination BC	\$53.1
RMI	\$13
MRDT	\$76
Tourism Events Program	\$4
Total	\$146

Source: Destination BC Service Plans (Total DBC Budget for 2017/18, 2018/19, 2019/20); RMI - Budget 2019; MRDT – Budget 2018 (p. 105) & 2019 (p. 103); Tourism Events Program (Branch program tracking).

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Mandate Letter – Champion Tourism as a Job Creator &
Expand Marketing Efforts Internationally
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- Thousands of B.C. families rely on jobs in tourism and our government is committed to supporting continued growth of this vital sector.
- I am working hard to support the tourism industry to encourage job creation and working with Destination BC to expand our international tourism marketing efforts.
- Successful marketing will help grow the tourism sector, and in turn, generate tourism jobs across B.C.

Q1	I understand you were mandated to champion tourism as a job creator; what have you accomplished?
A1	<ul style="list-style-type: none">• My mandate letter committed me to “<i>Champion tourism as a job creator throughout British Columbia and work to expand tourism-marketing efforts internationally.</i>”• Thousands of B.C. families rely on jobs in tourism and our government is committed to supporting continued growth of this vital sector.• In March, I announced a new strategic framework for tourism in B.C.• It’s a plan that will support job creation through innovative marketing and destination development.

- It will guide year-round tourism growth that benefits people and communities, while protecting B.C.'s natural environment.
- Budget 2019 included an increase of \$1.1 million to Destination BC for the next three years.
- This increase will allow Destination BC to continue to promote B.C. to international and Canadian visitors in order to develop and grow the industry.
- In addition, we are supporting 14 Resort Municipality communities through the Resort Municipality Program with \$13 million in 2019/20 funding.
- We are also investing approximately \$4 million through the Tourism Events Program to support more tourism events across the province. The Province also provides \$19.5 million to the BC Pavilion Corporation (PavCo) to maintain, support and attract global meetings and world class sporting and entertainment events to the Vancouver Convention Centre and BC Place.
- All of this support contributes to strengthening and growing the tourism sector – which helps sustain and encourage tourism-related job creation.
- I look forward to continuing to champion our thriving tourism sector and its role as a job creator.

Tourism Job Stats

- Tourism is delivering lasting economic and social benefits to British Columbians – including employment.
- For example, in 2017 the sector employed 137,800 people in B.C. – up 3.6 per cent over 2016.

- This represents roughly 1 out of every 16 people employed in the province.
- The industry also paid \$4.9B in wages and salaries in 2017, up 6.9 per cent over 2016.
- According to recent B.C. labour market projections, the tourism and hospitality sector is forecast to have over 100,000 job openings over the next 10 years (including net new jobs due to growth and jobs vacated by retiring workers).

Ministry Actions

- Under my direction, the Ministry and Crown Corporations for which I am responsible have taken the following actions to help sustain and create jobs, including:
- Promoting tourism through marketing – Destination BC has a budget of \$52.6213 million in 2019/20 to market B.C. tourism, which in turn generates jobs in the province.
- Promoting tourism internationally – we’ve ensured tourism interests were represented on the last year’s trade mission to China and this year’s mission to Japan and South Korea.
- Promoting tourism at the local level – Destination BC will complete destination development planning in 20 planning areas across B.C.
- To date, 18 of 20 areas are complete with and 2 more underway.
- Championing tourism as a job creator through RMI program funding to 14 Resort Municipalities.

- In 2017, there were more than 21,000 tourism-related jobs (representing more than 15 per cent of tourism employment in B.C.) in these 14 communities.
- I have supported continuation of the RMI to ensure these communities' tourism economies continue to thrive and maintain and create jobs.
- Addressing wildfires by mitigating job loss now and growing jobs in the future.
- In 2017, impacted regions received a total of \$1.6 million in support, including \$600,000 in funding from the Ministry and \$1 million in marketing support from Destination BC.
- In 2018, Destination BC re-allocated \$1.174 million to support provincially coordinated tourism recovery marketing efforts aimed to bring visitors back to affected regions – in turn supporting businesses and the jobs they create.
- In addition, events occurring in communities impacted by BC wildfires are given priority funding as part of Tourism Events Program.

Q2

What funding has been applied specifically to job creation in tourism?

A2

- In fiscal year 19/20 the Province is expected to invest more than \$145 million in tourism – all of which supports the industry, which in turn helps support tourism-related job creation across B.C.
- This includes:
 - \$53 million to Destination BC for tourism marketing and development;

- \$13 million for the Resort Municipality Initiative as part of the Ministry's core budget to fund infrastructure projects that will create jobs and build a strong economy in tourism-oriented communities;
 - An estimated \$76 million forecasted in MRDT revenues to over 55 communities; and,
 - Investing approximately \$4 million through the Tourism Events Program to support more tourism events across the province.
- Thousands of B.C. families rely on jobs in tourism and our government is committed to supporting the continued growth of this vital sector.

Q3

What have you done to fulfill your mandate to expand tourism marketing efforts internationally?

A3

- Tourism is very important to our government – that's why the Province will invest more than \$145 million in tourism this year – a total increase of nearly \$25 million since 2017.
- We want to ensure that B.C.'s spectacular, natural beauty and unique, world-class experiences continue to attract visitors and keep them coming back.
- That's why I am working with Destination BC to expand our international tourism marketing efforts.
- Our visitor numbers have been strong over the past year and continue to show increases.
- In fact, B.C. welcomed over 6 million international visitors in 2018 – up 6.4 per cent compared to the year before.

- Under my direction, our provincial destination marketing organization, Destination BC, leads international tourism marketing efforts for British Columbia.
- Destination BC's international marketing activities include:
 - Deploying a combination of media relations, social media, travel trade, partnerships and consumer direct marketing in key markets, to inspire and motivate visitors.
 - Executing a global social media strategy in key markets since word of mouth recommendations are an important driver in tourism.
 - Finalizing a Global Marketing Plan for 2019 to expand international marketing efforts, with the following objectives:
 1. Captivate – travellers feel the need to visit B.C. soon and find the information they need to plan and book a trip.
 2. Generate – travellers book their trip to B.C. now.
 3. Advocate – visitors share their B.C. travel experiences.
 4. Cultivate – B.C.'s tourism industry and partners value the relationships and work being done by Destination BC.
 - Working with Online Travel Agencies (i.e. Expedia, C-Trip China) and rating sites (i.e. TripAdvisor) to reach consumers.
 - Working closely with Destination Canada in all key international markets to leverage funding and resources.

Q4	How much is spent on international tourism marketing?
A4	<ul style="list-style-type: none"> • The total budget for DBC's Global Marketing Division for FY 2019/20 is approximately \$32 million. • Destination BC's budget for 2019/20 is \$8.1 million for all overseas (non-North American) marketing, up from \$7.6 million in fiscal 2018/19.
Q5	What are your key markets?
A5	<ul style="list-style-type: none"> • Our key international markets include Western USA, China, Mexico, UK, Germany, Japan and Australia. • Destination BC continues to monitor South Korea, India, France and South East Asia for signs of growth and opportunity.
Q6	Where have you expanded your marketing efforts?
A6	<ul style="list-style-type: none"> • Destination BC completed its 2019 Global Marketing Plan in November 2018 and is actively executing that plan. • For 2019/20 Destination BC has increased its marketing budget for China, Australian and Mexican markets.
Q7	Where are Destination BC representatives located?
A7	<ul style="list-style-type: none"> • Destination BC has representation in China, Japan, UK, Germany, Australia, and Mexico. • These representatives develop strategies that align with Destination BC's Corporate Strategy, and execute a variety of marketing tactics locally with tour operators, online travel agents, media outlets and airlines to inspire and generate travel to B.C.

- China is a key market for B.C., yielding the second highest number of international visitors after the US. Destination BC continues to work with Destination Canada on all efforts in this market, with in-country representation and ongoing marketing and media partnerships.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: **Mandate – Sector Representation on Trade Missions**

Revised: March 26, 2019

Issue: **Work with Jobs, Trade and Technology to ensure tourism is represented on trade missions**

Response:

- B.C. welcomed over 6 million international visitors in 2017 – that’s an increase of 6.4 per cent compared to the year before.
- Tourism is an important economic driver, and in 2017 the sector:
 - Employed 137,800 British Columbians;
 - Supported over 19,200 tourism-related businesses that paid \$4.9 billion in wages and salaries;
 - Contributed \$9 billion towards the Province’s GDP; and
 - Generated \$18.4 billion in revenue.
- That is why I am committed to working with the Minister of Jobs, Trade and Technology, to ensure B.C.’s tourism sector is represented on trade missions.
- Last January, I participated in the China portion of the Premier’s Asia mission to promote B.C.’s dynamic, year-round tourism industry and identify opportunities for tourism promotion during the 2018 Canada-China Year of Tourism.
- This trip was part of my mandate commitment to ensure that B.C.’s tourism sector is represented on all trade missions, where appropriate.
- Promoting tourism was not a focus of previous government trips – which is astounding when you think about how important tourism is to communities throughout B.C.
- B.C.’s tourism industry matters to this government. That’s why we’re ensuring the sector is represented on all missions where appropriate.
- Each mission has a different priority and some may be better opportunities for tourism than others.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

Items Completed to Date

- Minister Beare participated in the China portion of the Premier's trade mission to Asia in January 2018 to build strategic relationships, promote B.C.'s dynamic, year-round tourism industry and identify promotion opportunities during the 2018 Canada-China Year of Tourism.
- This mission created strategic relationships with government and the travel industry in China to attract more visitors to B.C.
- The Premier and Minister Beare hosted two tourism luncheons – one in Guangzhou and one in Beijing – attended by major Chinese travel trade, industry and travel media (about 250 total attendees including both luncheons).
- A new strategic partnership between Destination BC and China's social media giant, WeChat, was signed. Destination BC will have access to nearly 1 billion daily users to promote tourism to B.C.
- Minister Beare also met with:
 - The Guangdong Tourism Administration to emphasize B.C.'s tourism advantages and to strengthen relations with sister province Guangdong;
 - The China National Tourism Administration to build on the existing relationship with that organization and further promote B.C. tourism;
 - The Guangdong Province Department of Culture to strengthen bilateral government-to-government relations; and
 - The Beijing Capital Museum to build on the existing relationship with the Royal BC Museum and explore cultural exchange opportunities.
- Minister Beare participated in a LA film trade mission in November 2017 to increase investment in British Columbia's media production industries.
- The Ministry will continue to work with the Ministry of Jobs, Trade and Technology to identify key tourism stakeholders for participation in future trade missions.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Branch	250 217-9059
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Tourism Branch
Sector Representation on Trade Missions
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- I am committed to working with the Minister of Jobs, Trade and Technology, to ensure B.C.'s tourism sector is represented on trade missions.
- My recent participation on the Premier's mission to Asia and my mission to Los Angeles Fall 2017 were part of my mandate commitment to ensure that B.C.'s tourism sector is represented on all trade missions.
- B.C.'s tourism industry matters to this government. That's why we're ensuring the sector is represented on all missions where appropriate.

Q1	What have you done to achieve your mandated work with the Minister of Jobs, Trade, and Technology to ensure that British Columbia's tourism sector is represented on trade missions?
A1	<ul style="list-style-type: none">• Since taking office, I have participated on two international trade events to build relationships, generate leads and create interest in B.C. as a destination of choice.• In November of 2017, I led a film and television industry mission to Los Angeles to increase investment in B.C.'s media production industries.• In January of this year, I joined the Premier's trade mission to Asia, along with the Minister of Jobs, Trade and Technology, representing B.C. tourism.

- The timing of this mission was ideal, at the beginning of the Canada-China Year of Tourism – a year-long initiative that aims to promote and expand tourism between the two countries.
- Tourism was not a focus of the previous government's trade missions, so our focus in China was to establish strategic relationships between government and the travel industry as a cornerstone for future work.
- Two stand-out achievements from our time in China include:
 - A new strategic partnership between Destination BC and China's social media giant – WeChat.
 - The partnership means Destination BC will have access to nearly 1 billion daily users to promote tourism to our province.
 - Destination BC is the marketing representative for thousands of tourism businesses eager to provide Chinese visitors with quality experiences.
 - At tourism luncheons in Guangzhou and Beijing, the Premier and I showcased the outdoor tourism and ski tourism experiences to Chinese travel industry and media representatives.
 - B.C. businesses in those sectors will receive benefits from Chinese visitors and their interests were represented in our efforts.

Q2

How many more trade missions where tourism is represented do you have planned for this year?

A2

- We assess the value of participating in individual missions on a case-by-case basis.

	<ul style="list-style-type: none"> • This is not a quantitative issue so there is no specific target number for the next 12 months. • B.C.'s tourism industry matters to this government. That's why we're ensuring that the sector is represented on all missions as appropriate.
Q3	How many meetings have you had with the Minister of Jobs, Trade and Technology to talk about your mandate to have tourism represented on trade missions?
A3	<ul style="list-style-type: none"> • I engage regularly with the Ministry of Jobs, Trade and Technology on a number of shared issues and responsibility between our ministries. • Where appropriate, tourism will be incorporated into all trade missions.
Q4	If it is your mandate to have tourism represented on trade missions why didn't you accompany the Minister of Jobs, Trade and Technology on his latest mission?
A4	<ul style="list-style-type: none"> • We assess the value of participating in individual missions on a case by case basis. • The mission to Japan and South Korea March 16 to 22 was led by Minister Rolston and Minister Chow, Minister of State for Trade. • The purpose of the mission was to explore opportunities for B.C. exporters opened up by the new Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) that went into effect in December 2018 and the Canada-Korea Free Trade Agreement.

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| | <ul style="list-style-type: none">• Minister Rolston and Minister Chow met with key business and government decision-makers to promote opportunities in B.C.'s key sectors, one of which was tourism.• In fact, they met with several Japanese tourism operators on the second day of their mission.• Tourism was well represented by the mission's efforts.• Destination BC also has contracted representation in Japan, to support the development and execution of a variety of marketing tactics locally to inspire and generate travel to BC.• South Korea is a key market for Destination BC, and their 2019/20 Global Marketing Strategy identifies South Korea as a market to watch for signs of growth and opportunity. |
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Minister's Tourism Engagement Council

Revised: March 28, 2019

Issue: Purpose of the Minister's Council on Tourism

Response:

- The Minister's Tourism Engagement Council is an advisory group assembled to provide advice and input on strategic planning for tourism development.
- This Council is a new way of engaging everyone with an interest in tourism across B.C. by ensuring that the membership is inclusive of a diverse range of geographic and sectoral representatives.
- The new Council is composed of respected local representatives selected to give voice to the tourism issues of every region of the province, and as many segments of the tourism industry as possible.
- Council members are unpaid volunteers who contribute their time and expertise for the benefit of the entire tourism sector. The only cost to the Province is for travel expenses, as these volunteers assemble from across B.C.
- Since its inception, the Council has provided the Minister with important guidance during the wildfire emergency of last summer, and with guidance on industry perspectives during preparation of the Strategic Framework for Tourism in British Columbia.

Background/Status:

- This is a partnership to ensure we are hearing directly from a variety of people with interests in tourism across B.C.
- The Council provides the Minister and ministry with expert advice on tourism policy, informs tourism strategy development and implementation, and shares data and research.
- The chair of the Council is Michelle Collens, from the City of Vancouver's Sport Hosting program. Vice-chair is Glenn Mandziuk, CEO of the Thompson-Okanagan Tourism Association.
- This year I decided to formalize the importance of Indigenous tourism by making a representative of the Indigenous Tourism Association of BC a standing ex-officio member of the Council.
- The Council met in June and October of last year, and in February of this year, with a further meeting set for late spring.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Council members are unpaid volunteers who contribute their time and expertise for the benefit of the entire tourism sector. The only cost to the Province is for travel expenses, as members assemble from literally every corner of the province.
- Total cost to host the Council in fiscal 2018/19 was \$50,088, which includes member travel expenses and the cost for meeting spaces. This includes three meetings: June, October 2018 and February 2019.
- This is an opportunity to bring forward a wide array issues and opportunities to enhance tourism in communities throughout B.C., not solely focused on the concerns of tourism businesses.
- The ministry held an open application process from March 9 to 19, 2018, attracting responses from 92 people from across the province.
- Applicants represent small businesses, large companies, destination marketing organizations, culture and sport groups, Indigenous people, municipalities, technology companies, educators, economic development organizations, and various sectors such as ski hills, food and beverage, campgrounds, and wilderness guides.
- The Council members have been appointed to^{s.13} ensuring both continuity and a regular influx of new ideas.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Minister's Tourism Engagement Council
Questions and Answers
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KEY MESSAGES:

- The Minister's Tourism Engagement Council supports government's commitment to build a strong, sustainable, innovative economy that works for everyone, by addressing the challenges and taking advantage of the opportunities facing tourism.
- The Council helps government address sustainable tourism growth in the province by providing advice on policies, strategies and issues that affect tourism and helping to set provincial tourism strategy implementation priorities and goals.
- Members include British Columbians who represent a wide variety of tourism interests from every region of the province.

Q1	What is the Minister's Tourism Engagement Council?
A1	<ul style="list-style-type: none">• The Minister's Tourism Engagement Council (Council) was established to support government's commitment to build a strong, sustainable, innovative economy that works for everyone, by addressing the challenges and taking advantage of the opportunities facing tourism.• The Council and I meet regularly to discuss sustainable tourism growth in the province and provide advice on policies, strategies and issues, including government policies and programs that affect tourism.

- The Council has been instrumental in helping inform the development of the provincial strategic framework for tourism and will continue to support the framework's implementation by helping set annual priorities, goals and report mechanisms.

Q2

How are members of the Council selected?

A2

- It was important to me, to ensure the council is a broad-based advisory group that represents a diverse range of industry experts from across the tourism sector.
- In March 2018, we held an open application process that attracted 92 applications from across the province.
- Members were selected to provide representation for every region of the province. We also tried to spread representation among the many diverse sectors in tourism, from hotels to resorts, from tour operators to online booking agencies.
- We also brought in new voices to represent the arts, culture and sports, as well as academia and First Nations.

Q3

What does it cost to operate the Minister's Tourism Engagement Council?

A3

- Appointment to the Council is voluntary. Members are only paid for their travel expenses to participate on the Council.
- Total expenses related to the Council in fiscal 2018/19 were \$50,088 for three meetings occurring June, October 2018 and February 2019.

- The only costs the Ministry incurred were for meeting rooms in Vancouver and for the transportation, accommodations and meals of the Council members and staff that had to travel to Vancouver.
- The Council met in June and October of last year, and in February 2018. We aim to organize another meeting in late spring.

Q4	What has the council advised TAC on over the past year?
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| A4 | <ul style="list-style-type: none"> • The Council has been instrumental in helping inform the development of the provincial strategic framework for tourism and will continue to support the framework's implementation by helping set annual priorities, goals and report mechanisms. • They also advised on wildfire preparedness, response and recovery needs specific to the tourism sector. • Brenda Baptiste of Indigenous Tourism BC has lead discussions about how government and industry can better support reconciliation through Indigenous tourism development. |
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Q5	When do the Council member's terms expire and how can additional members be appointed?
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| A5 | <ul style="list-style-type: none"> • The current Council is made up of 24 members. Nine of those members' terms will expire in June 2019 with the remainder expiring in June 2020. |
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- As members' terms lapse, I will consider re-appointments, or new appointments, as the situation warrants, continuing to ensure broad sector representation.
- Any group or individual who believes they can make a contribution to the Council should contact my Ministry or submit an application to the Crown Agency Board Resourcing Office application website.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Provincial Tourism Strategic Framework

Revised: March 27, 2019

Issue: Launch of a new strategic framework for tourism in B.C., Welcoming Visitors - Benefiting Locals - Working Together

Response:

- A new strategic framework for tourism in B.C. was launched on March 1, 2019, at the B.C. Tourism Industry Conference.
- Sector representatives were consulted on the framework. Their feedback helped to inform the core elements, priorities and actions.
- In June 2018, I established the Minister's Tourism Engagement Council, with representatives from industry, government and communities, who have provided strategic advice and direction on the new framework and other issues of importance to the sector.
- The framework focuses on three core elements:
 - supporting people and communities;
 - sustainably growing the visitor economy; and,
 - respecting nature and the environment.
- These are the elements that need focus, and require us to work closely with the industry to ensure a vibrant and successful tourism sector in B.C.
- We plan to review, refresh and report out on the framework annually to ensure it is up-to-date, relevant and responsive to changing circumstances.
- We've set an ambitious but achievable target of 6 per cent annual growth and will track and report out on progress annually.
- However, in addition to reporting on the more traditional economic measures, we will be taking a collaborative approach with key stakeholders to develop new performance measures – measures that better capture the important socio-cultural value of tourism.
- By working together, we will ensure a stronger voice for stakeholders, shared accountability, and relevant and responsive data to support future planning.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- Over the past year, the Ministry has been working on a revised framework with input from industry.
- The vision is for a strong and sustainable tourism economy that supports a more affordable life, services people can count on, good jobs and a sustainable economy, as well as new relationships with Indigenous peoples based on reconciliation and respect.
- Tourism is a key driver of B.C.'s economy and has the potential to make significant contributions to government revenue, thus enabling government to provide better services to our residents.
- The three core elements of the strategy are:
 - **Supporting people and communities** to improve the quality of life and increase support and celebration of our Indigenous culture through tourism.
 - **Sustainably growing the visitor economy** through innovative marketing and destination and community development.
 - **Respecting nature and the environment** by strategically guiding and managing tourism growth while preserving B.C.'s natural spaces.
- The Minister's Tourism Engagement Council (MTEC), tourism partners and stakeholders have played an important role in identifying the core elements, key priorities and actions in the framework.
- *Gaining the Edge: 2015-2018* expired in December 2018.
- The new framework is different from previous strategies as it:
 - places greater emphasis on the need for more sustainable approaches to tourism, to maintain our competitive advantage and grow the sector in a sustainable and smart way; and,
 - ensures MTEC, tourism stakeholders and partners have an opportunity to provide input into the critical path for moving this plan forward.
- This approach ensures a stronger voice for all stakeholders and ensures that planning and implementation are more nimble, responsive and accountable.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Tourism Strategy
Questions and Answers
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KEY MESSAGES:

- The new strategic framework for tourism in B.C. incorporates a collaborative approach, with shared responsibility, for developing and delivering on key priorities for tourism.
- It will guide year-round tourism growth that benefits people and communities, while protecting British Columbia's natural environment.
- The new framework has been validated by several key tourism stakeholders and I have also received input from the recently established Minister's Tourism Engagement Council.

Q1	What are the core elements of the new tourism framework?
A1	<ul style="list-style-type: none">• I launched the new strategic framework for tourism in B.C. on March 1, 2019, at the B.C. Industry Tourism Conference.• The framework sets out a clear vision for a prosperous and sustainable tourism sector over the next three years.• At its core, are three key elements of sustainable tourism – supporting people and communities, sustainability growing the visitor economy, and respecting nature and the environment.• In June 2018, I established the Minister's Tourism Engagement Council, with representatives from industry, government and communities, who have provided strategic advice and direction on the framework and other issues of importance to the sector.

- The framework will help grow tourism in a more sustainable way that focuses on distributing tourism benefits throughout the province.
- With this strategy, we will inspire travellers from across Canada and around the world to make the choice to visit all corners of B.C. throughout all four seasons.
- The framework and implementation approach involves working across government and with tourism industry stakeholders to collaboratively develop a strategic action plan and performance measures to guide the sector.
- We plan to review, refresh and report out on the framework annually to ensure it is up-to-date, relevant and responsive to changing circumstances.

Q2

Could the Minister please describe her vision for tourism in B.C.?

A2

- My vision is for a strong and sustainable tourism economy that supports the things that we value most – a more affordable life, services we can count on, good jobs and a sustainable economy, and new relationships with Indigenous peoples based on reconciliation and respect.
- Tourism is a key driver of B.C.'s economy and has the potential to make significant contributions to government revenue, thus enabling government to provide better services for British Columbians.

- It's about improving the quality of life for British Columbians through innovative marketing, new tourism product and sustainable destination development, providing diverse and good paying jobs, and distributing the benefits of tourism throughout all corners of the province.

Q3

How will the Minister deliver on specific actions within the tourism framework?

A3

- Working together is a key theme driving the new strategic framework.
- In order to deliver on our commitments, we will need to take a whole of government approach to tourism with a focus on leveraging cross-ministry investments to better support communities and tourism businesses.
- This includes:
 - Enhancing the cross-ministry coordination of policies and initiatives that support destination development to enhance tourism infrastructure and amenities and mitigate impacts and barriers to growth;
 - Ensuring investments in Destination BC, and programs such as the Municipal Regional District Tax (MRDT) and the Resort Municipality Initiative (RMI), are working in tandem with other provincial programs and event hosting efforts to support communities and residents; and
 - Expanding international marketing efforts while revisiting how the province is marketed to encourage more seasonal and regional dispersion of visitation to BC communities.

- This new strategic framework will align the province's investment of more than \$145 million in 2019 in the tourism sector as well as the significant investments across all of our ministries through transportation infrastructure, BC Parks, recreation sites and trails, events, arts/culture and heritage, and small business supports.

Q4

Did the Minister involve the tourism industry in the development of a tourism strategy for B.C.?

- Absolutely. We took a broad, collaborative approach to framework development and implementation.
- I sought input from the Minister's Tourism Engagement Council, the Regional Destination Marketing Organizations, City DMOs, go2HR, Indigenous Tourism BC, just to name a few, and also hosted two tourism roundtables with stakeholders on the framework this past November.
- Going forward, the Minister's Tourism Engagement Council will assist with strategy implementation and reporting out on progress.

A4

- Sector representatives were consulted on early versions of the tourism framework. Their feedback helped to inform key elements of the final framework.
- Tourism stakeholders and partners will also play a significant role in identifying the critical path for moving this plan forward.

Q5	What targets or measures has the Minister set for tourism growth?
A5	<ul style="list-style-type: none"> • We've set an ambitious, but achievable target of 6 per cent growth in tourism revenues annually. This is building on historic trends and also takes into consideration the success we aim to see with the implementation of the actions with the framework. • However, in addition to the traditional economic performance measures (e.g. tourism revenues and GDP growth), we have identified a few less traditional measures such as socio-cultural values, in recognition of the broad impacts of the tourism sector that we will be working toward implementing. • We are working across government and with tourism industry stakeholders to collaboratively develop a set of performance measures to guide the sector. • The new Minister's Tourism Engagement Council will help guide the development of performance measures and reporting mechanisms. • A collaborative approach helps ensure meaningful and relevant measurements and targets – and creates shared accountability for those performance measures.
Q6	How did you determine the 6 per cent growth target?
A6	<ul style="list-style-type: none"> • We engaged Pacific Analytics Ltd. to review historic revenue data and analyze expected growth in tourism spending in BC over the next decade.

- Findings concluded that with the implementation of key actions within the Tourism Framework, BC can expect to see an increase of approximately 6 per cent annually in tourism revenues, barring any unforeseen external factors which are outside B.C.'s control.

Q7

How will the Minister meet the 6 per cent growth target in the new Tourism Framework?

A7

- We've set an ambitious, but achievable target of 6 per cent growth in tourism revenues annually.
- This target builds on historic trends and also takes into consideration the success we aim to see with the implementation of the framework.
- Incremental growth in tourism can be achieved by either increasing the number of visitors, their length of stay, or the amount they spend.
- To do this, we will focus our efforts on:
 - Driving demand through innovative marketing;
 - Building a better tourism destination with new product development and enhanced tourism infrastructure and amenities;
 - Encouraging more seasonal and regional distribution of visitors; and,
 - Championing tourism as an investment opportunity.
- Through these targeted actions; barring any unforeseen changes in global economic or political conditions, I am confident we can achieve 6 per cent incremental growth in tourism revenues for B.C. on an annual basis.

Q8

How much money is TAC investing in the new Tourism Framework?

A8

- Investing in the tourism sector is a key priority for our government.
- That is why, in fiscal year 19/20, our total tourism investments are expected to be \$145 million – that’s an increase of nearly \$25 million since 2017.
- This includes:
 - \$53 million to Destination BC for tourism marketing and development;
 - \$13 million for the Resort Municipality Initiative as part of the Ministry’s core budget to fund infrastructure projects that will create jobs and build a strong economy in tourism-oriented communities;
 - An estimated \$76 million forecasted in MRDT revenues to over 55 communities; and,
 - Investing approximately \$4 million through the Tourism Events Program to support more tourism events across the province.
- Budget 2019 also committed \$15 million over three years for the BC Arts Council to help make arts more accessible for everyone.
- We also continue to work across government and with our industry partners to ensure the investments in tourism – be it through the Rural Dividend Fund, Bike BC, Connecting BC, or investments in BC Parks and Recreations Sites and Trails – are aligned and leveraged for the benefit of the sector and British Columbians as a whole.

Q9

How does this strategy differ from previous provincial tourism strategies?

A9

- The new framework is different from what has been done in the past.
- It places greater emphasis on the need for more sustainable approaches to tourism, if we are going to maintain our competitive advantage and grow the sector in a sustainable and smart way.
- The framework sets out government's vision and objectives for the sector.
- Tourism stakeholders and partners play a significant role in moving this strategy forward.
- This broad, collaborative approach distinguishes the new framework from previous strategies. The approach ensures a stronger voice for all stakeholders and ensures that planning and implementation are more nimble, responsive and accountable.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Destination Development

Revised: March 26, 2019

Issue: Update on the Destination Development Program and Provincial Destination Development Plan

Response:

- Since 2016, TAC and Destination BC have been jointly leading the Destination Development process across the province to address two fundamental needs of B.C.'s tourism industry:
 - First, to align the tourism development efforts of individual communities, tourism regions, government and industry. This avoids duplication of efforts, improves impact and increases the effectiveness of government, local and private-sector investments.
 - Second, to increase tourism to B.C.'s communities by improving visitor appeal through compelling experiences, quality infrastructure and remarkable service, thereby creating jobs, business earnings and tax revenues.
- Destination BC created a framework for planning and, through the use of facilitated planning sessions with various stakeholders, is overseeing the preparation of Destination Development plans around the province.
- TAC has engaged cross-ministry partners to ensure shared priorities are well coordinated and to solicit their support for the program.
- Working in partnership with TAC and Regional Destination Management Organizations (RDMOs), DBC is investing \$2.3 million into the project over three years (2016-2019) with completion of the planning phase anticipated in 2019.
- The estimated budget in fiscal 2019/20 is \$1,937,000.
- Destination BC is also exploring program options to support implementation of the destination development strategies once they are completed.

Background/Status:

- "Destination development" is the strategic planning and development of defined areas to support the evolution of desirable destinations for travelers. Destination development focuses solely on the supply side of tourism by providing compelling experiences, quality infrastructure and remarkable service to entice repeat visitation.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Components include planning and management, product development, festivals and events, tourism investment and funding, policy, access, transportation and signage and way-finding.
- Current status of the program:
 - Of the 20 planning areas, 18 plans have been completed, one is in final review stages, and the planning process is underway in the last area, Haida Gwaii (see Appendix 1 for current status).
 - Regional plans are under development, with three in draft stage (Vancouver Island, Cariboo Chilcotin Coast and Kootenay Rockies), one with work underway (Thompson Okanagan), and two pending as planning is still underway (Northern BC and Vancouver Coast & Mountains).
 - TAC and DBC are working jointly on developing the Provincial Destination Development Plan as well as an implementation plan to ensure the 20 local plans and six regional plans are put into action over the next decade.

Rationale for Program

- B.C. is operating in a highly competitive world with strong competitors who are enhancing their visitor travel experiences and services. B.C. must maintain its competitive advantage and be relevant and motivating to travelers, through strong alignment, coordination and collaboration. Destination development plans will support the benefits of tourism as an important contributor in B.C.'s economy (see Appendix 2 for more details).

Program Resources

- Destination BC (DBC) is committed to resourcing the Destination Development program area. The cost for the program in fiscal year (FY) 2016/17 was \$600,000, in FY 2017/18 \$850,000, and in 2018/19 was \$939,000, including 4 FTEs.
- The estimated budget for FY2019/20 is \$1,937,000.
- Destination BC is also currently exploring program options to support the implementation of the area and regional destination development plans once they are completed.

Program Timeline

- FY 2016/17: Launched the Destination Development Program and initiated strategies for eight planning areas across the province.
- FY 2017/18: Initiated another 11 planning area strategies, as well as action planning in one planning area, and identified a preliminary set of provincial destination development priorities.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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- FY 2018/19: Completed 18 planning area strategies, initiated action planning in the remaining, initiated regional strategy planning, and began work on provincial plan.
- FY 2019/20: Complete the remaining planning area strategies and initiate action planning, finalise the Regional Destination Development Strategies, and finalise the Provincial Destination Development Plan.

Attachments: Appendix 1 – Current Status of Destination Development Planning Areas
Appendix 2 – Overview of Destination Development Program

Contact:
Suzanne Ferguson Executive Director Tourism Branch 250 415-3451

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – Current Status of Destination Development Planning Areas

Destination Development Planning Status															
						Done				in progress					
	Planning Area	Start-up	Kick off**	Session 1	Session 2	Session 3 - WG	FW Meet	Draft SA	SA Reviews	Final SA	Draft Strategy	Strategy Reviews	Final Strategy	Present Strategy	Action Planning
1	Northeast BC														
2	Chilcotin Central Coast														
3	Sunshine Coast														
4	West Kootenay/Revelstoke														
5	South Central Island														
6	Greater Victoria														
7	Shuswap-North Okanagan														
8	Highway 3 Corridor														
9	Gold Rush Trail														
10	Columbia Valley														
11	North Island														
13	Thompson & Nicola Valleys														
14	Okanagan Valley														
19	Interlakes														
12	Haida Gwaii														
15	Sea-to-Sky Corridor														
16	Metro Vancouver														
17	Northwest BC														
18	Fraser Valley														
20	Highway 1 Corridor														

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 2 – Overview of Destination Development Program

Program Goals

- Public Sector: Create strategic plans for tourism development and improve return-on-investment for government investments in tourism assets.
- Private Sector: Elevate industry's ability to compete and make destinations more attractive for investment.
- Make British Columbia the most highly recommended destination in North America.

Program Outcomes

- Drive greater tourism revenue and higher levels of repeat visits and recommendations.
- Strategically targeted, well-informed and leveraged investments of public and private sector funds.
- Better alignment of Destination Development Strategies to guide long-term planning and development.

Program Principles

- Alignment and Collaboration: Taking a cross-government approach to tourism helps ensure maximum benefits are realized.
- Build on B.C.'s Successes: Existing plans and tourism networks will drive the destination development planning process to avoid duplication and maximize impact.
- Integrated Planning and Coordination: Destination development strategies will be centered on a shared vision on how best to grow tourism in B.C.

Program Approach

- Bring together local and provincial government, economic development, First Nations, industry organizations, tourism businesses, communities and other stakeholders with shared interests for a coordinated approach to tourism development.
- In fiscal year (FY) 2016/17, DBC oversaw the initiation of eight planning area strategies in the following areas:
 - Sunshine Coast, Northeast B.C., Chilcotin Central Coast, West Kootenays, Highway 3 Corridor, Shuswap North Okanagan, South Central Island and the Greater Victoria Area.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- In FY 2017/18, DBC oversaw the initiation of eleven planning area strategies in the following areas:
Columbia Valley, Highway 1 Corridor, Okanagan Valley, North Thompson & Nicola Valleys, Interlakes (Hwy 24), Gold Rush Trail, Fraser Valley, Sea-to-Sky Corridor, North Island, Northwest BC and Haida Gwaii.
Also in FY 2017/18, DBC oversaw the initiation of action plan development in the Sunshine Coast planning area.
- In FY 2018/19, DBC oversaw the initiation of the final planning area strategy in Greater Vancouver, the completion of 17 final strategies and one draft strategy, and the initiation of drafting the six regional strategies.
- Also in FY 2018/19, DBC oversaw the initiation of action planning in 14 areas.
- FY 2019/20: Complete remaining three remaining planning area strategies (Northwest BC, Haida Gwaii and Greater Vancouver), initiate action planning in remaining five planning areas, and finalize regional strategies and provincial plan.

Program Implementation

- The 20 planning areas plans will inform the creation of 6 regional plans - one for each tourism region.
- These plans will inform a single provincial destination development plan that will be finalized with input and support from relevant provincial agencies and other key tourism industry stakeholders.
- Implementation of the provincial plan will be led in partnership by DBC and the provincial government in areas of provincial priority and responsibility such as transportation, skills training, resource planning and development, investment attraction and parks and crown land.
- Together, the local, regional and provincial destination development plans are expected to serve as a major pillar of the overall Provincial Tourism Framework being drafted by TAC.
- Through DBC, the province's approach to plan implementation continues to emphasize capacity building and creating enabling environments by providing provincial and regional resources, through DBC and the tourism regions, to oversee the implementation process and champion these critical tourism plans.

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Destination Development
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Q1	What is the Destination Development Program?
A1	<ul style="list-style-type: none"> • The Destination Development Program is the planning and development of defined areas to support the evolution of destinations for travelers. • Destination development includes planning, policy and capacity building efforts to ensure areas around the province are well positioned to make strategic decisions, address impediments to tourism growth and capitalize on tourism opportunities.
Q2	Why should we fund Destination Development and not direct funds to marketing and visitor growth?
A2	<ul style="list-style-type: none"> • Destination Development focuses on the supply side of tourism and ensures there are adequate high quality tourism experiences for to meet visitor demand. • By providing compelling experiences, quality infrastructure, and remarkable services, visitors are more likely to repeat visit and to recommend to others.

Q3	What is the budget for the Destination Development Program?
A3	<ul style="list-style-type: none"> • DBC has invested total of \$2.3 million into the project over since 2016: <ul style="list-style-type: none"> ○ The budget for fiscal year 2016/17 was \$600,000. ○ The budget for fiscal year 2017/18 was \$850,000. ○ The budget for fiscal year 2018/19 was \$939,000. • The estimated budget for fiscal year 2019/20 is \$1,937,000.
Q4	How do the Destination Development plans align with the new tourism strategic framework?
A4	<ul style="list-style-type: none"> • Destination Development is one of the foundations of the tourism strategic framework, and the local area plans have directly informed objectives and actions. • Under the first pillar, Supporting People and Communities, destination development is helping communities grow and manage tourism. This includes: <ul style="list-style-type: none"> ○ Developing social and cultural amenities that attract visitors while supporting community culture and heritage; ○ Supporting preparedness and resilience to natural disasters; ○ Helping build a strong skilled workforce; ○ Addressing challenges of seasonal workforce, like housing; and ○ Helping preserve and promote the living culture of Indigenous peoples through tourism.

- Under the second pillar, Sustainably Growing the Visitor Economy, destination development plans identify experiences for visitors that will help tourism grow while considering needs of communities. This includes:
 - Developing new products and enhancing infrastructure;
 - Expanding connectivity for both visitors and businesses;
 - Improving transportation access throughout the province; and
 - Developing a framework for a seamless visitor experience.
- Under pillar three, Respecting Nature and the Environment, destination development plans have identified as a priority the need to sustain and preserve BC's natural environment while strategically managing tourism growth. This includes:
 - Educating both visitors and the tourism industry on sustainability best practices;
 - Supporting tourism businesses that operate on the land base, such as adventure tourism and agri-tourism; and
 - Supporting BC Parks and provincial recreation sites and trails that provide many of BC's outdoor experiences.

Q5

What types of initiatives are coming out of the process?

A5

- The destination development process has identified several major themes across the province, including improving transportation and roads, product and experience development, and addressing workforce challenges.

	<ul style="list-style-type: none"> • Examples of specific projects include: <ul style="list-style-type: none"> ○ establishing regional transit systems; ○ enhancing marine trail network; ○ monitoring visitor impacts on the natural environment; ○ improving emergency preparedness amongst tourism operators; and ○ investing in infrastructure to improve connectivity and cell service.
Q6	How does the Province plan to implement the destination development plans currently underway?
Q6	<ul style="list-style-type: none"> • Destination BC is leading the Destination Development program and is working with communities, regions and tourism partners in all corners of the province to inform the development of up to 20, ten-year strategic plans for tourism development. • These plans are owned by the communities and tourism businesses within each of the planning areas. These stakeholders will take the lead on implementing the plans with the support of the Regional Destination Marketing Organizations (RDMO's). • The RDMO's will take the lead in implementing the regional strategies that are currently under development.
Q7	How does the Province plan to support implementation of the destination development plans?
A7	<ul style="list-style-type: none"> • Destination BC is currently exploring program options to support the implementation of the area and regional destination development plans once they are completed.

	<ul style="list-style-type: none"> • This may include reallocating savings from transitioning the provincially-run British Columbia Visitor Centres to community-led management models. • Over the past couple of years, Destination BC worked collaboratively with the communities of Golden, Osoyoos and Merritt to successfully transition the operation and management of the provincially-run British Columbia Visitor Centres in their areas to community-led management models. In September 2018, DBC closed the remaining location the Peace Arch Border Crossing.
Q8	When will the provincial plan be finalized for implementation?
A8	<ul style="list-style-type: none"> • 18 of the 20 planning area plans are now complete, with work underway on the final two plans for Greater Vancouver and Haida Gwaii, and these will inform the creation of six regional plans - one for each tourism region. • These plans will inform a single provincial destination development plan that will be finalized with input and support from relevant provincial agencies and other key tourism industry stakeholders in 2019/20.
Q9	As outlined Destination BC's 2018/19 service plan, all destination development plans, including the provincial plan, were to be completed in FY 2018/19 – why did this not happen?
A9	<ul style="list-style-type: none"> • British Columbia once again faced a devastating year of wildfires, which had a huge impact on our tourism operators across the province but especially in the north. The destination development process was put on hold to allow tourism stakeholders to focus on recovery and attracting visitors back to their regions and businesses.

- The final planning area to get underway is Haida Gwaii and is being spearheaded by the indigenous tourism leaders in the area. They are taking the time needed to consult with their stakeholders to ensure the process is done right. Destination BC and the Haida Nation now have a MOU in place to guide the planning process, which should get underway in the near future.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Resort Municipality Initiative

Revised: March 27, 2019

Issue: Resort Municipality Initiative (RMI)

Response:

- The Resort Municipality Initiative was established to help resort-based municipalities address the unique challenges they face, as seasonally dependent economies with a small population base, to build and diversify their tourism offerings.
- The Resort Municipality Initiative recognizes the important role of these communities in the successful development of world-class resorts and the growth of B.C.'s tourism economy.
- Since 2006, \$129.6 million has been invested in tourism infrastructure, events and programs to support 14 eligible resort municipalities' tourism economies (including 2018/19 funding).
- Although the Resort Municipality Initiative program was not specifically identified in Budget 2018, the program has been funded through Government contingencies since 2011.
- As part of Budget 2019, I am pleased to share that Government has committed to providing \$39 million over three years for the Resort Municipality Initiative to fund infrastructure projects that will create jobs and build a strong economy in tourism-oriented communities.
- Resort Municipality Initiative funding is now part of the core budget for the Ministry of Tourism, Arts and Culture, providing communities with the certainty they need to plan over the long term.
- The Resort Municipality Initiative is critical in maintaining B.C.'s reputation as a year-round tourism destination and supporting tourism growth in our key resort communities across the province.

Background/Status:

- Originally approved by Cabinet in 2006, the RMI provides funding annually to 14 resort communities whose tax base is inadequate to support the infrastructure and experiential demands of a large influx of visitors. The budget for fiscal 2019/20 is \$13 million.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture

Minister Responsible: Hon. Lisa Beare

- The three RMI objectives are:
 - To enhance tourism infrastructure and amenities;
 - To deliver remarkable visitor experiences; and
 - To implement projects and initiatives that improve tourism sustainability.
- These objectives can be measured in many ways, including increased and repeat visitation, extended tourism season, increased employment, increase in accessible amenities, better sustainability practices, and increase in visitor satisfaction.
- There are 14 communities that participate in the RMI (see Appendix 1 for a list of project samples).
- In 2016/17, the Ministry completed a review of the current RMI, conducted consultations with RMI and non-RMI communities, gathered input from a cross-government working group and developed options for a future tourism infrastructure/resort development program post 2017/18.
- In March 2018, TB approved the new funding formula that includes a fixed base allocation plus a performance based lift based on Municipal and Regional District Tax (MRDT) growth, using the following formula:

Fixed Base Funding		Performance-based Lift*
3-year MRDT average at 2% rate OR \$100,000 program minimum	+	(year-over-year MRDT growth) x (base funding) <i>*equally adjusted to stay within program budget</i>

- This formula directly reflects the RMI communities' feedback and provides stability, fairness and a growth based incentive.
- The previous funding formula was based on the number of accommodation units and the MRDT collected in the previous calendar year, using the following formula:

Value assigned (0.5 to 2) based on the number of accommodation units	X	Amount of MRDT collected in the previous calendar year
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Allocations were then reduced by an equal percentage to stay within the total program budget of \$10.5 million.

- The previous funding formula was based on outdated accommodation unit count information and resulted in varying annual disbursements, creating great uncertainty for communities and inequity.
- In FY 2018/19, the first half of the funding was distributed to communities using the old formula, paid out in March 2018, and the second half was calculated using the new equity based funding formula, which was distributed to communities in July 2018.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture

Minister Responsible: Hon. Lisa Beare

- Budget 2019 provides \$39 million over three years for the RMI, an annual budget of \$13 million, as part of the core budget for the Ministry of Tourism, Arts and Culture, providing communities with the certainty they need to plan over the long term.
- Although final numbers have not been confirmed for 2019/20 funding, every community will see an increase.
- Annually, communities must allocate at least 70 per cent of their RMI to infrastructure projects, and a maximum of 30 per cent to events and programs.
- In 2016, the RMI mayors and chief administrative officers commissioned a study to demonstrate the return on investment of RMI spending. The study concluded that discontinuing the program would result in an estimated loss of more than 6,000 jobs and a decline in provincial taxes of \$74 million annually.

Key Changes to RMI:

1. Funding formula:

- The updated equity-based formula has two components:
 - fixed base funding (based on a three year average of communities' MRDT revenue at a 2 per cent rate), plus
 - a performance-based lift (using the year-over-year MRDT growth in each community multiplied by their base funding amount, equally adjusted to stay within the program budget if required);
- Each community will be provided with a minimum level of base funding (\$100,000) to ensure they are able to undertake impactful infrastructure projects.
- This formula directly reflects the RMI communities' feedback and provides stability, fairness and a growth based incentive.
- The new funding formula was implemented in calculating the second half of the 2018/19 funding for communities and will be fully implemented in 2019/20.

2. Other Program Improvements:

- Several program improvements are being implemented in 2019/20:
 - The program term being extended to three years to enable communities to identify multi-year infrastructure needs, complete planning and consultation, implement projects and secure other funding sources.
 - The program objectives have been expanded to include sustainability initiatives that help support communities to minimize tourism impacts, mitigate climate change, and strengthen the natural environment and communities.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture

Minister Responsible: Hon. Lisa Beare

- Funding will include a base amount using the three-year MRDT average in each community plus a performance-based lift using the amount of growth seen in a community the year prior.
- Communities will also be provided a minimum level of base funding (\$100,000) to ensure they are able to undertake more impactful projects.

Program Eligibility:

- In 2018, BC Stats concluded its review of the criteria that would define a community as tourism dependent.
- This work, plus feedback provided by the resort communities helped inform the recommendations for the program improvements.

While there were a number of improvements made to the program, the Province is not looking to expand the program at this time; rather the focus is to provide stable, predictable long-term funding for the existing communities whose economies depend on tourism.

Attachment: Appendix 1 - Summary of Funding by Community with Project Samples

Contact:

Suzanne Ferguson	Executive Director	Tourism Branch	250 415-3451
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture

Minister Responsible: Hon. Lisa Beare

Appendix 1 – 2018 Calendar Year Summary of Funding by Community with Project Samples

Resort Municipality	2018/19 Funding	Project Samples
Fernie	\$ 323,847	Recreational trails, cultural and heritage tourism events and festivals, museum and information centre, signage, shuttle.
Golden	\$ 596,305	Signage, visitor information kiosks, Community Square, green spaces and paths, snowmobile paths, highway corridor enhancement/beautification.
Harrison Hot Springs	\$ 365,133	Village centre esplanade, beach and lagoon improvements, range of events (sand sculpting competition, car shows, Dragon boating).
Invermere	\$ 161,393	Public space development, Kinsmen Beach Improvement program, mountain valley shuttle, signage, trails.
Kimberley	\$ 86,862	Signage, soccer field amenities, mountain bike trail and product development, golf course, skier shuttle.
Osoyoos	\$ 380,656	Trail system, signage, visitor activity enhancement, beach cleaner, public art, boat parking, waterfront facility enhancement, waterfront safety, marina facility enhancement.
Radium Hot Springs	\$ 127,812	Shuttle bus service, downtown beautification, Adventure Radium youth camp, trail connector to hot springs, events and festivals.
Revelstoke	\$ 615,678	Snowmobile infrastructure development, trails (including mountain and dirt bike), museum enhancements, public art projects, outdoor performance space, visitor information centre, shuttles, airport improvements.
Rossland	\$ 74,441	Signage, shuttle service, visitor centre improvements, outdoor bandstand.
Sun Peaks	\$ 319,497	Large music events, outdoor NHL hockey rink, village entrance signage, portable stage, recreation infrastructure improvements.
Tofino	\$ 812,647	Lighthouse trail, multi-use path, beach access and infrastructure, downtown revitalization, civic centre, special event and festival support, water access and beach improvements.
Ucluelet	\$ 268,404	Wild Pacific Trail development, pedestrian link, beach access improvements, public washrooms, signage, wharf improvements, convention centre enhancement, boat launch.
Valemount	\$ 115,056	Cranberry Marsh trail development and ongoing improvements.
Whistler	\$ 6,259,866	Trail development, cultural celebrations festivals, events, athletes village, outdoor ice rink, village services, village square rejuvenation, spearhead huts, bmx track, Olympic games legacy art (Timeless Circle bronze sculpture), Train Wreck pedestrian bridge, Cultural Connector and village shuttle.
TOTAL	\$ 10,507,597	

Tourism Branch
Resort Municipality Initiative
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- The Resort Municipality Initiative (RMI) was established to help resort-based municipalities address the unique challenges they face, as seasonally dependent economies, to build and diversify their tourism offerings.
- Since 2006, nearly \$130 million (\$129.6 million) has been invested in tourism infrastructure, events and programs to support 14 eligible resort municipalities' tourism economies (including 2018/19 funding).
- I am very pleased to say the RMI will continue beyond 2019/20.
- Government recognizes the importance of our resort communities and the RMI is critical to maintaining B.C.'s reputation as a tourism destination.

Q1	Will TAC expand the RMI program to new communities as part of Budget 2019?
A1	<ul style="list-style-type: none">• The Resort Municipality Initiative (RMI) is an important program for our province's 14 resort municipalities.• It provides funding that supports a wide range of projects, which help these communities diversify tourism offerings and attract visitors year-round.

- Budget 2019 has committed to supporting RMI over the long term by providing \$39 million over three years to my Ministry's base budget, allowing the 14 resort communities to plan for the long term.
- All communities will see an increase in funding in 2019/20, and for the smaller communities, that increase could be as much as 60 per cent over last year.
- The Government is not looking to expand the program at this time; rather the focus is to provide stable, predictable long-term funding for the existing communities whose economies depend on tourism.

Q2

What is the purpose of the RMI?

A2

- The Resort Municipality Initiative (RMI) provides funding for tourism related infrastructure and programs to 14 of British Columbia's resort destinations.
- Through the RMI, the Province supports communities whose tax base is inadequate to support the tourism related infrastructure and experiential demands of a large influx of visitors.
- Sample projects include trail systems, visitor signage, accessible washrooms, event facilities and downtown beautification.

Q3

What is the RMI program budget?

A3

- Budget 2019 provides \$39 million over three years, in Ministry base funding for the RMI program for the 14 resort municipalities.

- The additional funding will support a new equity-based funding formula, putting all communities on equal footing by removing outdated accommodation unit multipliers.
- It provides for a minimum funding amount of \$100,000 a year, so that every RMI community is able to take on larger and more impactful projects.
- It also has an annual performance-based component which rewards increases in tourism activity in each community with increased funding.
- The increase allows us to better align the program with the growth of tourism and visitor volumes in these resort communities and provides communities with greater funding certainty, so they can plan appropriately over a three-year term.

Q4

What are the objectives of the RMI and how do communities measure success?

A4

- The three RMI objectives are:
 - To enhance tourism infrastructure and amenities;
 - To deliver remarkable visitor experiences; and
 - To implement projects and initiatives that improve tourism sustainability.
- Communities set their own program goals, specific to their unique needs and measure their success accordingly.

	<ul style="list-style-type: none"> • These measurements include: <ul style="list-style-type: none"> ○ increased tourist and repeat visitation, ○ extended tourism season, ○ increased employment, ○ increase in accessible amenities, ○ better sustainability practices, and ○ increase in visitor satisfaction.
Q5	What communities participate in the RMI?
A5	<ul style="list-style-type: none"> • The 14 Resort Municipalities include: Fernie, Golden, Harrison Hot Springs, Invermere, Kimberley, Osoyoos, Radium Hot Springs, Revelstoke, Rossland, Sun Peaks, Tofino, Ucluelet, Valemount and Whistler.
Q6	The program has moved to TAC's base budget with an increase of \$2.5 million annually – are new communities being added?
A6	<ul style="list-style-type: none"> • No, the RMI program is closed to new applicants at this time.
Q7	If the program is not open to new applicants, what is the increase in the budget supporting?
A7	<ul style="list-style-type: none"> • The increase in budget will be used to fund the new equity based funding model, which was introduced in the second half of fiscal year 2018/19. • The new funding model allows for performance-based increases for those communities who see growth over the previous year, while staying within the \$13 million annual budget. • It also allows us to implement a minimum base funding amount for all communities (\$100,000) so that even the smaller communities can undertake more impactful projects.

- While we are still confirming final 2019/20 amounts, I am happy to say, that with this budget lift, all communities will see an increase, with the largest increases going to the smaller communities (Fernie, Harrison, Kimberly and Valemount).

Q8

What was the previous base budget for RMI?

A8

- In calendar year 2018, the program budget was \$10.5 million. The funding was provided over two fiscal years (\$5.25 million in 2017/18 and \$5.25 million in 2018/19).
- Beginning in 2019/20, the approved base budget for RMI is \$13 million.

Q9

When can the communities expect to receive their 2019/20 funding?

A9

- Communities are currently completing their three-year Resort Development Strategies, and once the strategies and projects are approved, Ministry staff will finalize their contracts and request funds from Treasury Board.
- This is expected to be completed in June.

Q19

What is the new funding formula?

A10

- The new formula provides equity, stability and incentive for continued growth, and it is based directly on feedback from the RMI communities.
- Each community will now be treated equally instead of using outdated accommodation unit counts and multipliers as part of the formula.

- Funding will include a base amount using the three-year MRDT average in each community plus a performance-based lift using the amount of growth seen in a community the year prior.
- Communities will also be provided a minimum level of base funding (\$100,000) to ensure they are able to undertake more impactful projects.
- My staff would be happy to provide a technical briefing on program details if that would be helpful.

Q11

How will the change in the budget and funding formula impact the communities?

A11

- Applying the equity-based funding formula, all communities will see an increase in their 2019/20 RMI allocations.
- The new formula also includes a minimum amount of funding for communities (\$100,000) to ensure even the smaller communities can undertake more impactful projects.
- Under the previous formula, many of the smaller communities were assigned a lower 'multiplier' compared to other communities, thus limiting the amount of RMI funding they received.
- The new formula and program certainty also require communities to plan over three years, allowing communities the ability to undertake more impactful projects.

Q12	What changes have been made to the RMI for FY19/20?
A12	<ul style="list-style-type: none"> • Program improvements for FY2019/20 include: <ul style="list-style-type: none"> ○ The program term being extended to three years with secure base funding enables communities to identify multi-year infrastructure needs, complete planning and consultation, implement projects and secure other funding sources. ○ The program objectives have been expanded to include sustainability initiatives that help support communities to minimize tourism impacts, mitigate climate change, and strengthen the natural environment and communities. ○ Funding will include a base amount using the three-year MRDT average in each community plus a performance-based lift using the amount of growth seen in a community the year prior. ○ Communities will also be provided a minimum level of base funding (\$100,000) to ensure they are able to undertake more impactful projects.
Q13	What is the status of Government's review of the program's eligibility criteria?
A13	<ul style="list-style-type: none"> • RMI will continue to support the 14 tourism dependent resort communities currently in the program. • In 2018, the Ministry worked with BC Stats to review the eligibility criteria for the program. • This work, plus feedback provided by the resort communities helped inform improvements made to the program.

- While we are not expanding the program to new communities at this time, we have committed to provide \$39 million over three years for the RMI to fund infrastructure projects that will create jobs and build a strong economy in tourism-oriented communities

Q14

Why are some communities receiving a much larger increase than others?

A14

- The new equity-based funding formula was approved by Treasury Board in March 2018.
- A cap on the percentage increase a community may receive year over year was not included in the formula. The new formula includes a minimum amount of funding for communities (\$100,000) to ensure even the smaller communities can undertake more impactful projects.
- Under the previous formula, many of the smaller communities were assigned a lower 'multiplier' compared to other communities, thus limiting the amount of RMI funding they received.
- Under the new formula, the unequal multipliers are now eliminated and all communities' RMI allocations are calculated using the same formula.
- While the percentage increase in RMI funding was considered in terms of community capacity to effectively use the funding, the revised equity-based funding formula puts all communities on equal footing.

	<ul style="list-style-type: none"> • Additionally, communities assigned a smaller multiplier under the previous formula will see a larger percentage increase in their RMI funding. This increase will allow these communities to undertake larger, more impactful projects. This also ensures provincial support is better distributed across the resort communities.
Q15	How will Gender Based Analysis be considered and upheld in the program?
A15	<ul style="list-style-type: none"> • While the submission went forward prior to Gender Based Analysis being included in the template, the communities already review and implement projects that ensure their offerings are accessible and inclusive to visitors of all abilities and genders. • Going forward, program staff will ensure Gender Based Analysis considerations are factored in as they review the communities' plans for the upcoming three-year term.
Q16	What are the reporting requirements for the RMI and are they too onerous?
A16	<ul style="list-style-type: none"> • The RMI reporting requirements have been in place for several program terms. • The communities are required to submit four quarterly financial reports, one annual report and a three year Resort Development Strategy (RDS) at the beginning of the three year program term. • The quarterly financial reports enable program staff to monitor spending and flag under/over spending and to monitor progress on projects.

- At the beginning of each year, reporting requirements/templates are reviewed by program staff and streamlined as much as possible to ensure they are not too onerous for the communities.
- Templates for each type of report as well as a guide for the RDS are provided to communities in order to simplify the process and amount of work for communities.

Q17

How will government ensure the RMI is having an impact?

A17

- All RMI communities are required to consult with local stakeholders on potential RMI projects to ensure they are supported, have a positive impact on the community and meet the RMI program objectives.
- Government reviews progress made in each community annually.
- In addition, the communities work with Ministry staff to create a three-year Resort Development Strategy, which is reviewed and reported on annually.

If asked about the previous funding formula:

- Previously, RMI funding is calculated annually using the MRDT collected in that community in the preceding year (at 2 per cent rate) multiplied by an “accommodation unit multiplier”, which is assigned based on the number of accommodation units in the community.
- After the application of the multiplier, allocations are reduced by an equal percentage to stay within the total program budget of \$10.5 million.
- In 2017/18, allocations were reduced by 40.79 per cent; in 2016/17, by 27.7 per cent and in 2015/16 by 17.6 per cent.

If asked how communities' funding amounts will be impacted under the proposed formula:

- Starting in 2019/20, with an anticipated budget lift, all communities will see an increase, with the largest increases going to the smaller communities (Fernie, Harrison, Kimberly and Valemount).

If asked why Whistler has and will continue to get so much of the RMI budget every year?

- The RMI was first created in 2006 in part to help Whistler prepare for the 2010 Winter Olympics and to also support resort municipalities with a small population and limited tax base to build infrastructure that would encourage tourism.
- The old RMI funding formula was based on the number of accommodation units in the municipality and the amount of the Municipal and Regional District Tax (MRDT) revenues generated in that municipality.
 - RMI communities with more accommodation units receive a larger multiple of the MRDT collected in the previous calendar year.
- With that formula, Whistler and Golden have the largest multiplier of 2.0.
- Going forward, the new equity based funding formula will eliminate these outdated multipliers.
- Each community will be treated equally.
- While Whistler will continue to receive a significant portion of RMI funding, Whistler is a significant resort community and key economic driver for the province.
- It is also important to note that Whistler welcomes over 3 million visitors every year. That is more 56 per cent of the estimated 5.34 million visitors to the 14 RMI communities.

- The level of funding for Whistler is commensurate to the higher volume of visitors they welcome annually and the pressures on Whistler's infrastructure in comparison to the other communities.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Tourism Events Program

Revised: February 12, 2019

Issue: Tourism Events Program (TEP)

Response:

- The Tourism Events Program supports events and festivals across the province with a high tourism value by providing funding for marketing, advertising, promotional and broadcasting activities.
- Events and festivals are a key tourism growth sector, generating economic activity in local economies while increasing the number of visitors to British Columbia and providing global recognition for the province.
- The Tourism Events Program is funded by a small proportion of Municipal and Regional District Tax (MRDT) revenue from communities voluntarily choosing to implement a three per cent MRDT rate (0.2 of the 1 per cent increase).
- To date, 21 MRDT communities collect a 3 per cent MRDT rate and contribute to the Tourism Events Program. The Tourism Events Program is an application-based program with two intakes per year. It is open to all communities across British Columbia.
- The Ministry of Finance has yet to confirm the funding available for the 2019/20 budget.
- It is forecasted that the program budget will be approximately \$4 million for Fiscal 2019/20.
- Since program inception, 144 events have been approved for a total of \$8.6 million in TEP funding.
- Communities impacted by BC wildfires are given priority for TEP funding.

Background/Status:

- Since September 2015, the Tourism Events Program (TEP) has provided support to 144 events that raise awareness nationally and internationally of B.C.'s tourism experiences, motivate Canadians and people from other countries to travel to BC, and bring economic benefits to all regions of BC.
- The TEP is an application-based program, with two application intakes per year (March 1 - April 30; September 1 - October 31).

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Interest in the TEP has increased with each intake, from 5 applications in the first intake to 64 applications in the fall 2018 intake. The total funding request in each intake surpassed available funds.
- The TEP has been jointly managed by the Tourism Branch (TB) and Destination BC (DBC):
 - TB leads application review, gathers input from DBC, Arts and Cultural Development and Sport branches, regional economic development staff, and other provincial agencies, drafts funding recommendations and tracks outcomes.
 - s.13 administers the funds to successful applicants and assists with their marketing activities.
 - Funding approval resides with TAC.
- In 2019/20, the Ministry is transitioning the TEP into the TAC Tourism Branch. A small portion of the TEP budget will support administrative funding for two FTE's to fully manage and deliver the program and the increased growth expected. Destination BC will continue to contribute expertise in evaluating proposals.
- TEP funding is prioritized to support events and celebrations with a high tourism value, national and international profile, and economic and regional impacts. The program also considers impact relative to the host community, the size of the funding request, other funding requests, and the available TEP budget.
- Use of TEP funds must be targeted to marketing, broadcasting, promotional material, and advertising.
- Funding for the TEP represents a small fraction of total MRDT revenues collected by communities that voluntarily implement a 3 per cent MRDT rate. The TEP contribution represents 0.2 of the 1 per cent increase.
- The TEP budget fluctuates year to year depending on the number of communities collecting a 3 per cent MRDT and the amount of MRDT collected each year through accommodation sales.
 - The MRDT revenues will likely increase as online accommodation platforms also started collecting MRDT as of October 1, 2018. This is being factored into FIN's TEP budget estimates.
- As part of the Ministry's commitment to continuous improvement, program updates have been implemented after each intake as needed. See Q&As Question 5 for the most recent program changes implemented March 1, 2018.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Tourism Events Program
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- The Tourism Events Program (TEP) supports events and festivals across the province with a high tourism value by providing funding for marketing, advertising, promotional and broadcasting activities.
- Events and festivals are a key tourism growth sector, generating economic activity in local communities while increasing the number of visitors to British Columbia and providing global recognition for the province.
- It is forecasted that the fiscal 2019/20 program budget will be approximately \$4 million.
- Since program inception, 144 events have been approved for a total of \$8.6 million in TEP funding.

Q1	What is the Tourism Events Program (TEP)?
A1	<ul style="list-style-type: none">• The Tourism Events Program (TEP) supports tourism events (arts, cultural, sport) and festivals across the province by providing funding for marketing, advertising, promotional and broadcasting activities.• The TEP is funded by a small proportion of Municipal and Regional District Tax (MRDT) revenue from communities voluntarily choosing to implement a 3 per cent MRDT rate.• The TEP contribution represents 0.2 of the 1 per cent increase.

	<ul style="list-style-type: none"> To date, 21 MRDT communities collect a 3% MRDT rate and contribute to the TEP.
Q2	What is the budget for the TEP?
A2	<ul style="list-style-type: none"> The Ministry of Finance has not yet to confirm the ministry with the estimated funding amount for 2019/20. The 2019/20 program budget is estimated to be approximately \$4 million. This is based on 21 communities collecting MRDT at a 3 percent rate. Online accommodation platforms also started collecting MRDT as of October 1, 2018.
Q3	How much TEP funding has been approved for events?
A3	<ul style="list-style-type: none"> Since program inception, the TEP has approved \$8.6 million in funding for 144 events. The TEP budget is based on 21 communities collecting MRDT a 3 percent rate.
Q4	What are the outcomes of the TEP?
A4	<ul style="list-style-type: none"> The TEP has provided funding to events in every tourism region in the province. Funding through the Tourism Events Program supports events that raise awareness nationally and internationally of B.C.'s tourism experiences and help inspire people from around the world to visit the province.

- These events deliver remarkable tourism experiences, help create jobs, and generate economic activity in communities throughout British Columbia.

Q5

What program changes have taken place since March 1, 2018?

A5

- The following changes were made to the TEP as of March 1, 2018, as part of our commitment to continual program improvement.
- An additional funding tier of up to \$250,000 for events with a budget of \$2.5 million or more was added to allow for significant funding to large scale, high-impact tourism events.
- Applicants that have reached their three-year funding maximum may reapply after one year without funding. Exceptions to the policy may be considered on a case-by-case basis.
- Academic and educational conferences have been identified as ineligible events because they are not considered to be tourism focused.
- The application form and website are reviewed prior to each intake for opportunities to clarify and streamline the content to better address common inquiries.

Q6

How are you ensuring funding is not duplicated?

A6

- The ministry and government have a number of funding programs for which events are eligible to apply.

	<ul style="list-style-type: none"> • Applicants are required to report other provincial government funding in their applications as part of the review requirement. • Program requirements do not allow duplication of funding for the same activities in any one event.
Q7	Will regional impacts continue to play a significant role?
A7	<ul style="list-style-type: none"> • Regional impacts will continue to inform the overall return on investment of the event. • An event is considered to have a regional impact if it takes place in a remote community or in multiple communities, or if it generates tourism benefits in the surrounding region.
Q8	How is the program staffed?
A8	<ul style="list-style-type: none"> • In 2019/20, a small portion of the TEP budget will support administrative funding for two FTE's to fully manage and deliver the program. • The number of applications has grown from a handful in the first fall 2015 intake to 64 applications in the fall 2018 intake, with no increase in resourcing.
Q9	Will the TEP continue to be jointly managed between DBC and TAC?
A9	<ul style="list-style-type: none"> • The Ministry has decided to take full responsibility for TEP operations. Destination BC will no longer be the contract manager for approved applicants and all communications about the program will be through the ministry. • Destination BC will continue to contribute expertise in evaluating proposals.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Family Day

Revised: February 20, 2019

Issue: Celebrating Family Day on the third Monday of February

Response:

- British Columbia's Family Day has been moved to the third week in February, so families across the country can celebrate together.
- BC Family Day is a celebration of family life, and a reminder of the importance of spending time with those you love.
- In 2019, the Government of B.C. provided funding, to support free activities for Family Day across the province.
- The government is aligning the BC Family Day holiday with other provinces to enable families to get together. This gives families the opportunity to schedule and spend more time with family members who may be spread out across Canada.
- We understand that some industries in the tourism sector will be affected by the decision to harmonize Family Day with other provinces.
- Moving Family Day is the right thing to do for families in our province.

If asked how this will affect tourism/ski resort industry...

- We value the tourism sector and its tremendous contribution to our economy.
- We recognize that some BC ski resorts would have preferred the holiday to stay on the second Monday in February.
- The ski sector has told us it no longer views the date change as an issue and have collectively moved on. They are encouraging British Columbians to consider skiing of one of the 37 community ski hills on the Family Day weekend.
- We will continue to work closely with Destination BC to market the tourism sector, including the ski resort industry, around the globe.

Background/Status:

- The *Family Day Act* is administered by the Ministry of Labour and provides for a holiday in February to be prescribed by regulation.
- In announcing the change for 2019, Premier Horgan stated that Family Day will now be better aligned for businesses and families.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- For 2019, the Government of B.C. provided \$350,000, to support free Family Day events across the province, an increase of \$100,000 over last year.
- Funding was provided to BC Recreation and Parks Association (\$250,000) and the BC Museums Association (\$50,000) for the administration of Family Day grants on behalf of the Province. This funding supports grants of up to \$1,000 for various community-based organizations throughout B.C. to support free events.
- In addition, the Province provided funding to the Royal BC Museum (\$40,000) and the Vancouver Art Gallery (\$10,000) to support the cost of hosting free activities.

For the Change

- Many economists, other industry sectors, and many families agree that aligning the holiday with the rest of the country has an overall benefit.
- Until the decision to move Family Day, B.C. was the only Canadian jurisdiction that had a statutory holiday on the second Monday in February.
- Alberta, Saskatchewan, Ontario, Manitoba, Nova Scotia and Prince Edward Island provide a statutory holiday on the third Monday in February. Presidents' Day in the United States is also on this date.
- Support for aligning Family Day with other provinces is based on the benefits to those with family and business ties in other jurisdictions who can coordinate their activities on a common shared holiday.
- Both the Surrey and Burnaby Board of Trade have made this argument and support the change.
- An online petition began in 2015 to change BC Family Day from the second to the third Monday in February and attracted more than 20,000 signatures.
- The petition argued that federal employees, business owners and those who conduct business across Canada and North America are often required to work on BC Family Day.
- CBC had an on-line poll in which 65 per cent of the over 7,000 votes were in favour of moving Family Day to the third Monday.

Against the Change

- The Tourism Industry Association of BC (TIABC) and the Canada West Ski Areas Association are opposed to the change to harmonize with other provinces. TIABC sent a letter to Premier Horgan opposing the change in January, 2018

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

that was endorsed by representatives of 14 tourism associations, 23 destination marketing organizations, and 24 businesses.

- The Canada West Ski Areas Association estimates incremental visitor spending at BC ski hills on Family Day to be \$7 to \$10 million, which it expects will be reduced significantly as the ski sector will no longer benefit from separate, consecutive long weekends, one for British Columbians and another for other Canadians and Americans.
- In an email sent Family Day (Feb. 18, 2019), Christopher Nicolson of Canada West Ski Areas Association told DM Shauna Brower that their messaging for media is:
 - The decision regarding a new date for Family Day was made last year and the industry has moved on.
 - Family Day provides residents the opportunity to explore one or more of BC's other 37 ski areas less impacted by Washington & Alberta visitors.
- In an interview with Okanagan media, Michael J. Ballingall, senior vice-president of Big White, told Okanagan media that only 27 per cent of 2019 Family Day skiers at Big White were British Columbians. On Family Day 2018, that number was 84 per cent.
- Mr. Ballingall said he would deliver the message to Destination BC CEO Marsha Walden that Family Day on the second weekend in February is the best date to give B.C. families an opportunity to get together.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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Tourism Branch
Family Day
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- British Columbia's Family Day has been moved to the third week in February, so families across the country can celebrate together.
- BC Family Day is a celebration of family life, and a reminder of the importance of spending time with those you love.
- The government is aligning the BC Family Day holiday with other provinces to enable families to get together. This gives families the opportunity to schedule and spend more time with family members who may be spread out across Canada.
- We value the tourism sector and its important contribution to our economy.
- We understand that some industries in the tourism sector will be impacted by the decision to harmonize Family Day with other provinces.
- Moving Family Day is the right thing to do for families in our province.

Q1	Has moving Family Day harmed the tourism industry?
A1	<ul style="list-style-type: none">• Many economists, other industry sectors, and many families agree that aligning the holiday with the rest of the country has an overall benefit.• There are benefits to those with family and business ties in other jurisdictions who can coordinate their activities on a common shared holiday.

- We recognize that some BC ski resorts would prefer the holiday remain on the second Monday in February.
- The ski industry association has told us in February that, with the change having been made, the industry has moved on from this issue.
- We will continue to work closely with Destination BC to market the tourism sector, including the ski resort industry, around the globe.

Q2

How much did moving Family Day cost the BC tourism industry in 2019?

A2

- We do not have specific data for tourism revenues on a specific day.
- It will be difficult to determine the impact of this shift in holidays on tourism across the province.
- Aligning Family Day with other jurisdictions in Canada and the U.S. still provides opportunities for travel and tourism.
- Therefore there is a strong positive impact from British Columbians and visitors undertaking tourism activities.
- We do not believe the impacts of this change will be significant to the tourism industry's overall revenues. The benefits of letting families enjoy the day together make the change worthwhile.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Tourism Workforce

Revised: February 12, 2019

Issue: Tourism Growth and Employment Challenges

Response:

- Tourism is a key employment generator for the B.C. In 2017, 137,800 people were employed in 19,243 tourism-related businesses. Tourism wages and salaries reached \$4.9 billion, up 6.9 per cent over 2016.
- The tourism sector is a robust employer, with an ever-growing need for workers. WorkBC estimates the industry's projected growth could result in the need for more than 106,000 new or replacement workers by 2028.
- Stakeholders have identified worker shortages as the key challenge. I have heard this from my Minister's Tourism Engagement Council as well as last fall as part of consultations for a new tourism strategic framework.
- I recognize that these shortages are driven by a number of complex factors including aging demographics, rapid industry growth, competition from jurisdictions with lower costs of living, seasonality, and the perception that tourism is for younger workers, and not a long-term sustainable career option.
- A strong and diverse tourism workforce is a key priority in our Strategic Framework for Tourism in British Columbia.
- I am committed to working with the tourism sector to address their needs while continuing to champion tourism as a job creator to ensure we have the right people, with the right skills, for the right job.

Background/Status:

- Tourism is one of B.C.'s top economic sectors and a major jobs generator. With \$18.4 billion generated in revenue in 2017, tourism contributed more to GDP (\$9.0 billion) than any other primary resource industry except oil and gas extraction.
- In 2017, Destination BC figures indicate 137,800 people were employed in over 19,000 tourism-related businesses. The Lower Mainland (62.4 per cent), Vancouver Island (16.8 per cent) and Thompson Okanagan (11.4 per cent) account for 90.6 per cent of all tourism employment. Northern B.C., the Kootenay Rockies and Cariboo Chilcotin Coast together cover the remaining 9.4 per cent.
- Tourism provides a job for roughly one in 16 people employed in the province.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The tourism sector is a robust employer, with an ever-growing need for workers, and the industry's projected growth could result in the need for more than 106,000 new and replacement workers by 2028. While the sector faces no difficulty in job creation, problems do exist in meeting projected employment needs.
- The BC Labour Market Outlook 2018 identifies two tourism segments, retail trade (82,300) and accommodations and food services (61,000), as being among the top five industries with job openings. The Outlook further notes tourism is the top industry that will see more job openings because of economic growth and industry expansion.
- According to the 2018 B.C. Labour Market Outlook, the tourism and hospitality sector employed 303,000 people in 2018; and is projected to have about 106,000 job openings from 2018 to 2028, including net new jobs due to growth and jobs vacated by retiring workers. (Note: Statistics from the Labour Market Outlook measures employment in tourism-related businesses and Destination BC's Value of Tourism measures employment attributable to tourism spending.)
- Stakeholders have identified worker shortages as a key challenge. go2HR, the tourism industry's human resource association, has found that 50 per cent of tourism businesses couldn't hire the people needed to optimize their businesses in 2014.
- There are shortages of food and beverage servers, cooks and chefs, bartenders, retail sales clerks, hotel front desk clerks, airline service agents, restaurant and accommodation managers, and pilots.
- Causes include demographics (i.e. retirements), rapid industry growth, competition from jurisdictions with lower costs of living, seasonality of operations and the prevalent perception that tourism is for younger workers, and not a long-term sustainable career option.
- The tourism industry's strategic priorities for addressing these needs include recruitment, retention, training and development.
- Go2HR is in the process of refreshing its Tourism Labour Market Strategy with information provided by the Ministry of Advanced Education, Skills and Training. It is expected to be completed sometime this spring.
- The new strategic framework for Tourism in BC will support a strong and diverse tourism workforce.
- As part of our new Strategic Framework for Tourism, TAC will work with go2HR, AEST and others to address these issues. Key to this will be increasing awareness that tourism provides exciting, life-sustaining career opportunities and highlighting apprenticeships in the tourism sector.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Indigenous Tourism Association of BC is currently working with AEST on an Indigenous Labour Market Analysis for tourism with support from TAC staff. This will help identify and unlock the potential of Indigenous people in the tourism workforce.
- Go2HR has identified the need for ethnic cuisine chefs and is partnering with AEST this year on a pilot project to attract and train chefs for Chinese cuisine.
- Twenty-four students are learning new skills as part of a new Aboriginal Culinary Arts, Hospitality and Tourism program in Victoria. AEST is funding the \$650,000, two-year partnership between Songhees First Nation and Camosun College.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Indigenous Tourism

Revised: March 29, 2019

Issue: Provincial support for Indigenous tourism

Response:

- Indigenous culture is of great interest to visitor markets and Indigenous tourism has emerged as one of the distinctive areas of tourism in B.C.
- It is a segment of tourism which bears multiple benefits, most importantly economic self-determination for Indigenous people.
- It provides jobs and business earnings in smaller communities across the province.
- It also allows Indigenous people to tell their own stories thereby building pride and facilitating reconciliation through understanding.
- The Province supports Indigenous tourism directly with a contribution of about \$1 million per year to the Indigenous Tourism Association of BC, an Indigenous-led organisation that addresses the development and marketing of Indigenous tourism in ways that Indigenous people want.
- At this year's First Nations Leaders Gathering, I met with leaders of 28 Indigenous communities, all of whom are eager to implement tourism strategies to improve life for Indigenous people on- and off-reserve.
- Ministry staff have been connecting Indigenous Tourism Association of BC staff with other Provincial agencies to support Indigenous tourism such as opportunities in B.C. Parks, support for cultural preservation, entrepreneur programs, and skills development.
- In Budget 2018 the Province committed \$50 million over three years for the First Peoples Cultural Council to support retention and revitalization of Indigenous languages and culture in B.C. This investment in the unique cultures of B.C.'s Indigenous peoples will help build solid foundations for the cultural tourism products which attract visitors from across the globe.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- According to Indigenous Tourism BC¹, in 2017, B.C. had 401 Indigenous tourism businesses, employing 7,400 people and contributing \$705 million to the Provincial GDP.
- Indigenous Tourism BC (ITBC / formerly known as Aboriginal Tourism BC or AtBC) develops and promotes Indigenous tourism in BC. It is a business association controlled by an all-Indigenous board of directors and designated by First Nation Leadership Council and Union of BC Indian Chiefs as the association representing Indigenous tourism in BC.
- The organisation emerged as a leader following release of its Aboriginal Cultural Tourism Blueprint Strategy in 2006, and celebrated its 20th year as an organization in 2017.
- ITBC operates under annual business plans based on a five-year strategic plan. ITBC forecasts its annual budgets to rise from \$2.75 million in 2017/18 to \$4 million in 2021/22.
- Since 2008, the Province has supported ITBC's work with an average of \$1 million per year from Destination BC (DBC). Western Diversification Canada also announced Jan. 22, 2018, it will provide ITBC with \$2.25 million over three years to support ITBC's operations.
- One example of direct provincial support is illustrated by the Northern BC Tourism Association and ITBC, who partnered to hire an Indigenous tourism specialist in 2017. A similar position was created in the Thompson Okanagan Tourism Association in 2016. These specialists work directly with First Nations communities to develop tourism, and the other tourism regions are considering engaging Indigenous tourism specialists.
- The Ministry of Advanced Education, Skills and Training is working with ITBC on an Indigenous Tourism Sector Labour Market Study. The study will identify labour market needs, challenges and opportunities to create a larger and better trained Indigenous workforce to support tourism. The second phase is being planned to engage the sector and undertake a research study.

Contact:

Suzanne Ferguson Executive Director Tourism Branch 778 698-9355

¹ Indigenous Tourism Association of BC (2018). *ITBC 'The Next Phase' Strategy Performance Audit 2012-2017*.

Tourism Branch
Indigenous Tourism
Questions and Answers
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KEY MESSAGES:

- Indigenous tourism is an important activity for Indigenous people to preserve and share their culture and at the same time create economic opportunities for their people.
- It is a tangible way to advance reconciliation, as Indigenous people invite visitors to experience and understand modern and historic Indigenous cultures.
- Indigenous tourism growth is a key part of the government's tourism framework to address reconciliation through cultural sharing and community economic development.
- We recognize Indigenous tourism as one of the distinctive kinds of tourism that make BC stand out in international visitor markets.
- TAC supports Indigenous tourism directly with funding contributions of about \$1 million per year through Destination BC.

Q1	What is Indigenous tourism?
A1	<ul style="list-style-type: none">• Indigenous Tourism is tourism that often features Indigenous culture, or that includes a First Nations viewpoint on standard tourism products that are presented by Indigenous-led persons, firms or groups.• Some definitions require the business be owned by Indigenous persons or organisations.

- Indigenous tourism supports economic development, jobs and revenues for First Nations, while contributing to reconciliation by spreading understanding of Indigenous perspectives and culture.

Q2

What is the size of the Indigenous tourism sector in B.C.?

A2

- B.C. is home to one-third of Canada's First Nations and has the second largest Indigenous population among provinces.
- Indigenous tourism in BC has been growing faster than the rate of growth of the tourism industry, which is itself faster than the rate of growth of the general economy.
- The most-recent figures suggest Indigenous tourism is contributing \$705 million a year to the Provincial Gross Domestic Product, and employing 7,400 people in 401 businesses. Only Ontario, with nearly triple BC's population, has more Indigenous tourism businesses.

Q3

Why is Indigenous tourism important?

A3

- Indigenous tourism is an important vehicle for Indigenous people to preserve their culture and at the same time create economic opportunities for their people.
- Indigenous tourism is a gateway for reconciliation for two reasons:
 - Indigenous peoples choose how they present their cultures and histories and benefit economically from it; and,
 - It is an opportunity for British Columbians, Canadians and international visitors to personally experience, understand and appreciate modern and historic Indigenous lifestyles.

- Additionally, many visitors seek authentic cultural experiences when they come to B.C. and the Indigenous tourism sector offers those experiences.

Q4

What is the ministry doing to fund Indigenous tourism?

A4

- The Province is committed to providing \$1 million annually through Destination BC to the Indigenous Tourism Association of B.C. to develop and market Indigenous tourism. This covers about one-third of its annual budget.
- Destination BC is taking a greater role in marketing Indigenous tourism so Indigenous Tourism Association of B.C. can increase its investments in product development, training and capacity building across the province.
- For example, provincial funding supports Indigenous Tourism Association of B.C.'s partnerships with the Thompson Okanagan Tourism Association and Northern B.C. Tourism Association for Indigenous tourism specialists to work with First Nation bands and entrepreneurs in those regions. Other tourism regions are working with the Indigenous Tourism Association of B.C. to replicate this "on-the-ground support" position.
- Additionally, programs such the Rural Dividend Fund (Forests, Lands and Natural Resource Operations) and the Community, Cultural and Recreational Infrastructure Program (Municipal Affairs and Housing) fund projects in Indigenous communities that contribute to tourism attractions and infrastructure.

Q5

Beyond funding, what is the ministry doing to support Indigenous tourism?

A5

- Indigenous tourism will be a key part of the provincial tourism strategy.

- Ministry staff are working with the Ministry of Advanced Education, Skills and Training and Indigenous Tourism Association of B.C. on an Indigenous Tourism Sector Labour Market Study to identify labour market needs, opportunities and challenges. The first phase is underway to engage the sector and determine the scope of a research study.
- Ministry staff contributed expertise to the development of Indigenous Tourism Association of B.C.'s Tourism Engagement Workshop 2018. The Association is meeting Indigenous leaders and entrepreneurs in six B.C. communities to inform them about how to engage in the tourism sector and create market-ready experiences and world class destinations.
- Local Indigenous tourism planning specialists are now in place in Northern BC and in the Thompson-Okanagan regions, and we are working to have a province-wide network of these specialists, who can help individual Indigenous tourism projects develop to success.
- The Ministry of Environment and Climate Change's BC Parks unit has been entering into new deals with First Nations for co-management, contracted management services, or interpretation services so that Indigenous tourism has a chance to grow in our world-famous parks.
- Ministry staff regularly provide advice and information to other ministries on Indigenous tourism-related opportunities.

Q6	How does tourism address the United Nations Declaration on the Rights of Indigenous Peoples and Truth and Reconciliation Commission recommendations?
A6	<ul style="list-style-type: none"> • The work of Indigenous Tourism BC, supported by government funding and tourism industry partners, provides a context for Indigenous communities to create experiences that explain their history and culture. Once established, these experiences can serve as a forum for sharing knowledge, establishing better understanding between Indigenous and non-Indigenous people. • As such, articles in the UNDRIP that address the political, social, economic and cultural rights of Indigenous people ultimately support the opportunity for Indigenous people in British Columbia to share their stories with tourists. • Article 3 of UNDRIP states: “Indigenous peoples have the right to self-determination.” Tourism development provides a forum for Indigenous people to lead and control how they develop their communities, employ their people, preserve their heritage and share their cultures. • Article 20.1 of UNDRIP states: “Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and <u>to engage freely in all their traditional and other economic activities.</u>” We work closely with ITBC to ensure the organization knows about and has access to government programs and tools that support Indigenous tourism. • Tourism is not directly addressed in the TRC.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Destination BC Expenditure Control Review

Revised: April 7, 2019

Issue: Destination BC interim organizational, program, and spending review.

Response:

- Destination BC does important work to not only support operators in the B.C.'s tourism industry, but to promote BC as a world-class destination to travelers around the world and right here in Canada.
- The people of B.C. deserve accountable and transparent decision making, including that of our crown corporations.
- That's why we asked Destination BC to review their current policies and practices to ensure they follow similar requirements that we have in our ministry and other government organizations.
- We are in the process of reviewing the results, but overall Destination BC is performing against its targets.
- We will continue to work with Destination BC to ensure there is transparency and financial accountability in all policies and practices.
- This oversight follows similar rules and requirements we have in my office, my ministry and other government organizations.
- Destination BC will continue to conduct their important work as they have before with additional transparency and financial accountability.

Background/Status:

- In early November 2018, Minister Lisa Beare wrote to the board chair of Destination BC to notify her that the incoming board chair would be conducting a comprehensive review and that oversight changes would be implemented for the Crown Corporation.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The letter stated the following:
 - To support implementation of the new tourism strategy and ensure organizational success, I will be asking the incoming board chair to undertake an organizational, program, strategic engagement and funding review. In the interim, I would like certain spending controls put in place in the areas of travel, procurement, program spending and hiring. Effective immediately, approval from the ministry is required prior to Destination BC making the commitments:
 - any executive travel outside British Columbia;
 - any new hiring actions (including back filling vacancies);
 - any changes to existing program funding arrangements; and
 - any new or modifications to contractual arrangements (including asset acquisition, tenant improvements, procurement of services).
 - Requests for approval in the circumstances may be submitted to Deputy Minister for consideration. The interim expenditure controls above are to remain in place until March 31, 2019.
- Destination BC responded to the Minister's letter and clarified the following points:
 - New or modifications to contractual arrangements of \$250,000 or more require DM approval.
 - New Hiring actions for hiring Executive level employees require DM approval.
 - Direct Award contracts valued over \$10,000 or over require DM approval.
- The Board Chair submitted a letter to the Minister outlining the findings of their review on March 19, 2019.
- Ministry staff are in the process of reviewing the results and will continue to work with Destination BC to ensure there is transparency and financial accountability in all policies and practices.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism Arts and Culture Division	250 217-9059
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Destination BC Funding Model

Revised: March 27, 2019

Issue: Performance-based Funding Model for Destination BC

Response:

- Government is committed to growing B.C.'s tourism industry by supporting Destination BC through a performance-based funding model.
- Destination BC's performance-based funding model ties Destination BC's funding to corporate performance and annual tourism-related provincial sales tax revenues.
- That means, Destination BC's base budget allocation has the potential to be augmented by cumulative year-over-year increases of not more than two per cent per year.
- For fiscal year 2019/20, Destination BC will receive the full 2 per cent increase to their budget; an additional \$1.03 million over 2018, bringing their budget appropriation to \$52.62 million for 2019/20.
- This increase means the Government of B.C. has committed to provide \$3 million over three years for Destination BC to expand promotion of B.C. as a global tourism destination.
- This is in addition to their two previous increases of \$509,000 in Budget 2018 and \$503,000 in Budget 2017 – a total increase of over \$2 million since 2016.
- The funding model was introduced by Government because the tourism industry advocated for a "performance-based" funding approach in consultations leading up to the creation of Destination BC in 2013.
- The model includes a provision for a review every three-years; which as per the Ministerial Directive, would be planned for the end of fiscal year 2019/2020.
- Specific questions related to the funding model should be referred to the Minister of Finance.

Background/Status:

- Budget 2019 has committed to provide Destination BC with \$3 million over three years to expand promotion of B.C. as a global tourism destination.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Prior to the introduction of the funding model, Destination BC budget has been maintained at approximately \$50 million annually.
- From 2012 to 2017, the tourism sector advocated for Destination BC to be funded by a formula tied to industry performance that would see increases in Destination BC's budget as the tourism sector grows.
- The Destination BC Corp. Act enables the Minister of Tourism, Arts and Culture to provide funding for Destination BC based on a prescribed portion of tourism related PST revenues.
- The funding model established that the base of \$50 million will be protected and that Destination BC's base budget will build year-over-year, if conditions are met, to a maximum of 2 per cent per year.
- There are two conditions under which Destination BC can receive a lift to its base budget (currently \$52.6 million):
 - an increase of up to 1%, when tourism related PST revenues increase by more than 5% from the previous year; and
 - an additional increase of up to 1% by achieving the set of four performance measures, as outlined in Destination BC's Service Plan.
- Destination BC's Performance requirements are tied to the achievement of key program outcomes, including supporting tourism marketing and industry development activities that improve industry's ability to compete globally.
- Industry has questioned why the model has not been confirmed by regulation. This was a result of not having sufficient time to make the needed amendments to the Destination BC Corp. Act and establish the model in a regulation before it was announced in Budget 2017.
- This work is still required to fully implement the model; however, this work was placed on hold pending further direction.^{s.13}
In the interim, the Ministerial Directive fully outlines the model and guides its implementation.

Contact:

Claire Avison	Assistant Deputy Minister	Tourism, Creative Arts & Culture Division	250 952-0385
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: PavCo – BC Place Naming Rights

Revised: March 25, 2019

Issue: BC Place Naming Rights

Response:

- In order to reduce the operating investment required for BC Place, government is working with PavCo to identify efficiencies, and develop new sources of revenue.
- The sale of Naming Rights is one such revenue-generating option.
- PavCo is exploring this opportunity through an open and transparent Request for Proposal process to ensure the best possible outcome for taxpayers.
- This naming-rights sponsorship opportunity will reduce government support to BC Place and make taxpayer dollars currently used to support BC Place available for government to improve the services that British Columbians count on.
- We believe this is an excellent time to look for the right corporate partner for this important facility in B.C., and through that sponsorship, generate significant benefit for British Columbians.

Background:

- The B.C. Pavilion Corporation (PavCo) has received approval to issue a request for proposals (RFP) to select a naming rights sponsor for BC Place Stadium.
- The addition of a naming rights sponsor is an opportunity for PavCo to attract private investment to offset costs related to the facility's operations. Funding could then be redirected to support other key government priorities.
- The Request for Proposal was posted February 4, 2019.
- Presentations from interested parties took place in early March, with a shortlist of candidates being selected by June.
- A final decision is anticipated in the fall 2019.

Contact:

Suzanne Ferguson Executive Director Tourism Branch 250 415-3451

Tourism Branch
B.C. Pavilion Corporation BC Place Naming Rights Sponsorship
Questions and Answers
Estimates 2019-20

KEY MESSAGES:

- BC Place is a world-class sports and entertainment facility and on behalf of the people of B.C., we have the responsibility to ensure the prudent fiscal management of the stadium.
- This is an important revenue opportunity to attract private investment to support BC Place's operations.
- PavCo is exploring options through an open and transparent Request for Proposal process to ensure the best possible outcome for British Columbians.

Q1	Why is government looking at selling naming rights to BC Place?
A1	<ul style="list-style-type: none">• BC Place currently requires funding from government in order support its operations.• Government is working with PavCo to identify efficiencies and develop new sources of revenue.• The sponsorship of Naming Rights is one revenue-generating option that government is exploring.
Q2	What is the expected value of the naming rights for BC Place Stadium?
A2	<ul style="list-style-type: none">• The potential value of the naming opportunity for BC Place remains to be determined.• An RFP process allows the market to determine the value for the naming sponsorship opportunity.

Q3	What are the other revenue-generating options that government is exploring with PavCo?
A3	<ul style="list-style-type: none"> • PavCo will be looking to at a variety of opportunities through sponsorships, vendor and supplier relationships. • And, with the support of the Province, PavCo is pursuing a number of revenue generating initiatives including the potential development of the vacant land known as Site 10C.
Q4	How much is the annual funding that BC Place receives from taxpayers?
A4	<ul style="list-style-type: none"> • PavCo receives approximately \$9.5m per year to support operations of its venues, much of which goes to support BC Place operations. PavCo also receives \$10m per year in capital funding.
Q5	Would a contract for naming rights sponsorship completely eliminate the need for that funding?
A5	<ul style="list-style-type: none"> • The value of the opportunity will be determined through a formal RFP process, and therefore it is too early to say if this will eliminate the funding provided to support BC Place operations.
Q6	Why offer the naming rights sponsorship now?
A6	<ul style="list-style-type: none"> • The sponsorship of naming rights for BC Place is part of the long-term business plan for the stadium. • BC Place currently requires support from government in order to operate. • Attracting new sponsorship revenue from the private sector will help reduce the need for government support.

Q7	How does the government justify selling the name of a publicly-owned facility?
A7	<ul style="list-style-type: none"> • There are a number of publicly-owned and funded stadiums across Canada with corporate naming sponsors. • Examples include BMO Field in Toronto and Tim Hortons Field in Hamilton, both of which are municipally owned. • Attracting sponsorship revenue from the private sector to help offset the stadium's operating costs simply makes good sense.
Q8	Does government intend to sell naming rights sponsorship to other publicly-owned infrastructure – like bridges, for example?
A8	<ul style="list-style-type: none"> • This is a unique opportunity with BC Place, as the sale of naming rights has always been part of the long-term business plan for the stadium.
Q9	Is this an admission by government that it is under financial pressure?
A9	<ul style="list-style-type: none"> • No. This is a great opportunity that needs to be explored. • Attracting new sponsorship revenue from the private sector is an opportunity to help offset the stadium's operating costs. • It's about responsibly managing a public stadium.
Q10	Is the Province or PavCo aware of any private sector investor interested in the opportunity?
A10	<ul style="list-style-type: none"> • This is a great opportunity. Government owned buildings are a solid investment for proponents and an opportunity for greater fiscal sustainability.

- The naming Rights RFP has been available on BC Bid as of February 4, 2019. Supplementary information was posted to BC Bid on February 20.
- Proponents' Meetings (for parties who register their interest) are scheduled for April 8 and April 10 in Vancouver.
- The purpose of the Proponents' Meetings is to provide Proponents the opportunity to see BC Place and to address any questions Proponents may have about the RFP.
- The RFP is scheduled to close at 2:00pm on May 15, 2019.

Q11

It's been known as BC Place for years. Why change the name?

A11

- I'm confident that if the right proponent comes along, the public will embrace the new name.

Q12

Didn't the previous government negotiate naming rights for BC Place with Telus?

A12

- In 2012, the previous government decided not to enter into an agreement for naming rights sponsorship with TELUS.
- I can't speak to the decisions made by the previous government. The current naming opportunity is an entirely new, open and transparent RFP process to ensure the best possible outcome for the people of B.C.

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Q14	How is the RFP process being managed?
A14	<ul style="list-style-type: none"> • PavCo is managing the process via an RFP posted to BC Bid, with appropriate consultations and approvals from government. • It is designed to be an open and transparent process to ensure the best value for British Columbians. • The naming Rights RFP has been available on BC Bid as of February 4, 2019. Supplementary information was posted to BC Bid on February 20. • Proponents' Meetings (for parties who register their interest) are scheduled for April 8 and April 10 in Vancouver. • The purpose of the Proponents' Meetings is to provide Proponents the opportunity to see BC Place and to address any questions Proponents may have about the RFP. • The RFP is scheduled to close at 2:00pm on May 15, 2019.
Q15	How will the naming partner be selected?
A15	<ul style="list-style-type: none"> • As part of the RFP process, an evaluation committee will follow a process designed to ensure the best value for British Columbians. • The process will incorporate, as applicable, the government's Naming Privileges Policy which was revised in May 2018). • Depending on the quality of the responses received through the RFP process, the evaluation committee may recommend keeping the name 'BC Place Stadium'. • We are looking for the best deal for British Columbians. We are not required to take just any deal.

Q16	What length of contract is the Province seeking?
A16	<ul style="list-style-type: none"> The terms of any potential naming rights agreement, including the length of contract, will be determined through the RFP process designed to ensure the best value to British Columbians.
Q18	When could we expect to have a deal?
A18	<ul style="list-style-type: none"> The RFP closes on May 15, 2019. Following that, there will be a process of review, evaluation and negotiation. If there is sufficient interest from the private sector in the opportunity, we could have a contract in place sometime by the fall of 2019.
Q19	How can you ensure that at the end of the RFP process, the successful proponent has a brand and name for the stadium that is reflective of British Columbians' shared values?
A19	<ul style="list-style-type: none"> We are looking for the best deal for British Columbians. We are not required to take just any deal. The final decision rests with Cabinet, as per government's Naming Privileges Policy.

Q20	Will the BC Lions and Whitecaps FC be consulted as part of the process?
A20	<ul style="list-style-type: none"> PavCo has already engaged with the Lions and Whitecaps to discuss the naming rights project. Both teams are fully aware of the process.
Q21	Do the Lions and Whitecaps benefit financially from the sale of naming rights?
A21	<ul style="list-style-type: none"> PavCo has provided the teams the opportunity to be a part of the process. The outcome of any potential naming rights sponsorship agreement will be determined through the RFP process designed to ensure the best value to the people of B.C.

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Q30	What other government priorities will this additional sponsorship funding be redirected towards?
A30	<ul style="list-style-type: none"> Once we have a new sponsorship agreement in place, we will work with the ministry of Finance to determine how these funds will be best directed to support British Columbians.
Q31	What is the status of the Site 10C redevelopment?
A31	<ul style="list-style-type: none"> PavCo owns a parcel of land known as Area 10c, located adjacent to the Stadium below the proposed Georgia Street extension, which has significant development potential. PavCo's Service Plan recognizes this future revenue potential in the budget for 2021/22 under 'Other Revenues', with an approximate valuation of \$15m. Two rezoning options have been approved by the city, and PavCo is reviewing the outcome before making any decision. An important part of the decision for PavCo will be to ensure that British Columbians see the best value possible from any future development.

- In the meantime, PavCo continues to engage with the City of Vancouver's planning department in order to ensure meaningful consultation takes place between PavCo, the City and the Province, along with First Nations.

Q32 Will you be selling Site 10C?

A32 • There are no plans at this time to sell the land.

Q33 Is the \$15 million proceeds on the land sale net of \$8.5 million accommodation payment to First Nations in 2018?

A33 • The accommodation payment of \$8.5 million in 2018, was a one-time payment related to the development of the Parq Vancouver site, and is unrelated to Site 10c.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Amplify BC

Revised: April 2, 2019

Issue: Program overview renewal of the Amplify BC Fund

Response:

- I am pleased to share that our government has renewed the Amplify BC fund at \$7.5 million.
- B.C. is Canada's third largest music centre, with over 280 music companies, 160 recording studios and more than 200 music festivals across the province.
- The industry contributes approximately \$690 million annually to the provincial economy.
- The Amplify BC Fund provides support to artists and professionals across the music industry in British Columbia by focussing on four areas:
 - Industry Initiatives, including training, skills development and research;
 - Career Development, which focuses on growing the careers of emerging and established artists;
 - Live Music, supporting B.C.-based live music events; and
 - Music Company Development, which focuses on sustainability and building the capacity of music companies in B.C.
- We know that funding for the music industry in B.C. has had a significant impact. Recent research shows that this funding helps to leverage federal investments, stimulates economic activity and creates jobs.
- We are proud of the work Creative BC has been able to support through the Amplify BC funds to date.

Background/Status:

- A February 2016 report by Music Canada suggested a vibrant music sector could significantly drive economic growth in B.C. In response, the Province announced a \$15 million BC Music Fund (BCMF) on February 11, 2016, to support the growth of B.C.'s music industry.
- As the BCMF funding came to conclusion, a robust campaign was led by industry representatives for its renewal. In March 2018, the Province announced the funding would be renewed with a one-year \$7.5 million Amplify BC Fund.

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- In November 2018, government received a final report on its first \$15 million investment in the BC Music Fund. The report found the BCMF:
 - Leveraged \$4 million in federal investment and \$27 million in private sector expenditures (ratio of 1:3 on every dollar invested), increasing B.C.'s share of federal funding;
 - Stimulated \$45 million in direct economic impact, building exponential capacity for B.C.'s music industry; and
 - Allowed the sector to employ 6,596 people through BCMF projects, with 79 new hires at B.C. music companies (see *Attachment One: BC Music Fund Results*).
- The current program, Amplify BC, is designed around four program areas (see *Attachment Two: Amplify BC*):
 - **Industry Initiatives:** supports the development of B.C.'s music industry, including training, skills development, research and a new focus on young up-and-coming talent.
 - **Career Development:** focusses on growing the careers of emerging and established artists.
 - **Live Music:** supports B.C.-based live music events, creating engagement opportunities for audiences, artists and youth to enhance music tourism throughout B.C.
 - **Music Company Development:** focusses on sustainability and building the capacity of B.C.'s music companies
- Amplify BC has been exceptionally well received by the music industry, and stakeholders are supportive of its renewal at \$7.5 million. An announcement is being planned for April 2019.

Attachments: Appendix 1 – BC Music Fund Results
Appendix 2 – Amplify BC

Contact:

Asha Bhat	Executive Lead	Creative & Multiculturalism	778 698-1806
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – BC Music Fund Results

- The final report on the BC Music Fund was produced by Creative BC as a part of their contractual obligations. It was written specifically for government and it provides an historical capture of the administration, process and impact of the investment.
- This information has not been released publicly to date. Creative BC is currently in the process of preparing a high-level Executive Summary, which they will post on their website, after it is approved by the Ministry.
- The Province's \$15M investment in the music industry resulted in three key outcomes:
 1. The BCMF stimulated \$45M in direct economic impact, building exponential capacity for B.C.'s music industry;
 2. The BCMF leveraged \$4M in federal investment and \$27M in private sector expenditures (ratio of 1:3 on every dollar invested), increasing B.C.'s share of federal funding; and
 3. The sector employed 6,596 people through BCMF projects, with 79 new hires at B.C. music companies.

Other outcomes:

Recording:

- Supported 278 sound recording projects for B.C. artists across 21 different genres.
- Triggered 6,101 days of recording across 69 B.C. studios and \$4M into the recording industry, attracted 12 out-of-province artists to record in B.C., including Jann Arden and Alan Doyle.

Performance:

- Funded 258 music videos, 106 marketing initiatives and 3,070 performance opportunities for B.C. artists.
- Generated \$1.8M in artist fees and performed for audiences of over 500,000.

Diversity:

- Invested in 453 artist projects, funding a diversity of recipients including: 285 women, 122 people of colour and 35 Indigenous people.
- Supported Indigenous creators in partnership with the First Peoples' Cultural Council, and engaged industry through Music BC programs.

Sector supports:

- Attracted \$10M out-of-province dollars to B.C.-related projects, and supported 28 international and domestic trade missions.
- Supported four research projects, 36 industry initiatives and 800+ training opportunities for 8,000+ participants.

JUNOS:

- Secured Vancouver as the host for the 2018 JUNOS, showcasing 28 B.C. music events and attracting 25,000 attendees. Hosting the JUNOs yielded a \$10.9M economic impact.

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Appendix 2 – Amplify BC

Between April 2018 and March 2019, Creative BC administered \$7.5M and four new funding programs to support different facets of the music industry. These programs will continue under the renewed program and include:

- 1. INDUSTRY INITIATIVES:** This program supports the development of BC's music industry, funding projects that support training, skills development, export activities, business development, research and a new focus on young up-and-coming talent. Applicants for this program are industry associations and business collaborations. Applications will be accepted on a rolling basis. (Note: This program supports training, skills development, and export activities led by businesses and other service organizations in addition to those delivered by Music BC through their funding envelope).
- 2. CAREER DEVELOPMENT:** This program supports the careers of emerging and established artists in BC, funding sound recordings, music videos and marketing initiatives. Applicants are artist-entrepreneurs and music companies. Separate streams have been created for emerging and established artists, as well as a third stream to support out-of-province artists recording in BC studios.
- 3. LIVE MUSIC:** This program supports BC-based live music events, creating engagement opportunities for audiences, artists and youth, and enhancing music tourism throughout BC. Funding also supports business development initiatives, such as adding a new stage, new revenue stream development, marketing initiatives, infrastructure improvements, and professional development. Applicants for this program are BC-based festivals, venues, presenters and event producers.
- 4. MUSIC COMPANY DEVELOPMENT:** This program supports the sustainability, growth and capacity of BC's music companies, funded activities including the hiring of new staff, the launch of new business units, researching/testing new products or revenue streams, training and professional development, marketing initiatives, and A&R/scouting.

Creative BC also partnered with Music BC and First Peoples Cultural Council for the delivery of specialized elements of the Amplify BC Fund, including export activities, touring and Indigenous Initiatives. These partnerships are expected to continue under the renewed program.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Creative BC Overview

Revised: February 7, 2019

Issue: Overview of Creative BC

Response:

- B.C.'s creative industries, including film, television, interactive media, music and magazine and book publishing are key contributors to the province's economy.
- Creative BC was created by the Province in April 2013 to build the capacity of B.C.'s creative sector.
- Creative BC provides programs and services to expand and diversify B.C.'s creative sector, stimulate investment and employment, and promote B.C.'s creative content and production capabilities at home and globally.
- In 2019/20, the Province is providing \$3.415 million in annual funding to Creative BC (no change from 2018/19).

Background/Status:

- Creative BC (CrBC) is an independent, not-for-profit agency created by the Province in April 2013 to build the capacity of B.C.'s creative sector.
- The agency supports and strengthens B.C.'s film and television, interactive and digital media, music and sound recording and magazine and book publishing industries.
- FY2019/20 funding for the agency is:
 - \$3.415 million
- Creative BC is governed by a Board of eight private sector Directors (see Appendix 1), two of whom are appointed by the Minister. Directors are chosen based on recommendations from industry stakeholders within the four sectors that Creative BC represents.
 - Creative BC's Chair is Rob Bromley (term expires September 2019);
 - Minister appointees are Pauline Moller (term expires September 2021), and the Minister's office is confirming next steps on a nominee brought forward by CrBC.
- Creative BC delivers a wide range of programs and services to expand B.C.'s creative economy. These include:

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- the administration of the provincial government's tax credit programs for film and television;
 - development funding and export marketing support;
 - administration of Amplify BC;
 - motion picture production services to attract inward investment and market B.C. as a destination for domestic and international production; and
 - funding support for industry associations in music, publishing, and regional film commissions.
- Creative BC has approximately 24 staff, all based in Vancouver, and is organized into four key areas of operation:
 - tax credit administration;
 - motion picture production services;
 - industry development; and
 - Amplify BC administration.

Attachment: Appendix 1 – Creative BC Board Members

Contact:

Asha Bhat	Executive Lead	Creative & Multiculturalism	778 698-1806
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – CREATIVE BC BOARD MEMBERS

Rob Bromley, Chair

Former President, Force Four Entertainment

Louise Clark, Vice Chair + Secretary-Treasurer

President, Lark Productions

Gordon Esau – Past Chair

Partner, Vancouver Office, Dentons Canada LLP

Sarah Fenton

General Manager, Watchdog Management

Jesse Finkelstein

Co-founder and Principal, Page Two

Michelle Grady

Senior Vice President of Production, Sony Pictures Imageworks

Pauline Moller

Senior Vice President Operations, Zynga Inc.

Matt O'Grady

Communications Professional

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Review of the *Canada Copyright Act*

Revised: April 1, 2019

Issue: The federal government review of the *Canada Copyright Act*

Response:

- The *Canada Copyright Act* is currently under review.
- The review is expected to be complete in early 2019.
- Across Canada, the cultural sector and the education sector have very different views on the use of copyrighted materials and the payment of royalties.
- In B.C. we are working together to ensure our creative sector is supported through any interpretations of the legislation.

Background/Status:

- The current *Copyright Act* was introduced in 2012. It is administered by Industry Canada through the Canadian Intellectual Property Office.
- A parliamentary review of the Act is required every five years.
- The review was announced in December 2017 by federal Ministers of Innovation, Science, and Economic Development (ISED) and Canadian Heritage. It is currently ongoing (see Appendix 1).
- The ISED and Canadian Heritage Ministers issued a joint letter to the Chair of the Committee requesting that three questions be considered during the review:
 1. How can we ensure that the *Copyright Act* functions efficiently to foster a marketplace that is transparent, promotes innovation and access for users, and supports creators in getting fair market value for their copyrighted content?
 2. How can we ensure that the copyright framework continues to function in an environment of constant change in technology and business possibilities?
 3. How can our domestic regime position Canadian creators, users, and innovators to compete on and harness the full potential of the global stage?
- This review aligns with the federal Creative Canada policy framework objectives, to ensure that “Canadian creators get fairly compensated for their work, users benefit from great choices and business can thrive”.

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- There is general consensus within the cultural sector that there is an issue with interpretations of educational Fair Dealing provisions within the current *Act*; and there is a desire to establish fair compensation for creators and publishers.
- Stakeholders, such as Access Copyright and the Association for BC Book Publishers, contend that current interpretations of fair use under the *Copyright Act* are having a significant negative impact on revenues of the Canadian publishing business.
- For the purpose of the review, provincial and territorial representatives at the Federal Provincial Table for Culture and Heritage (FPTCH) are working to develop a joint position on copyright for the Minister's June 2019 meeting in Halifax, Nova Scotia.

Education and Copyright Act

- The review of the *Copyright Act* is also relevant to B.C.'s Ministry of Education (MEd).
- B.C. is a member of the Council of Ministers of Education Canada (CMEC), which includes all provinces and territories (except Quebec).

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- MEd and MTAC staff are in regular communication on these issues.

Attachment: Appendix 1 – Review Process

Contact:

Asha Bhat Executive Lead Creative & Multiculturalism 778 698-1806

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – Review Process

- March 29, 2018, the Committee announced how it would implement its review of the *Copyright Act* over the next year. The Committee will conduct the review in three phases and will hear testimony from:
 - Witnesses representing specific sectors of activity, including education, publishing, visual arts, software and telecommunications (Phase I);
 - Witnesses representing a range of stakeholders involved in multiple sectors of activity, such as Indigenous communities and various interest groups (Phase II); and
 - Legal experts, including individual lawyers and academics, along with professional associations (Phase III).
- Phase I started on April 17, 2018 with hearings that began with evidence from education groups, followed by publishers and other rights holder representatives.
- The Committee aims to complete all three phases of consultation by early 2019.
- To support the review of the *Act*, the Committee will also conduct a study on remuneration models for artists and creative industries by calling upon the expertise of stakeholders impacted by copyright.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Creative Sector Branch – Key Facts

Revised: April 2, 2019

Issue: Overview of Creative Sector Branch

Response:

- The Ministry of Tourism, Arts and Culture has the primary responsibility for the creative sector, including oversight for Creative BC and the Knowledge Network:
 - Creative BC is responsible for administering the film and television tax credits and Amplify BC, the province's music fund;
 - Knowledge Network is B.C.'s public educational broadcaster. It supports lifelong learning for children and adults by providing quality, commercial-free programming through its broadcast channel, websites and apps.
- The mandate of the Creative Sector Branch is to develop and implement policies that increase the competitiveness of B.C.'s creative sector. The Branch objective is to position B.C. as a global leader in the creative industries.
- Staff work across all levels of government to ensure that policies and actions in support of the creative sector are coordinated; critical and emerging creative sector issues are addressed; and the creative sector is recognized as a key driver of economic growth in B.C.
- The fiscal year 2019/20 budget allocation for the Creative Sector Policy Branch is \$3,599,000.

Background/Status:

- The creative sector includes film and television, interactive digital media, music and sound recording, and magazine & book publishing.
- The Creative Sector Branch currently has an annual budget \$3,599,000, which includes 5 FTEs and funding for Creative BC.
- Key functions and priorities of the Creative Sector Policy Branch are to:
 - Lead cross-ministry coordination, policy development and research to support the growth of B.C.'s creative industries.

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- Engage in strategic partnerships, stakeholder and media relations to promote the value of the creative industries to B.C. and to advance opportunities for B.C.'s creative sector (e.g. Canada is the guest of honour at Frankfurt 2020 Book Fair).
- Administer funding and stakeholder relations with Creative BC (\$3.415 million), the government-established non-profit society responsible for the development of B.C.'s creative sector.
- Oversee \$7.5 million in funding administered by Creative BC in support of B.C.'s music industry (Amplify BC).
- Provide oversight and governance of Knowledge Network (\$6.708 million), a Crown Corporation and B.C.'s public, educational broadcaster.
- Support the Ministry of Finance in ensuring an effective tax credit program for film production, and act as the Ministry's lead for tax credit certifications.
- Work in partnership with key ministries such as Jobs, Trade and Technology to expand opportunities for B.C.'s screen-based content and services, including:
 - Facilitating delegations for trade missions;
 - International marketing and outreach (e.g. trade conferences, L.A. outreach, etc.); and
 - Appointment and performance monitoring of special envoys for film in international markets.
- Continue and expand methods to attract more federal investment to B.C., such as:
 - Establishing a Roundtable on Canadian Production in partnership with Knowledge Network, the Canadian Media Production Association and Creative BC to increase support for B.C. producers.
 - Partner with BC Stats and sector stakeholders to evaluate the size and economic impact of B.C.'s creative sector.

Sector Snapshot

- B.C.'s creative sector is currently recognized for being:
 - A leading motion picture production centres in North America with the world's largest cluster of visual effects and animation companies.
 - North America's third largest motion picture hub.
 - The province with the second highest number of interactive gaming companies in Canada.

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- Home to a large number of successful and internationally renowned musicians.
- The third largest music production centre in Canada.
- The second largest English language book and magazine publishing sector in the country.

Client Profile

- Domestic and foreign motion picture producers, directors, and creative executives.
- Interactive and digital media studios and executives.
- Digital production and post-production executives.
- Municipal Film Liaison Offices and Regional Film Commissions.
- Industry associations: Motion Picture Production Industry Association (MPPIA), Music BC, Canadian Media Production Association (CMPA), DigiBC, Association of Book Publishers of BC, Magazines BC, and other industry associations and businesses across the creative sector.
- Local and regional governments, and the federal government - various ministries and departments.

Contact:

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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Creative Sector Statistics – Industries Overview

Revised: February 7, 2018

Issue: Key Statistics of B.C.'s Creative Sector

Response:

- B.C.'s creative industries – including film and television, interactive and digital media, music and sound recording, and magazine and book publishing – contributes an estimated \$6.4 billion to the provincial economy. B.C. is also home to the world's largest animation/Visual Effects cluster.
- The Creative Sector supports more than 90,000 full-time workers and thousands more part-time and contracted workers across the sector:
 - B.C. film and television hub hosts more than 450 productions, generates \$3.4 billion in economic impact, and supports more than 60,000 jobs each year.
 - B.C.'s digital media companies contribute \$2.3 billion to the economy each year and employ 16,500 people.
 - The music and sound recording sector contributes more than \$690 million to the economy each year and represents 6,600 jobs.
 - B.C.'s publishing industry generates \$28 million for B.C.'s economy and represents 10,400 jobs.
- B.C. has developed outstanding talent, research and educational support, extensive infrastructure and targeted incentives in the creative sector, which help us to capitalize on more global entertainment and digital media opportunities.

Background/Status:

Film & Television

- B.C. is North America's third largest film and television hub:
 - 450+ productions (See Appendix 1) generating
 - \$3.4 billion in economic impact
 - Home to the world's largest animation/VFX cluster.

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- Employment: 60,000 jobs.
 - Well-established talent pool – award-winning colourists, editors, engineers, sound mixers, composers and musicians.
 - Approximately 13,000 job openings expected through to 2027 (WorkBC Industry Outlook Profile).
- Tax credits: \$704 million in 2017/18 – includes digital animation, VFX, and post-production.
 - The Production Services Tax Credit (PSTC) cost for 2017/18 was \$614 million.
 - The Film Incentive BC (FIBC) cost for 2017/18 was \$90 million.
- Location and infrastructure:
 - Close proximity to LA,
 - Experienced creative and technical talent,
 - 2.5 million square feet of stage space and over 100 animation/VFX companies,
 - Can support 50+ projects simultaneously and accommodate all sizes and types of production,
 - Award winning expertise in digital animation, VFX and post-production,
 - Services through Creative BC, municipal film offices and regional film commissions.

Music and Sound Recording

- B.C. is the 3rd largest music production centre in Canada:
 - More than 285 music companies,
 - 160 recording studios,
 - More than 200 music festivals throughout the province.
- Employment: sector represents 6,600 jobs
 - Contributing \$690 million to the economy each year.

Amplify BC

- B.C. has a rich, diverse music industry, and we are proud to support emerging and established B.C. artists and professionals through Amplify BC, a new music fund administered by Creative BC.
- Amplify BC is a \$7.5 million annual fund that helps musicians raise their profiles on the world stage.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Former BC Music Fund (precursor to Amplify BC):
 - Supported close to 300 projects,
 - 4,880 individuals employed on funded projects,
 - 800+ training opportunities for 8,000 participants
 - Leveraged \$4 million in federal investment,
 - \$27 million in private sector expenditure (ROI of 3:1),
 - \$45 million in direct economic impact.

Interactive and Digital Media

- More than 1,000 creative tech companies in B.C.
 - Producing interactive software,
 - Virtual and Augmented Reality technology,
 - Content and innovative digital applications.
- Employment: 16,500 people.
 - Contributing \$2.3 billion to the economy each year.

Interactive Gaming

- B.C. is home to over 150 interactive entertainment companies.

Augmented / Virtual Reality

- B.C. is a leader in augmented reality (AR), virtual reality (VR) and mixed reality (MR) for entertainment, business and industrial applications.
 - The global AR / VR economy is expecting growth of over 13x between 2016 and 2020.
- B.C. is home to 150 AR and VR companies:
 - B.C. has Canada's first VR/AR/MR hub – the BC Tech Cube, which opened in October 2017
 - BC Tech Cube is designed to support the growth of companies in the AR/VR/MR space, serving as a platform for the community to connect, collaborate, and learn from one another.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Book Publishing

- B.C. has the second largest English language book and magazine publishing sector in Canada.
- B.C.'s publishing industry generates \$28 million for B.C.
- Employment: 10,400 jobs
 - Over 230 businesses associated the publishing industry in British Columbia, including 48 publishing houses.
 - 20 per cent of all Canadian English-language publishers are B.C.-based.
- B.C. is also home to the largest Indigenous publishing company in the country, Theytus Books, and one of the largest of children's publishers, Orca Book Publishers.
- Read Local BC is a province-wide campaign from the Association of BC Publishers that encourages local reading by B.C. based authors every April.

Attachment: Appendix 1 – Breakdown of Film/TV Productions in B.C.

Contact:

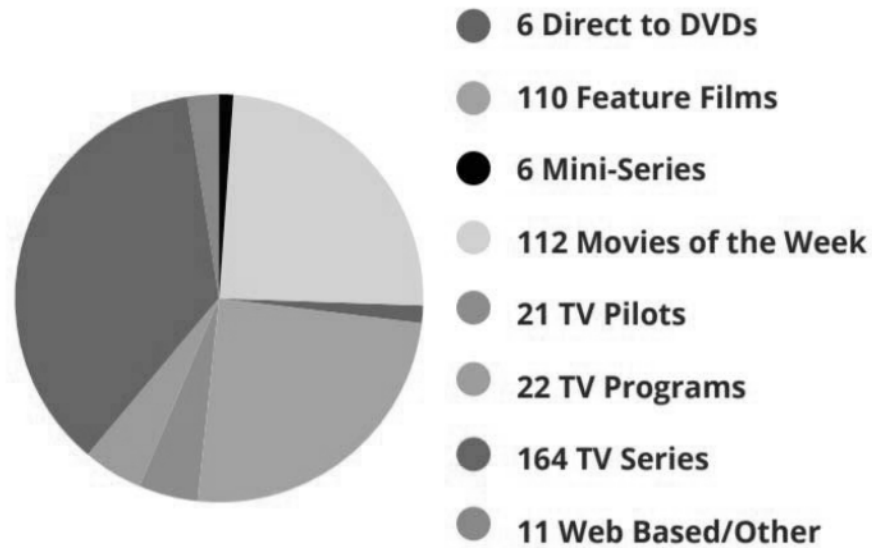
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Attachment: Appendix 1 – Breakdown of Film/TV Productions in B.C.

Total FY2017/18 Approved Tax Credit Certifications



2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Knowledge Network Overview, Governance and Mandate

Revised: April 1, 2019

Issue: Overview of Knowledge Network's structure and mandate direction.

Response:

- As British Columbia's public education broadcaster, Knowledge Network is legislated under the Knowledge Network Corporation Act to:
 - Carry on the business of broadcasting and communications to provide unique, quality educational programming to British Columbians.
 - Promote life-long learning in British Columbia by providing quality educational programming.
 - Inform and educate British Columbians about their province and about issues that are relevant to them.
 - Provide British Columbians with a unique television experience.
 - Collaborate with the independent television and web media production sectors in British Columbia.
- 2019/20 forecasted total contributions are \$7,158,000. This includes:
 - \$6,708,000 for service delivery; and
 - \$450,000 for the B.C.-150 Project.
- This year's mandate and level of service is consistent with previous years.
- Knowledge Network is regularly the fourth most watched broadcaster during primetime in B.C. We are very proud of their achievements in providing quality, commercial-free, educational content options for all British Columbians.

Background/Status:

Program Objectives

- Knowledge Network is B.C.'s public educational broadcaster, supporting lifelong learning for children and adults by providing quality, commercial-free programming through its broadcast channels, websites and apps.
- Knowledge Network invests in documentaries and children's programs produced by independent filmmakers. This enables them to leverage funding from federal and provincial, public and private sources; support the creation of B.C. stories, and develop capacity within the domestic film and television community.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Program Description

- B.C.'s Knowledge Network is an independent provincial public educational broadcaster that operates exclusively in the public interest.
- Funded by an annual operating grant from the provincial government and donations from loyal viewers, Knowledge Network offers a diverse range of content including commercial-free documentaries, arts and culture, drama and children's programs.
- The Knowledge Network Endowment Fund was established in 2007 with a long-term view to support new programming and sustainability, including the creation of B.C. stories. Contributions are made in the form of major gifts and legacy donors (including bequests).
 - s.17
- Knowledge Network's Annual Fund is made up of donations from viewers. These contributions support the public service, including programming, and they are reflected in the annual operating budget.
 - s.17
- **2019/20** forecasted provincial contributions are **\$7,158,000**. This includes:
 - \$6,708,000 for service delivery, as outlined in the 2019/20 Service Plan and Mandate letter.; and
 - \$450,000 for the B.C. 150 Project, a multi-year initiative commemorating the 150th anniversary of B.C.'s entry into Confederation in 2021 (see *Attachment 1: B.C. 150 Project*).

Governance

- *Knowledge Network Corporation Act*
- A Board of Directors (10) comprised through the Order in Council appointment process. (see *Attachment 2: Board Composition*).

2019/20 Mandate Commitments

- The following direction was given to the Crown in the 2019/20 mandate letter; it has been incorporated into the current Service Plan objectives and performance measures:
 - Provide quality, freely available and commercial-free television, web and mobile platform services to British Columbians.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Collaborate with B.C.'s independent production sector to create original B.C. stories.
- Support literacy and early childhood development by working in partnership with B.C.'s independent production sector.
- Collaborate with independent, Indigenous filmmakers to create original B.C. Indigenous stories and continue to seek further opportunities to share Indigenous perspectives through programming.

Attachments: Appendix 1 – B.C. 150 Project
Appendix 2 – Board Composition and Organizational Chart

Contact:

Asha Bhat	Executive Lead	Creative & Multiculturalism	778 698-1806
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – B.C.150 Project

- The BC History project is a multi-year initiative commemorating the 150th anniversary of British Columbia's entry into Confederation in 2021.
- Knowledge Network is in the process of developing and commissioning a four-part documentary series and one hundred fifty short films to inform British Columbians about the history of their province.
- All of this work will benefit B.C. filmmakers and production companies:
 - Approximately eleven B.C. production companies will be commissioned to create new works.
 - Each production company will hire their own crew, which means that the entire project will employ an estimated 100 – 150 people in the BC film industry.
- Established B.C. film makers will benefit from increased profile and exposure from this project, as well as access to financing from other funding bodies.
- Emerging B.C. filmmakers will benefit from skills development and mentorship opportunities.
- This important project advances our government's commitment to B.C.'s domestic production sector and telling diverse stories.
- It builds on *Budget 2018*, which expanded the film and television tax credit with a new credit for eligible B.C. scriptwriting expenses.
- In February 2017, the Province of BC committed to providing \$1M, over four years, to this project.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

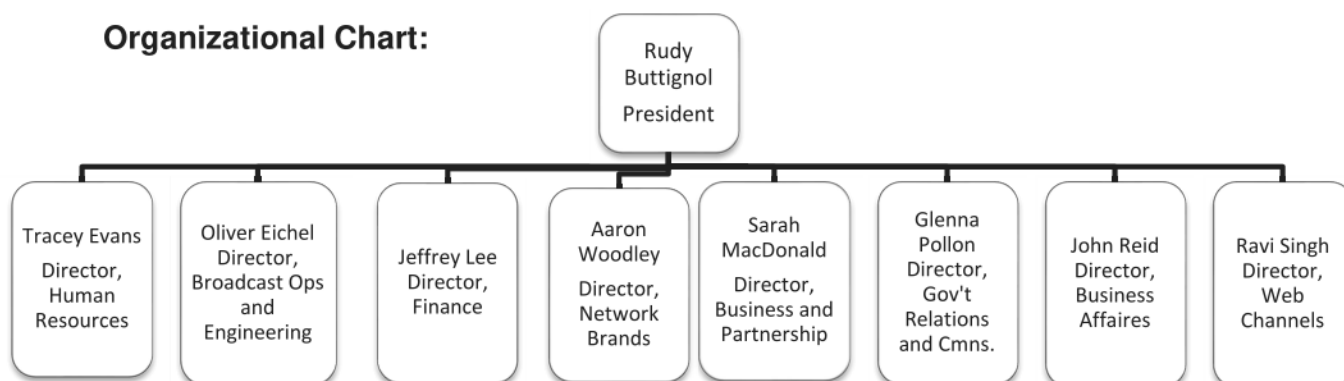
Appendix 2 – Board Composition and Organizational Chart

Name	Position	Date of Appointment	Term Expiry
Maurine Karagianis	Chair	July 31, 2018	2020-07-31
Chamkaur Singh Cheema	Vice Chair	December 31, 2016	2019-12-31
Sarf Ahmed	Director	May 22, 2018	2019-12-31
Norah Bowman	Director	May 22, 2018	2019-12-31
D. Anthony Knox	Director	July 31, 2016	2020-07-31
Janis (Jan) E. Lindsay	Director	July 31, 2015	2019-07-31
Doreen Manuel	Director	May 22, 2018	2019-12-31
Gerry Martin	Director	December 20, 2016	2020-07-31
Stacey Shields	Director	July 31, 2016	2020-07-31
Eric Watt	Director	June 20, 2014	2020-07-31

Upcoming Appointments Required:

- 1 director term expires July 31, 2019

Organizational Chart:



2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Progress on Mandate Commitment – Federal Funding

Revised: April 1, 2019

Issue: Meeting the mandate commitment to “ensure B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.”

Response:

- The Province is working to improve the competitiveness of B.C.’s domestic film and TV industry by ensuring that B.C. film and TV producers get their fair share of federal investments from Telefilm, and other federal government programs.
- To date, we have made significant progress in meeting this mandate commitment, including:
 - Budget 2018 provided additional operational funding to Creative BC: an additional \$3 million over 3 years, plus a one-time infusion of an additional \$1 million. This additional funding strengthens Creative BC’s capacity to deliver programs and services targeted to the needs of B.C.’s domestic film and television sector.
 - Budget 2018 expanded the Film Incentive BC (FIBC) Tax Credit to include a new tax credit for eligible B.C. scriptwriting expenses. This expansion increases the competitiveness and success of B.C.’s domestic production sector and helps BC-owned production companies and B.C. writers own and control their intellectual property.
 - In July 2018, I convened a domestic industry roundtable in partnership with Knowledge Network, the Canadian Media Production Associations – BC Branch and Creative BC. Topics included exploring options to increase support for B.C. producers and attracting more federal investment to B.C.
 - The \$15 million BC Music Fund investment leveraged \$4 million in federal match funding for B.C.’s music industry.
 - The \$150,000 investment in the CBC/Creative BC Digital Production Fund leveraged an additional \$150,000 in federal match funding and it supported the creation of short form video content intended for CBC’s digital platforms.
 - Knowledge Network’s annual investments in original content help leverage significant federal funding each year. In 2017/18, it was approximately \$2.2 million.
 - The Ministry has been working closely with industry to identify tangible opportunities to improve access to programs, such as the Canada Media Fund, and directly liaising with key federal decision-makers to advocate for changes.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- The July 2017 TAC mandate letter provides direction to “ensure that B.C. film and TV producers get their fair share of federal investments from Telefilm, and other federal government programs.”
- Over the last five years, the domestic sector in B.C. has not kept pace with foreign production growth. This is largely the result of challenges the sector faces in developing and financing scripted drama and feature films in B.C., compared to Ontario and Quebec.
 - None of the four major broadcasters are located in B.C. (Corus, Rogers, Bell, CBC) and they no longer have satellite offices in the province;
 - B.C. does not have a provincial investment fund for domestic film, television or interactive digital media content creation, similar to Ontario and Quebec. These funds help to trigger access to federal funding programs, such as the Telefilm and the CMF;
 - B.C.’s domestic producers are increasingly working with online, “Over the Top” platforms (OTTs), such as Netflix, Hulu and Britbox. These digital services cannot access CMF funding, as they do not contribute to the funding pool like the traditional broadcasters.
- Telefilm Canada is a federal Crown corporation that provides financing for all stages of a feature film: from development, to production and post-production, and marketing. In 2017-18 their budget was \$106.3 million. Telefilm Canada also administers programs on behalf of the Canada Media Fund (CMF).
- The CMF receives financial contributions from the Government of Canada and Canada’s cable, satellite and Internet Protocol TV (IPTV) distributors, delivering approximately \$342 million in funding annually to support Canadian television and digital media industries.

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¹ The Experimental Funding Stream encourages the development of innovative, interactive digital media content and software applications.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

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- - Although Creative BC provides development support ³(\$606,930 FY17/18), the agency is unable to match the production financing available from Ontario (\$4.5 million annually).
 - In June 2017, a new partnership between Creative BC and Telefilm was established. Production companies from British Columbia who receive less than \$30,000 in development funding from Telefilm Canada can now receive a top-up amount from Creative BC to reach \$30,000 in total funding.

Status

- The Province has undertaken measures that will improve B.C.'s competitiveness in seeking federal funding, which include increasing Creative BC's funding by \$3 million over 3 years and expanding the Film Incentive BC Tax Credit to cover B.C.-based screen writers.
- Government continues to meet with industry regularly to identify and move forward concrete solutions for better access to the Canada Media Fund and Telefilm. This includes:
 - Domestic Roundtable led by Minister Beare, in partnership with Knowledge Network, the Canadian Media Production Associations – BC Branch and Creative BC (July 2018); and
 - The Deputy Minister's Motion Picture Industry working group.

Contact:

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² The Convergent Stream supports Canadian projects that include content produced for distribution on at least two platforms, one of which is television.

³ Creative BC's Project Development Fund provides non-recoupable advances to BC based production companies to develop film, television or digital media content which a broadcaster, distributor or other eligible triggering agent has committed, in writing, to advance cash for the current phase of development.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: B.C.'s Publishing Industry

Revised: April 1, 2019

Issue: Summary of the publishing sector in B.C. and strategic opportunities

Response:

- Publishing represents \$28 million in economic activity and over 10,400 jobs in B.C.¹
- B.C. is the second largest English-language book publishing sector in the country.
- Magazines continue to be one of the most popular mediums for sharing and fueling the expression of innovation and ideas in B.C. and outside our provincial borders.
- We are proud of the diverse and unique voices that are shared through the many publications produced across our province.

Background/Status:

- B.C.'s book and magazine publishers contribute to local economies by investing in the goods and services required to bring these products to market: writing, editing, illustration, design, printing, IT support, digital asset management, warehousing, shipping, sales, and marketing.
- B.C. publishers are committed to publishing local authors and regional stories, and books and magazines are a vital piece of B.C.'s cultural fabric.
- On the west coast, B.C. publishers are faced by the challenge of paying more in distribution costs, being located farther away from the national media, and having farther to travel in order to access markets and build relationships.

Book Publishing

- B.C. book publishers account for 20 per cent of Canadian English-language publishers.²
- There are 48 publishing houses in B.C., 91 per cent of which offer e-books. Many are owner-operated.
- B.C. book publishers amplify underrepresented and marginalized voices:

¹ Creative BC 2017/18 Impact Report

² *The Canadian English-Language Book Publishing Industry Profile* (Nordicity, 2018)

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Theytus Books, based in Penticton, is Canada's first Indigenous owned and operated book publisher, publishing Indigenous authors since 1980.
- Caitlin Press, based on the Sunshine Coast, publishes stories of the Central Interior, and focuses on work by and about B.C. women.
- B.C. book publishers are successful exporters, bringing Canadian writing and culture to a global audience. Export and rights sales account for an average of 30 per cent of their annual revenue, with some publishers reporting up to 60 per cent of their sales in export.

Magazine Publishing:

- B.C. has one of the smallest magazine media industries in the country, coming in only ahead of the Atlantic provinces.
- It generated \$121 million in annual operating revenues in 2015.³ For comparison, Ontario was the leading jurisdiction in the country, with revenues totalling \$935 million.
- Canada's magazine sector includes consumer and business-to-business (B2B) brands, with content distributed both in print and digitally, via a variety of web and mobile channels.
- Business models in the magazine industry increasingly incorporate a range of revenue streams beyond traditional subscription and advertising, such as custom publishing, events-based and retail-based revenue generation strategies.

Financial Supports

Federal:

- In June 2018, the federal government announced Creative Export Canada, a new \$7 million per year fund to support creative industries projects that generate export revenues, including publishing and interactive digital media industries.
- They are increasing funding for existing export programs, including the Canada Periodical Fund and Canada Book Fund. This investment will be of benefit to B.C. publishers. For example, B.C. is working closely with the federal government to maximize the Frankfurt 2020 Book Fair opportunity for its publishers.
- Federal Budget 2019 announced \$22.8 million over five years to support accessibility for persons with print disabilities. This will benefit B.C.'s independent book publishing industry to help increase their production of accessible books.

Provincial:

³ Statistics Canada, Table 21-10-0071-01 Periodical publishers, summary statistics (accessed: August 15, 2018)

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- B.C. invests in its publishing sector through two main avenues:
 - BC Book Publishing Tax Credit; and
 - Creative B.C.'s Magazine Publishers Travel Support Program (see *Appendix 1: B.C.'s Investment in Publishing*).

Strategic Opportunities:

To further grow and expand B.C.'s publishing sector, the Province is investing in two strategic initiatives.

Audio Book Fund (\$50,000) – Creative BC

- One-time funding derived from \$1 million strategic funding provided to Creative BC in 2017/18.
- Provides funding to BC book publishers to support the recording of audio books, encouraging the adoption of new technologies and capitalizing on the global demand for audiobooks, which is the fastest growing segment in the digital publishing industry.

Frankfurt 2020

- The largest annual global book rights fair, with approximately 300,000 visitors, 7,300 international exhibitors and 10,000 accredited media from more than 102 countries.
- Canada will be the Guest of Honour in 2020.
- This is a high-profile opportunity to showcase B.C. publishers, writers, illustrators and performing artists.
- Creative BC is investing in B.C. book publishers to attend the Fair in 2018, 2019 and 2020.
- They are also hosting an incoming delegation of German publishers to visit Vancouver in February 2019.
- Canadian Heritage is currently seeking provincial and territorial investment in the Frankfurt 2020 to ensure artists from across the country are showcased.
- TAC is considering additional investments to facilitate B.C. artist's presence in the lead up to and during Frankfurt 2020.

Attachment: Appendix 1: B.C.'s Investment in Publishing

Contact:

Asha Bhat Executive Lead Creative & Multiculturalism 778 698-1806

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – B.C.'s Investment in Publishing

Book Publishing Tax Credit

- The British Columbia Book Publishing Tax Credit (BPTC) was established in 2003 to improve the stability and competitiveness of book publishers owned by Canadians and operating primarily within B.C.
- The credit costs approximately \$2.6 million annually.
- The BPTC is administered entirely by the Canada Revenue Agency. It is an efficient and straight forward mechanism, with little administrative burden to publishers or the province.
- Budget 2018 extended the Tax Credit for three years to March 31, 2021.

Magazine Publishers Travel Support Program

- A new (2018/19) Creative BC program that provides financial support for B.C. magazine publishers to send delegates to attend select magazine conferences and trade events for the purpose of promoting their publications, securing new business opportunities and professional development.
- The annual budget for this program is \$20, 000.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Knowledge Network 2019/20 Service Plan and Strategic Plan

Revised: April 1, 2019

Issue: Overview of Service Plan priorities and Strategic Plan

Response:

- Knowledge Network's 2019/20 Service Plan goals and objectives are carried forward from the 2018/19 Service Plan.
- They have been developed to align with the purposes of the Corporation as outlined in Knowledge Network's statutory authority, the *Knowledge Network Corporation Act*, Knowledge Network's Strategic Plan, and from direction provided in the Crown's 2019/20 mandate letter.
- Knowledge Network works hard to meet the diverse needs of British Columbians through their programming efforts.

Background/Status:

Strategic Plan

- Knowledge Network's Strategic Plan, *The Best is Yet to Come: Knowledge Network's Strategic Plan 2018 – 2021*, outlines four goals:
 1. Enhance the accessibility and quality of the television service to maintain its relevance and importance to British Columbians.
 2. Improve the audience experience for video on demand by increasing the number of available programs through the development of next generation apps and platforms.
 3. Champion more BC stories and support more storytellers.
 4. Connect with more viewers to enlarge the donor base and grow the Endowment Fund.
- Knowledge Network's Strategic Plan, *The Best is Yet to Come: Knowledge Network's Strategic Plan 2018 – 2021* reflects how the rapid proliferation of new devices and internet channels are affecting the way that television is consumed and impacting Knowledge Network's business.
- It also underscores the important role that Knowledge Network plays in supporting B.C.'s independent filmmakers and its commitment to quality, original content.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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- Finally, there is a strong focus on the cultivation of viewers and donors: both of which are integral to the ongoing financial success of the network.

Annual Service Plan

- The Crown's 2019/20 Service Plan goals support government in achieving its commitments for a strong, sustainable economy, delivering the services people count on and making life more affordable. Specifically, Knowledge Network's goals include:

Goal 1: Enhancing the accessibility and quality of Knowledge Network's television service to maintain its relevance and importance to British Columbians, with the objective of:

- Strengthening programming to meet the diverse needs of viewers, specifically positive, educational content that fosters learning for young children and their families, and programs that inform and inspire audiences 50+.

Goal 2: Improving the audience experience for video on demand by increasing the number of available programs and through the development of next generation apps and platforms, with the objective of ensuring:

- Our public service is available on any platforms our audiences uses and the experience is high quality.

Goal 3: Championing more B.C. stories and supporting more storytellers, with the objective of:

- Creating more B.C. and Canadian stories and strengthening the independent production community through commissioning efforts. The above goals and objectives are carried forward from the 2018/19 Service Plan.
- Knowledge Network's goals have been developed to align with the purposes of the Corporation as outlined in Knowledge Network's statutory authority, the *Knowledge Network Corporation Act* as well as from recent direction provided in the Crown's 2019/20 mandate letter.

Contact:

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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: TAC 2019/20 Service Plan – Creative Sector Performance Measure

Revised: April 2, 2019

Issue: A new performance measure is included in the 2019/20 Service Plan, related to B.C.'s creative sector

Response:

- TAC's 2019/20 Service Plan goals and objectives pertaining to the creative sector are consistent with previous years.
- The Ministry will continue to support creative and cultural organizations to help develop B.C.'s creative sector.
- In previous years' Service Plans, performance of the creative sector was measured by proxy, using the economic impact of the motion picture industry. Targets were met annually, due to significant industry growth.
- In 2019/20, a new performance measure is being introduced: Value of annual economic contribution across B.C.'s creative sector.
- This new measure considers the economic impact from B.C.'s motion picture; music and sound recording; interactive and digital media; and book and magazine publishing industries. It is a more inclusive measure of the sector as a whole.
- Data to inform this measure comes from industry and is collected by Creative BC.

Background/Status:

- TAC's 2019/20 Service Plan commits to the following creative sector goals, objectives and strategies:
 - Goal 2: Support creative and cultural organizations to help develop B.C.'s creative sector.
 - Objective 2.2: Implement initiatives to grow B.C.'s creative sector and workforce.
 - Key Strategies:
 - Invest in Creative BC and Knowledge Network to support B.C.'s creative sector.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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- Advocate for B.C. creators to get their fair share of investments from federal government programs.
 - Lead cross-ministry and intergovernmental coordination, policy development and research to support the growth of B.C.'s creative industries.
 - Continue to work with Creative BC and the motion picture industry on a labour market partnership initiative and implement findings to meaningfully impact training and human resources development needs across the sector in British Columbia.
 - Pursue opportunities to generate more BC-based jobs by showcasing B.C.'s creative sector on the global stage.
- To measure performance, the value of annual economic contribution across B.C.'s creative sector will be monitored, as follows:

Performance Measure	2017/18 Baseline	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
Value of annual economic contribution across B.C.'s creative sector.	\$6.4B	\$6.4B	Maintain or Improve \$6.4M	Maintain or Improve \$6.4M	Maintain or Improve \$6.4M

- In previous years' Service Plans, performance of the creative sector was measured by proxy, using the economic impact of the motion picture industry. Targets were met annually, due to significant industry growth.
- This new measure considers the economic impact from B.C.'s motion picture; music and sound recording; interactive and digital media; and book and magazine publishing industries. It is a more inclusive measure of the sector as a whole.
- Data to inform this measure comes from industry and is collected by Creative BC.
- The measure is aggregate data collected from a variety of sources, including: BC Business Council, BC Trade and Invest, The Canadian English Language Book Publishing Industry Profile by Nordicity, International Trade of Cultural Goods and Services by UNESCO, Essential Facts about the Canadian Video Game Industry by Entertainment Software Association of Canada, Staying in Tune: A Study of Music Industry Labour Market in British Columbia by Adam Kane Productions and The Deetken Group.

Contact:

Asha Bhat

Executive Lead

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Top Questions and Answers – Creative Sector Branch

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Mandate Commitment

What actions has this government taken to fulfill the commitment to help B.C. film and television producers get a fair share of investments from Telefilm Canada and other federal programs?

- Our government is working to improve the competitiveness of B.C.'s domestic film and TV industry by ensuring that B.C. film and TV producers get their fair share of federal investments from Telefilm, and other federal government programs.
- I have made significant progress in meeting my mandate commitment, including:
 - Budget 2018 provided additional operational funding to Creative BC: an additional \$3 million over three years, plus an additional one-time infusion of \$1million in 2018/19. This additional funding strengthens Creative BC's capacity to deliver programs and services targeted to the needs of B.C.'s domestic film and television sector.
 - Budget 2018 expanded the Film Incentive B.C. tax credit to include eligible B.C. scriptwriting expenses. This expansion increases the competitiveness of B.C.'s domestic production sector and helps BC-owned production companies and B.C. writers own and control their intellectual property.
 - In July 2018, I convened a domestic industry roundtable in partnership with Knowledge Network, the Canadian Media Production Association's – B.C. Branch and Creative BC. I brought this group together to explore options to increase support for B.C. producers and attract more federal investment to the province.
 - In late 2018, I received the final report from the \$15 million BC Music Fund investment. The report showed that this funding leveraged \$4 million in federal matched funding for B.C.'s music industry. I'm pleased that our government continues to support B.C.'s music industry through Amplify BC to help leverage further funding.

- As part of the strategic, one-time \$1 million infusion that went to Creative BC in 2018/19, \$150,000 went towards a Digital Production Fund. This funding leveraged an additional \$150,000 in federal funding from CBC, and program was administered in partnership. The program supported the creation of short form video content that is now available on CBC's extensive digital platforms.
- My Ministry has been working closely with industry to identify tangible opportunities to improve access to programs, such as the Canada Media Fund, and directly liaising with key federal decision-makers to advocate for changes.

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How will increased funding to Creative BC be used to help the domestic industry and B.C. owned creative content?

- Additional funding increases Creative BC's ability to deliver programs and services needed to strengthen B.C.'s domestic production industry and help B.C. producers leverage more federal funding and private investment.
- For example, on February 8, 2019, I announced six B.C.-based filmmakers and digital content producers that received funding for their projects through the CBC and Creative BC Digital Production Fund.
- Our government invested \$150,000 in this initiative and it leveraged an additional \$150,000 in federal funding from the CBC.
- This collaboration creates new opportunities for domestic producers in British Columbia, and it is an example of a national partnership that will further support the development of B.C.'s film talent.
- In addition, Creative BC offers a range of ongoing programs that support the success of the domestic film industry. These include: Passports to Markets; the Project Development Fund; and the Domestic Industry Initiatives Program. In 2017/18, this investment amounted to over \$1.5 million.

Amplify BC

Why has your government only renewed Amplify BC for one year?

- B.C.'s music program has been exceptionally well received and we are proud of the work that has been supported through Amplify BC.
- Our government is pleased to support this important program with an additional one-year investment of \$7.5 million.
- We are also committed to managing our overall fiscal plan responsibly.
- We may consider the option of multi-year funding in the future, alongside other priorities.

How do you know that the Amplify BC program has made a difference?

- In November 2018, Government received a final report on the \$15 million investment in the BC Music Fund.
- The report reflects that the fund successfully:
 - Leveraged \$4 million in federal investment and \$27 million in private sector expenditures (a 1:3 ratio on every dollar invested), increasing B.C.'s share of federal funding;
 - Stimulated \$45 million in direct economic impact, building exponential capacity for B.C.'s music industry; and
 - Allowed the sector to employ 6,596 people through BC Music Fund projects, with 79 new hires at B.C. music companies.
- We are very pleased with these results, and look forward to learning about the impact of Amplify BC's first year, once the 2018/19 programs are complete and the data has been analyzed.

Why did Amplify BC receive additional funding, as opposed to another area of the Ministry?

- All of the work undertaken in my Ministry is important and I am committed to the success of each of the sectors under my responsibility.
- I am pleased that our government renewed the Amplify BC program at \$7.5 million.
- Investing in B.C.'s music sector helps to leverage significant private and public sector funding; it also creates jobs and improves music infrastructure across the province.
- Amplify BC is both an investment in B.C.'s economy and our unique cultural expression.
- I am proud of Amplify BC's success, along with other programs and supports that strengthen and uplift all sectors within my Ministry.

Canada Media Producers Association Profile 2018 Release

The recently released Canada Media Producers Association Profile shows significant decreases in B.C.'s domestic production activity. What is your government doing to address this?

- The CMPA report provides us with good data and reinforces the work that I have been doing to meet my mandate commitment and support domestic producers.
- We are reviewing all of its findings and will be working with Creative BC to determine how we can continue to strengthen all film development, including theatrical films in the months ahead.

Why is there so much discrepancy between Creative BC and CMPA Profile?

- Creative BC is the lead agency driving economic development in the creative industries.
- Creative BC's Tax Credit department administers the province's film & television tax credits directly. This enables Creative BC to glean into film & television production volume – both domestic and foreign – very effectively.
- Creative BC also estimates data from a number of sources including industry-specific reports, and information collected from the administration of Creative BC programs, including the film and television tax credit program Amplify BC.
- Industry specific agencies that gauge economic activity include the Canada Media Producers Association, Music Canada, DigiBC, the Virtual Reality/Augmented Reality Association, the Entertainment Software Association of Canada, Magazine Canada and the Association of Book Publishers of B.C.

Creative BC Overview & Funding

Creative BC's funding was increased by \$3 million over three years. How was it allocated?

- In Budget 2018, we committed to provide an additional \$3 million over three years to Creative BC, so they can continue to deliver existing and new programs to support the sector.
- In 2018/19, this additional funding allowed Creative BC to increase support for B.C. producers, attract more federal investment to B.C. and deliver program and services targeted especially to the needs of B.C.'s domestic film and television industry.
- In 2018/19, Creative BC also received an additional \$1 million in one-time funding on top of their base. These additional funds were allocated to support the Regional Film offices, B2B activities at the Siggraph 2018 Conference, new Creative Sector training initiatives and an audio book initiative for B.C. based publishers.

What supports are given to BC's regional film commissions?

- Creative BC provides funding to support eight regional film commissions.
- In 2018/19, the Regional Film offices together received an additional \$200,000 in funding with grants of up to \$25,000 for regional training, skills development, business development, research and marketing projects.
- This funding was made available on top of their regular \$200,000 base allocation.

How will the Province support local film makers?

- Each year, Creative BC invests approximately \$2.57 million into B.C.'s domestic creative sector through:
 - Regional film commissions (\$200,000)
 - Project Development (\$606,930)
 - Interactive Fund (\$622,000)
 - Passports to Market (\$243,300)
 - Trade and Investment (\$274,000)
- Creative BC is also actively pursuing essential partnerships with other funding agencies to expand support for B.C.'s filmmaking community. In August 2018, Creative BC unveiled the Pacific Screenwriting Program, a new initiative for local screenwriters offered in partnership with Netflix and the Canadian Media Producers Association. It launched alongside Scripted Series Lab, its flagship training initiative.
 - Scripted Series Lab is the Program's first training course, combining real-world story-room experience with one-on-one mentorship to equip writers with the skills, experience and connections necessary to build a successful screenwriting career.

- Furthermore, Knowledge Network is leading the BC History project – a multi-year initiative commemorating the 150th anniversary of British Columbia’s entry into Confederation in 2021. The project will be developed and commissioned through a four-part documentary series and 150 short films to inform British Columbians about the history of their province.
 - All of this work will benefit B.C. filmmakers and production companies - approximately eleven B.C. production companies will be commissioned to create new works.
 - Each production company will hire their own crew, which means that the entire project will employ an estimated 100 – 150 people in the B.C. film industry.

Knowledge Network Overview & Funding

How much funding will be given to the Knowledge Network?

- Knowledge Network is B.C.’s public educational broadcaster, supporting lifelong learning for children and adults by providing quality, commercial-free programming through its broadcast channels, websites and apps.
- The total forecasted contributions for 2019/20 are \$7,158,000. This includes:
 - \$6,708,000 for service delivery; and
 - \$450,000 for the B.C. 150 Project.

Will there be more funding given to the Knowledge Network?

- Knowledge Network is regularly the fourth most watched broadcaster during primetime in B.C. We are very proud of their achievements in providing quality, commercial-free, educational content options for all British Columbians.
- Funded by an annual operating grant from the provincial government and donations from loyal viewers, Knowledge Network offers a diverse range of content including commercial-free documentaries, arts and culture, drama and children's programs.
- This year's mandate and level of service is consistent with previous years.
- Any changes to current programs and any new opportunities will be announced by the Knowledge Network.

Respectful Workplace

Harassment is an urgent issue particularly within the entertainment industry, what is the Province doing to address it?

- This is a serious issue, not only for the entertainment industry, but for every workplace.
- Our government is committed to helping foster respectful workplaces, which are not only free from harassment but also respect diversity and promote gender equity.
- In 2018/19 we invested \$175,000 in the Respectful Workplace, Diversity and Gender Parity Fund administered by Creative BC.
- Interest from the sector in this pilot program was strong and fifteen projects were successfully funded.
- This investment provided support for a range of toolkits, training and education for industry associations, including a respectful workplace seminar hosted by Music BC and the development of an Indigenous Arts Policy by First Peoples Cultural Council.
- BC Arts Council is making changes to their guidelines to assist grant assessment, including requirements for applicant organizations to commit to the fostering of safe and respectful work environments.
- Creative BC has added respectful workplace requirements to all of their grant recipient and partner contracts. They have posted their Respectful Workplace Policy on their web site, and offered training to their staff and Board of Directors.
- Knowledge Network has posted its Respectful Workplace statement of expectation on its web site, along with its code of ethics and standards of conduct.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Multiculturalism Fast Facts

Revised: April 2, 2019

Issue: Multiculturalism Fast Facts and Statistics

Response:

- B.C. has the highest level of ethno-cultural diversity in Canada:
 - B.C. is home to 204 First Nations and vibrant urban Indigenous and Metis communities;
 - 36 per cent of British Columbians identified as a visible minority or Indigenous in the 2016 census (51 per cent in Metro Vancouver).
 - Police-reported hate crimes have increased in B.C. over the last three years from 164 incidents in 2015, to 211 in 2016, to 255 in 2017.
- The *Multiculturalism Act* was implemented in 1993, 25 years ago.
- The Act commits government to promoting cross cultural understanding between British Columbians, full participation of all, addressing racism and delivering responsive government services.
- Key programs administered by the Branch are:
 - Multiculturalism Grant Program
 - Organizing Against Racism and Hate Program
 - Annual Report on Multiculturalism
 - Multicultural Advisory Council
 - Premier's Chinese Canadian Community Advisory Committee
 - Cross ministry Working Group on Hate Crime
 - Legacy Initiatives

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Multiculturalism Strategy Development

Revised: February 10, 2019

Issue: The Ministry has developed a Strategic Framework for Multiculturalism

Response:

- With input from B.C.'s Multicultural Advisory Council, the Ministry has developed an operational framework to guide provincial multiculturalism and anti-racism initiatives.
- The framework includes three key strategies:
 - **Build trust:** build intercultural trust and understanding between British Columbians
 - **Reduce barriers:** reduce systemic barriers to participation by under-represented, racialized groups
 - **Support communities:** support communities to respond to public incidents of racism and hate
- Actions include sustaining and improving current programs such as the Multiculturalism Grants program and the Organizing Against Racism and Hate Program, as well as new initiatives such as establishing a broader cross-ministry working group to address hate crimes.

Background/Status:

- The Ministry service plan for 2018/19 included a commitment to develop a new Multiculturalism Strategy for B.C.
- Subsequent consultation with key stakeholders resulted in the Ministry developing an operational framework to guide its work on multiculturalism and anti-racism.
- The strategic framework document was approved by the Minister's Multicultural Advisory Council on October 25, 2018.

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: *Multiculturalism Act*

Revised: February 10, 2019

Issue: Government celebrated the 25th anniversary of the *Multiculturalism Act* in 2018; the Act continues to underpin B.C.'s multiculturalism policy

Response:

- The B.C. *Multiculturalism Act* came into effect in 1993.
- In 2018 the B.C. Government was proud to celebrate the 25th anniversary of the Act.
- The Act informs the province's approach to multiculturalism and is as relevant today as when it was introduced.
- The Act commits government to promoting cross-cultural understanding among British Columbians and addressing racism.
- The Act ensures all British Columbians can fully participate in the social, economic, cultural and political life of the province.
- It also ensures that government services are carried out in a manner that is responsive to our diverse, multicultural society.

Background/Status:

- s.13

- In 2017, Ontario introduced an *Anti-Racism Act*. The Ontario Act includes specific language about Ontario's interest in addressing racism experienced by racialized groups such as Black and Indigenous peoples, as well as religious minorities such as the Jewish and Muslim communities.
- The Ontario Act also obliges the government to develop data standards for public organizations in order to improve monitoring of systemic racism.

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Report on Multiculturalism

Revised: February 10, 2019

Issue: The Report on Multiculturalism highlights the many ways ministries and Crowns live up to the principles of the *Multiculturalism Act*

Response:

- Each year, every provincial ministry and Crown corporation reports to me on the initiatives they have undertaken to promote British Columbia's multiculturalism policy.
- I was pleased to table the most recent report at the Legislature on November 21, 2018.
- One of the key priorities of our government is "delivering services people count on."
- The report highlights a wide breadth of initiatives that ministries and crowns are undertaking to ensure public services are delivered in a culturally sensitive, accessible manner.
- The report is publicly accessible on-line.

Background/Status:

- The *Multiculturalism Act* (Section 6) requires that every ministry and government corporation submit an annual report to the Minister responsible for multiculturalism on initiatives undertaken to promote British Columbia's multiculturalism policy.
- Each April, the Ministry sends out a request for report submissions to all ministries and Crown corporations. Submissions are due May 31.
- The Ministry compiles the submissions into the annual Report on Multiculturalism (ROM) which is then tabled in the legislature in the fall session, normally during Multiculturalism Week in the third week of November.
- The 2017/18 ROM was tabled at the Legislature on November 21, 2018 and made available on government's public website.
- In 2019/20, the Ministry wishes to make the report more succinct and user-friendly in an effort to promote sharing of best practices on multiculturalism across government and to better align the report with other related cross government initiatives such as Gender Based Analysis Plus (GBA+) and the PSA's Diversity and Inclusion Strategy.

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Multiculturalism and Anti-Racism Awards

Revised: April 2, 2019

Issue: The Province celebrated champions of multiculturalism and anti-racism at an awards ceremony on March 21, 2019

Response:

- This year, B.C. celebrated provincial champions of multiculturalism and anti-racism at an awards ceremony in downtown Vancouver on March 21, 2019.
- The ceremony was held on the same day as the International Day for the Elimination of Racial Discrimination, highlighting the importance the government has put on anti-racism efforts in the province.
- We were pleased to reintroduce this ceremony after taking a pause in 2017 and 2018 to consult with the Multicultural Advisory Council to design a new approach.
- The new Multiculturalism and Anti-Racism Awards reflect the recommendation of the province's Multicultural Advisory Council to keep the ceremony meaningful yet simple.

Background/Status:

- The former "BC Multicultural Awards" were developed and initiated by the Provincial Multicultural Advisory Council (MAC) in 2008 to honour and recognize British Columbians for outstanding achievements in promoting multiculturalism and addressing racism.
- Seven annual award ceremonies have been held since then, except in 2010, 2014, and 2017 following ministry restructuring and/or B.C. elections.
- Up to 400 people have attended each past ceremony, including nominees, their invited guests, elected officials from all levels of government and community organizations.
- s.13; s.17
- Based on advice from the Multiculturalism Advisory Council, the Ministry continued the ceremony at a reduced scope and cost.
- This year's ceremony took place at SFU's Segal Centre in downtown Vancouver on March 21, 2019, and coincided with the International Day for the Elimination of Racism.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The ceremony has been renamed the “Multiculturalism and Anti-Racism Awards.”
- This year’s budget for the ceremony was \$25,000.
- The Ministry issued a call for nominations in four categories in January 2019: adult individual, youth, business and non-profit organization.
- Nominations closed February 22, 2019.
- Award recipients were recommended by an independent panel made up of MAC representatives, an Indigenous elder and a former award recipient.
- The 2019 award recipients were:
 - Annie Ohana (Surrey): Founder of Mustang Justice, a youth social justice leadership program, which focuses on support for cultural revitalization projects, interfaith dialogue and the protection of cultures facing oppression in their home countries.
 - Dalvir Nahal (Penticton): Founder of the Bollywood Bang, dedicated to increasing awareness of the Sikh culture and history, by breaking down cultural barriers in the Okanagan to fight racism.
 - Nada El Masry (New Westminster): Manager at RADIUS SFU, and a team member for the Beyond Borders project, which is focused on addressing themes of civic engagement, inclusion and systemic barriers to thriving livelihoods for refugees in Surrey.
 - Powell River Academy of Music – International Choral Kathaumixw, a festival hosted by the Powell River Academy of Music, that attracts 1000 singers from around the globe. This event has been cited as a major contributor to Powell River being selected as a Cultural Capital of Canada.
 - Spice Radio (i.t. Media Broadcasting): for organizing the annual "Raise Your Hands Against Racism" campaign. Since 2015, this annual event has taken place during the Indian holiday Holi. Spice Radio is also involved in promoting anti-racism messages through radio broadcast, print and television, that encourage Canadians to take a stand against racial injustice.
- Each award recipient received a trophy presented by the Premier Horgan. In addition, the youth award recipient Nada El Masry received \$5,000 that she will donate to the Refugee Livelihood Lab at Radius SFU.

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Multicultural Advisory Council

Revised: February 10, 2019

Issue: Mandate and Role of the Council

Response:

- The Multicultural Advisory Council is a legislated body created to provide advice to the Minister and the Parliamentary Secretary on issues related to multiculturalism, anti-racism, and anti-hate.
- The Multicultural Advisory Council includes British Columbians with expertise and experience in promoting multiculturalism. Council members are appointed by the Lieutenant Governor in Council.
- The current Council has met five times since the current members were appointed in 2018:
 - February 9, 2018
 - May 11, 2018
 - October 25, 2018
 - January 25, 2019
 - March 1, 2019
- The Multiculturalism Branch provides secretariat support to the Multicultural Advisory Council with a budget of \$20,000 per year, including costs for meetings and travel.

Background/Status:

- The Multicultural Advisory Council (MAC) is a legislated body created to provide advice to the Minister Responsible for Multiculturalism on issues related to multiculturalism, anti-racism and anti-hate. The MAC also performs other duties and functions as specified by the Minister, and set out in Section 5(1) of the *Multiculturalism Act*.
- MAC members are un-paid volunteers, and only receive reimbursement for travel expenditures and incidental expenses related to MAC meetings.
- The MAC submits its annual report to the Minister Responsible for Multiculturalism as part of the annual provincial Report on Multiculturalism.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Multicultural Advisory Council Members:

1. Naveen Girn, Chair, term expires November 12, 2019.
2. Amir Bajehkian, Member, term expires November 12, 2019.
3. Patricia Barkaskas, Member, term expires November 12, 2019
4. Angela Belcourt, Member, term expires November 12, 2019
5. Candace Campo, Member, term expires November 12, 2019 but has tendered her resignation in March 2019.
6. Melanie Matining, Member, term expires November 12, 2019.
7. Hira Rashid, Member, term expires November 12, 2019.
8. Shelley Rivkin, Member, term expires November 12, 2019
9. Tracy Wideman, Member, term expires November 12, 2019
10. Hana Woldeyes, Member, term expires November 12, 2019.
11. David H.T. Wong, Member, term expires November 12, 2019.
12. Vacancy TBC

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Premier's Chinese Canadian Community Advisory Committee

Revised: February 10, 2019

Issue: Mandate and Role of the Committee

Response:

- My ministry is pleased to provide secretariat support for the Premier's Chinese Canadian Community Advisory Committee.
- The Committee has met three times since the current members were appointed in February 2018:
 - May 25, 2018
 - September 27, 2018
 - February 22, 2019
- The Committee provides advice to the Premier on government initiatives of interest and concern to members of the Chinese-Canadian community in British Columbia.
- So far, the Premier's Chinese Canadian Community Advisory Committee has provided valuable advice to government on childcare, housing and the creation of the Chinese Canadian Museum.
- The Multiculturalism Branch provides secretariat support to the Premier's Chinese Canadian Community Advisory Committee with a budget of \$25,000 per year, including costs for meetings and travel.

Background/Status:

- The Premier's Chinese-Canadian Community Advisory Committee (PCCCCAC) was created in February 2018.
- The Committee provides advice to the Premier and the Minister of State for Trade on government initiatives of interest and concern to members of the Chinese-Canadian community in B.C.
- The Committee consists of 18 members including two co-chairs.
- All the members are selected for their understanding of Chinese-Canadian community's history and culture and their contributions to B.C.'s heritage, culture and economy as well as experience building positive relationships.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Currently, eight members of the committee, including the Co-Chairs, are also part of the ministry's Chinese Canadian Museum Working Group (see Appendix 1).
- The Multiculturalism Branch of the Ministry of Tourism, Arts and Culture provides secretariat support to the Committee with a budget of \$25,000 to cover meeting and travel costs.
- The majority of terms of current members have been extended to February 2020, with the option to extend beyond 2020.
- All but one member, Shirley Chan, has expressed interest in continuing to serve on the committee through to 2020.

Attachments: Appendix 1 – Premier's Chinese Canadian Community Advisory Committee Members

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Attachment 1: Premier's Chinese Canadian Community Advisory Committee Members*

- | | |
|--------------------------|--|
| 1. Bill Yee (Co-Chair) | Retired provincial lawyer and judge |
| 2. Winnie Lee (Co-Chair) | Director of Operation, Inter-Cultural Association of Greater Victoria |
| 3. Shirley Chan | Vancouver Chinatown activist |
| 4. Christina Chang | President, Taiwan Chambers of Commerce in Canada |
| 5. Thomas Chan | Chan and Associates CA, Freemasons society |
| 6. Debbie Chen | Journalist |
| 7. Queenie Choo | CEO, S.U.C.C.E.S.S. |
| 8. June Chow | Co-founder, Youth Collaborative for Chinatown |
| 9. Alex Fan | CIBC regional vice-president, and former president, Taiwan Chamber of Commerce in BC |
| 10. Sunny Ho | Richmond Business Association |
| 11. Carol Lee | Chair, Vancouver Chinatown Foundation |
| 12. Jo-Anne Lee | Associate Professor of Gender Studies, University of Victoria |
| 13. Imogene Lim | Professor of Anthropology, Vancouver Island University |
| 14. David Lin | Radio Host |
| 15. Fred Mah | Chair, Chinatown Society Heritage Buildings Association |
| 16. Harris Niu | President, Canadian Community Services Association, & Organizer of the Chinese Cultural Festival |
| 17. Zili (Frank) Wu | Founder, Canada China Sports Foundation |
| 18. Jeffrey Yu | Member, New Vista Society and Tien Jin Temple |

**All member terms are being extended this month to February 23, 2020, with the exception of Shirley Chan who stepped down when her term expired on February 23, 2019.*

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Chinese Legacy Projects Overview

Revised: February 10, 2019

Issue: Government has implemented the recommendations in the Chinese Historical Wrongs Consultation Report

Response:

- I am proud to say that the Ministry has implemented virtually all of the recommendations from the 2014 Chinese Historical Wrongs Consultation Report.
- Government invested \$1.141 million between 2014 and 2018 to undertake a series of important legacy projects that highlight the contributions of Chinese Canadians in B.C.
- In 2018, I had the pleasure of launching and distributing the book, Celebration: Chinese Canadian Legacies in B.C. The Ministry distributed this book to schools, universities, libraries and visitor centres across B.C. and it has been very well received.
- In September 2019, the Ministry will be supporting the New Pathways to Gold Society to host an historic recreation project near Barkerville that was originally planned for 2017 but was delayed due to forest fires and flooding.
- The only other outstanding project is the creation of a monument to Chinese Canadians in Vancouver's Chinatown. We have entrusted \$100,000 to Heritage B.C. for this purpose and are working closely with the City of Vancouver on this final piece.

Background/Status:

- On May 15, 2014, following province wide consultations, the Legislature unanimously passed a motion apologizing for historical wrongs against B.C.'s Chinese-Canadian community.
- A commitment was made to allocate \$1 million to implement a series of legacy projects recommended during the consultations to highlight the contributions of Chinese Canadians in B.C.
- A Legacy Initiatives Advisory Council (LIAC) was established and ran from October 2014 thru March 31, 2018 to oversee the implementation of all projects.
- As of the fall of 2018, virtually all recommended projects were completed, representing a total investment of \$1.141 million.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The last projects to be completed in 2018/19 were the launch and distribution of the book *Celebration: Chinese Legacies in British Columbia* and the unveiling of monuments in Lytton and Yale.
- In September 2019, the Ministry will be supporting the New Pathways to Gold Society to host the “Nam Sing Confederation Cattle Drive and Wagon Train Historic Recreation Project” near Barkerville.
- This project will highlight relationships between early Chinese-Canadian pioneers and First Nations during the B.C. gold rush. It was originally scheduled to take place in 2017 as one of several legacy projects focused on Chinese-Canadian involvement in the gold rush but had to be postponed due to forest fires and flooding in the region. The Ministry has provided the New Pathways to Gold Society with a \$5,000 grant for this project.
- The creation of a monument to Chinese Canadians in Vancouver Chinatown’s Keefer Memorial Square is the only other project still pending.
- The Ministry has entrusted \$100,000 to Heritage BC for this purpose and is continuing to engage the City of Vancouver on the project, while also collaborating with the city on the Chinese Canadian Museum project and UNESCO World Heritage Designation.

Attachment: Appendix 1 – Completed Legacy Projects

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – Completed Legacy Projects

Chinese Canadian Legacy Projects 2014-2018		
Project	Item Description	Total Estimated Expenditure 2014/15 thru 2017/18
Historic Places, Artifacts Inventories		
	Historic Places: Places of Significance	\$40,266
	Fraser River: Inventory of early Fraser Chinese mining sites	\$43,000
	All our Fathers Relations Film: Musqueam First Nations film	\$20,000
	Artifacts: database by Uvic	\$84,000
	Heritage Plan	\$10,000
Education Resources	Online Curriculum Supplement: Bamboo Shoots: Chinese Canadian Legacies in BC (Grades 5 and 10) and Outreach Kits	\$210,000
Clan Association		
	Victoria: senior's services and housing needs assesment	\$45,000
	Vancouver: Seniors' feasibility study	\$40,000
	Heritage Values Study: Chinatown heritage values	\$5,700
	Clan Building Inventory: Province Wide Inventory by UVic	\$11,800
Celebration Book	Celebrating Notable British Columbians	\$222,405
Commemorative Monuments and Plaques	Regional Plaques	\$106,000
	Vancouver Monument	\$100,000
Review of discriminatory legislation	Legal services in support of legislation review	\$30,299
RBCM Gold exhibition	Gold Rush exhibit and related public education initiatives	\$100,000
Online resource	Chinese Legacy BC Site	\$30,511
LIAC	LIAC Meetings and Travel	\$42,242
INITIATIVE TOTAL		\$1,141,223

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Multiculturalism Grants Program

Revised: April 2, 2019

Issue: The Ministry continues to run an annual \$300,000 grants program promoting multiculturalism and addressing racism

Response:

- Through the Multiculturalism Grants Program, the Ministry is pleased to support non-profit organizations across B.C. to deliver projects that promote multiculturalism and address racism.
- In December 2018, the Ministry revised the grant criteria to prioritize projects that more deliberately align with the Ministry's strategic priorities of building trust and understanding between British Columbians and reducing systemic barriers to participation by under-represented, racialized groups.
- Grant recipients were announced in March 2019 for projects valued at up to \$4,000 that occur between April 1, 2019, and March 31, 2020.
- Seventy-six community groups received funding for projects designed to promote multiculturalism and stand up to racism in B.C.

If asked about unsuccessful applications...

- The grant program is very popular. Proposals are scored carefully against pre-established criteria and grants are awarded to the highest scoring applicants within the available \$300,000 budget.
- We encourage any organization that is not successful in obtaining funding to contact Ministry staff to arrange a meeting to review how their proposals were scored.

Background/Status:

- In accordance with the B.C. *Multiculturalism Act*, government makes annual funding available to community-based non-profit organizations.
- The current Multiculturalism Grants Program was initiated in 2015 with an annual budget of \$300,000.
- In March 2019, 76 organizations in more than 40 communities were awarded grants of up to \$4,000 each to undertake projects in the 2019/20 fiscal year.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Funded projects include building cross-cultural understanding through the arts, community dialogues, and intercultural youth anti-racism projects and others (See Appendix 1).
- In November 2018, the Minister approved changes to the grant criteria to bring the grants more in line with the Ministry's renewed priorities for multiculturalism and anti-racism, and to avoid duplication and overlap with festival funding available from the BC Arts Council and BC Gaming's Arts and Culture Grant Program.
- A new on-line submission process was developed and launched December 2018.
- Grant intake closed on January 10, 2019.
- The Ministry received 201 applications from all regions of the province requesting a total of \$951,985 in funding. The majority of proposals requested grants of \$5,000.
- The results of 2019 grants were announced in March 2019.
- Unsuccessful applicants have been invited to contact the Ministry to find out how their proposals were scored and receive suggestions on how to improve their applications in the future.

Attachment: Appendix 1 – List of Multiculturalism Grants Provided March 2019 for projects occurring April 1, 2019 through March 31, 2020

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

ATTACHMENT 1: List of Multiculturalism Grants Provided March 2019 for projects occurring April 1, 2019 through March 31, 2020

City	Organization Name	Project Summary	Grant Amount
Abbotsford	Abbotsford Community Services Society	Blanket Medicine: The project empowers diverse community leaders, stakeholders and youth through a day-long experience that fosters intercultural understanding and trust. Participants will learn about historic injustices against Indigenous Peoples in Canada and ways to share this knowledge with their respective institutions.	\$4,000
Abbotsford	The Reach Gallery Museum	Reel Change: This collaborative creative project presents new works of art, writing and performances by Indigenous artists of Stó:lō.	\$4,000
Burnaby	Burnaby Arts Council	Indigenous Cultural Engagement: The BAC is currently working with well-known indigenous speakers to create a five-part series of conversations and workshop collaborations. They are also collaborating with local indigenous people on a series of open dialogue and discussions about reconciliation, culture and storytelling, and hands-on drum making.	\$4,000
Burnaby	Burnaby Family Life	Interfaith Community Conversation: Challenging Racism and Building Trust: Community conversations to learn about the diversity of Burnaby's faith groups, the role they play in newcomer settlement process, and to identify ways for mutual collaboration and to explore barriers of mistrust and lack of information that contribute to experiences of racism related to faith affiliation.	\$4,000
Burnaby	Culture Chats BC Association	Community Reporting and Action Research: The project invites women from diverse cultures to collaborate and develop community-based stories and reports. The goal is to record and share the stories of socio-cultural experiences of women from various cultures within the community and to enhance diversity coverage.	\$3,000
Campbell River	Multicultural and Immigrant	Passport to Settlement: Connecting and Engaging Newcomers to North Vancouver Island Communities:	\$4,000

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	Services Association	Our project comprises the development and implementation of an innovative community interaction tool entitled Passport to Settlement designed to connect and engage immigrants and newcomers with citizens and community organizations in the north Vancouver Island region.	
Castlegar	Kootenay Family Place	Cooking with Culture: Local immigrants will enhance cultural understanding and interaction through a community drop-in cultural cafe. Once a month a special cultural awareness day will begin with different cultural food options, a video created by our cultural team, cultural dancing, arts, crafts and sharing.	\$4,000
Castlegar	SQx Danza	Anti-Bullying Movement Program: Based on the success of SQx's award-winning Interactive Dance Awareness, we will embark on the delivery of a new program - Anti-Bullying Movement - specifically designed to address systematic bullying and intolerance in young people.	\$4,000
Coquitlam	Coquitlam Heritage Society	Autumn Cultural Heritage Exchange: Through a series of events, Coquitlam Heritage will facilitate a heritage exchange fostering cross-cultural understanding. We will be looking at traditions and customs surrounding the Mid-Autumn Moon Festival and Diwali.	\$4,000
Creston	Creston & District Historical & Museum Society	Multiculturalism Day in Creston - An Opportunity to Build Awareness and Recognition: The Creston Museum and the Creston Refugee Committee are hosting a one-day event to build awareness and understanding of refugees, new Canadians, and culturally-diverse communities within the Creston Valley. The Refugee Committee's 40th anniversary provides an ideal opportunity for this initiative.	\$4,000
Delta	Sher Vancouver LGBTQ Friends Society	Official Screening and Discussion of My Name Was January: Double film screening and discussion of My Name Was January. When a trans sister, January Marie Lapuz, is brutally murdered in her own home in New Westminster, BC, a community reacts and her friends and other trans women of colour come to share and voice their issues, concerns, and challenges.	\$4,000
Duncan	Cowichan Valley Intercultural and	Cowichan Interfaith Dialogues: The Cowichan Intercultural Society will hold two moderated interfaith	\$4,000

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	Immigrant Aid Society	dialogues. One dialogue explores religious literacy for medical professionals and caregivers and the other examines faith and community values.	
Duncan	VC Volunteer Cowichan	'I Tst 'O' Hwuni' 'I - Connecting Community Event: The event will host indigenous Elders and non-indigenous seniors in an afternoon of cultural experiences. From traditional food to crafting and Tzinquaw dancers, the event is intended to create new relations and opportunities for improved cultural sensitivity and understanding.	\$4,000
Fort St. James	Community Arts Council Fort St James	Weaving Cultures Together: Cross cultural art and education to bring together multiple sectors of our communities to design, create, weave and share intercultural locally woven art.	\$4,000
Kamloops	Kamloops Arts Council	Crossing Cultures Outreach: This project will bring high-quality arts and culture workshops to children, youth, adults and seniors at a variety of social service agencies. Participants will explore and share their cultural heritage with each other through food and crafts and share them with the wider public.	\$4,000
Kamloops	Thompson Nicola Cariboo United Way	Cultural Awareness and Sensitivity Training: Cultural sensitivity training in response to the 2017/2018 wildfires and re-traumatization through mass evacuations from Indigenous communities throughout the region. This training will provide insight, understanding and tools to connect appropriately with Indigenous populations during and after crisis situations.	\$4,000
Kelowna	Kelowna Community Resources Society	Youth Identities Exploration Project: This will be an opportunity for immigrant, refugee, and newcomer youth in the Central Okanagan to explore, share, and learn more about themselves and their peers' emerging, intersectional, and ever-changing identities through creative, facilitated sessions.	\$4,000
Kelowna	Global Citizen Events Society	Changing Face of the Central Okanagan: Diverse voices make for interesting conversations and opportunities for growth. Learning and appreciation of others come through encouraging dialogue and respectful discussions as well as creative ways to stimulate heart-felt change.	\$4,000

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Langley	BC Association of Family Resource Programs	Truth and Reconciliation Education for Parents with Young Children: Parents and their young children from diverse ethnicities learn about Truth and Reconciliation by experiencing some Indigenous ways of being, right in their own community. This program will include parents who are visitors, newcomers to Canada and native-born Canadians.	\$4,000
Langley	Langley Community Services Society	'Project Dignity Matters' generates new pathways of communication between individuals otherwise marginalized by cultural barriers and community partners with influence and connection, who together might help shape new initiatives for equality and inclusion.	\$4,000
Maple Ridge	The Family Education and Support Centre	'Building Interfaith Bridges Project' is comprised of council members representing seven different faiths and a facilitator to organize and implement these free initiatives. These include: Community Dialogues Series, Interfaith Workshops, and collaboration in four annual community events.	\$4,000
Mission	District of Mission Arts Council	Strengthening Cultural Relationships - Festival of Lights, World Music and Aboriginal Carving: Three separate community opportunities to strengthen the artistic and cultural relationships through an art connection.	\$4,000
Nanaimo	Central Vancouver Island Multicultural Society	Nanaimo Multicultural Festival: A fun-filled day celebrating and sharing the diversity of cultures in Nanaimo. The festival will offer a variety of performing groups, live music, food vendors, exhibitors, demonstrations, and hands-on activities for the entire family.	\$4,000
Nanaimo	Crimson Coast Dance Society	InFrinGinG Dance Festival Cultural Communities Outreach: Crimson Coast Dance Society (CCDS) has been orchestrating Nanaimo's InFrinGinG Dance Festival for 20 years, progressively establishing the theme of promoting diversity through dance. CCDS will instigate new and essential outreach amongst marginalized communities in advance of the festival.	\$4,000
Nanaimo	Nanaimo Literacy Association	Words Matter - A youth anthology: Stories of Refugee and Indigenous Youth on Central Vancouver Island:	\$3,750

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	(Literacy Central Vancouver Island)	A participation-based project to bring together ten Indigenous and refugee youth, through storytelling and writing to express their experience living in Nanaimo: the commonalities they experience, the myths they hear and the importance of being in solidarity with each other to build inclusion.	
Nelson	West Kootenay Women's Association	Nelson Inter-Cultural Conversation Circle: A weekly open conversation circle space for new immigrants, refugees, international students, and the locals who want to support them in navigating life in a new community. This includes regular social events, workshops and other participant-driven activities.	\$4,000
New Westminister	Centre d'Integration for African Immigrants/Centre of Integration for African Immigrants	Youthfully and Anti-Racism Strategy: This project will contribute to the first year of a 3-year program to develop a responsive youth anti-racism strategy. The goal of this project is to develop an understanding of the impact of the integration process in local community relations, in order to improve the responsiveness, accessibility and adequacy of anti-racism resources and services provided by youth organizations in B.C.	\$4,000
New Westminister	New West Hospice Society	Dying, Death, and Bereavement Care Through a Diverse and Inclusive Lens: This project aims to address the absence of true diversity in end-of-life care. Having inclusive groups as planning partners for community conversations will bridge understanding, identify gaps, and create support that changes the collective culture around dying, death and bereavement in New Westminister.	\$4,000
New Westminister	Umbrella Multicultural Health Co-operative	Breaking Barriers: developing an organizational anti-oppression framework: The Breaking Barriers project will raise awareness of the power imbalance that exist in our society that disproportionately affect the under-represented and racialized groups. We will develop a policy for delivering equitable health and social services through an anti-oppression framework.	\$4,000
North Vancouver	Capilano Community Services Society	A Celebration of Community with Open Minds and Open Hearts: Our project will engage residents in creating a multicultural calendar featuring holidays, recipes, resources and more, at the new Lions Gate Community Centre. We will further engage the community in	\$4,000

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		planning, delivering and participating in intercultural events to bring the calendar to life.	
North Vancouver	Parkgate Community Services Society	Exploring Cultural Dynamics: Intercultural interaction activity in which youth explore dimensions and patterns of culture and the impact culture has on our lives and communities. The activity will spark follow-up discussion to increase intercultural understanding and empathy for others while promoting intercultural integration.	\$4,000
Penticton	Penticton Art Gallery	The Colours of Diversity: The Penticton Art Gallery will host a day-long celebration of culture and diversity in our community to close out the exhibition Immaculate Refraction featuring the internationally renowned artist Bentley Meeker.	\$4,000
Port Coquitlam	Diwali Celebration Society	Diwali Fest: To break cultural barriers and celebrate the spirit of Diwali by embracing diverse art forms from all cultures to build a sense of community across Metro Vancouver. The Indian word Diwali means 'row of lighted lamps' - the light symbolizes the triumph of good over evil.	\$4,000
Prince George	Immigrant and Multicultural Services Society of Prince George	My Voice, Your Voice in our Community - Intercultural Understanding: This project is seeking to give voice to voiceless people from different ethno-cultures, races, religions and ages, and to bridge cultural differences and gaps in community interactions.	\$4,000
Prince George	Prince George Regional Art Gallery Association	Indigenous Ways of Learning: In the summer of 2019, Two Rivers Gallery will be presenting an important exhibition of Indigenous art - Reconciliation. For the first time the gallery will integrate Indigenous ways of knowing and being into our interpretation and programming of an exhibition.	\$4,000
Richmond	Richmond Family Place Society	The 'Harmony Project' will promote intercultural understanding and cooperation in Richmond between refugees, new immigrants and Canadian-born families with young children. We will work together within six conversation circles to plan a 14-week program where together we will share stories.	\$4,000
Richmond	Richmond Multicultural	Poetry of Place- Postcards from Richmond: This project will facilitate pathways for newcomers into the	\$4,000

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	Community Services	Richmond art community. It will create dialogue on place, identity and intercultural connection through the creation of a vibrant, multicultural and multi-dimensional poetry collection and associated visual art.	
Salmon Arm	Shuswap Immigrant Services Society	Who is in Your Backyard? Connecting Youth and Cultures: Shuswap Immigrant Services will work in partnership with the local school district to encourage students to engage and learn about each other and to discover students "who are in their backyard".	\$2,200
Smithers	Friends of the Smithers Library	Indigenous Library Assistant - Summer Reading Club: The Smithers Public Library has created a summer job specifically for an Indigenous student. The student advances reconciliation in the community through cross-cultural education by enriching the popular, free children's Summer Reading Club program with elements of Indigenous culture.	\$4,000
Smithers	Smithers Community Services Association	Coffee & Talk Multicultural Community Café: The Multicultural Community Cafe is a weekly get-together of newcomers to Canada and long-term residents. Coffee & Talk offers a safe place for people from various cultural and religious backgrounds to engage in dialog to build intercultural trust and understanding.	\$4,000
Squamish	Sea to Sky Community Services Society	Whistler Multicultural Festival 2019: The Whistler Multicultural Festival is a grass roots, volunteer-led, annual celebration of cultural diversity by locals for locals. It is managed by the Whistler Multicultural Network, a local immigrant community group formed in 2011, now partnering with Sea to Sky Community Services.	\$4,000
Surrey	Progressive Intercultural Community Services Society	2019 World Refugee Day in Surrey, B.C.: World Refugee Day will bring together community members and stakeholders in Surrey, B.C. Through presentations, discussions, and other intercultural activities, the event will raise awareness of the situation of refugees and celebrate the contributions of former refugees who now call Surrey home.	\$4,000
Surrey	Royal Academy of Bhangra Society	'Punjab da Folk' is an exploration of identity, culture and history of the Punjabi people from India and Pakistan, who at one time co-existed and share cultural roots but	\$4,000

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		now hold strong mistrust and discrimination. Through dance, music and storytelling, we will make connections and improve understanding.	
Surrey	Surrey Public Library	Surrey Neighbourhood Safety Series: This anti-racism project is a public dialogue forum consisting of three sessions to discuss issues around cultural differences and to illustrate how racism threatens neighbourhoods, community safety and well-being.	\$4,000
Terrace	Skeena Diversity Society	Building a Vibrant & Compassionate Community through Storytelling: The project will bring together newcomers and long-time residents in a variety of activities to share stories, get to know one another and build lasting cross-cultural connections. The project will include video interviews and engagement through arts, games, food and discussion.	\$4,000
Vancouver	Asian Environmental Association (Hua Foundation)	Race & Food: Hua Foundation's 2nd Annual Fall Digest: As part of its signature project, Hua Foundation's 2nd Annual Fall Digest tackles a widely-felt, seldom discussed challenge: social cohesion in Vancouver's Chinatown and Downtown Eastside, two adjacent neighbourhoods that don't always see eye-to-eye.	\$4,000
Vancouver	Association of Neighbourhood Houses - Kitsilano	Kits Cultural Connections: Enhancing cultural awareness and intercultural interactions by connecting ethnically diverse neighbours through cultural tea traditions and multicultural meals which promote community-building in Kitsilano.	\$4,000
Vancouver	Association of Neighbourhood Houses - Mount Pleasant	It's a Wonderful Week in the Neighbourhood - For All: This project is about connecting diverse neighbours and having fun while doing it. By engaging Elders/seniors and youth in arts and culture-based activities, we seek to promote intercultural sharing and storytelling for all ages.	\$4,000
Vancouver	Be the Change Earth Alliance	Multi-Cultural Earth Wisdom: Be the Change Earth Alliance will co-create a series of events entitled Sacred Earth Wisdom to promote cross-cultural understanding and respect of traditional cultural relationships to Earth that value the flourishing and diversity of all life.	\$4,000
Vancouver	Canadian	Bringing cultures together through Youth Sport	\$4,000

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	International Dragon Boat Festival Society	Engagement: In keeping with our mission of making active living accessible regardless of abilities and backgrounds, the society will bring together underprivileged and underserved youth through the cultural sport of dragon boat to encourage intercultural interaction and engagement in B.C.'s cultural fabric.	
Vancouver	Chinese Canadian Military Museum Society	Chinatown Through a Wide Lens: The Hidden Photographs of Yucho Chow: A first-ever exhibition of long-hidden and forgotten historical photos by Yucho Chow that chronicle how diverse, marginalized communities found refuge in Vancouver's early Chinatown; a neighbourhood that welcomed and served everyone, no matter their skin colour or religion.	\$4,000
Vancouver	Collingwood Neighbourhood House Society	Renfrew-Collingwood Creative Resilience Project: In partnership with the Resilient Neighbourhoods Program of the City of Vancouver, Collingwood Neighbourhood House will work with artists, neighbours and facilitators to co-create a public arts forum that will bridge an intersectional understanding of resilience, anti-racism and reconciliation	\$4,000
Vancouver	Downtown Eastside Women's Centre Association	Bridging Cultural Gaps to Combat Racism through Cross-Cultural Exchange: A cross-cultural exchange at the Downtown Eastside Women's Centre, particularly focused on Indigenous and Chinese women, the two largest ethnic groups that frequent the centre. To combat tensions between the groups and promote racial harmony and cross-cultural understanding and respect.	\$4,000
Vancouver	Equitas International Centre for Human Rights Education Society	Refugee Children Taking Action to Build Welcoming Communities: This project will provide training and resources to community-based organizations and their staff to build welcoming and inclusive spaces. Participants include refugee and non-refugee children and youth who engage in activities to explore diversity and take action to build communities free from racism.	\$4,000
Vancouver	EYA Environmental Youth Alliance Society	Youth-Led Reconciliation through Nature Stewardship: The project brings together Indigenous and non-Indigenous youth in Vancouver's Downtown Eastside to increase intercultural understanding and trust through nature stewardship activities and reconciliation dialogue.	\$4,000

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Vancouver	Kiwassa Neighbourhood Services Organization	Shaping Intercultural Understanding Through Art: People from all walks of life will engage in meaningful dialogue and learning across cultures and identities. Healing in real-time, immigrant and Indigenous populations will build understanding and creatively move one another to act and promote a harmonious and connected community.	\$4,000
Vancouver	MISCELLANEOUS Productions Society	Refuge / Refugee / Redress: Our 2019 youth-centred cycle of anti-racism artistic exploration, mentorship and production will focus on concepts of Refuge/Refugee/Redress particularly engaging youth who have experienced homelessness, are newcomers/refugees/immigrants, or who are Indigenous.	\$4,000
Vancouver	Multifaith Action Society of BC	Reimagining Peace and Harmony: One World, Many Faiths: This project will help to create a more cohesive, harmonious social climate in British Columbia by opening a meaningful dialogue about where the priorities and perceptions of diverse communities intersect, and how we can collaborate toward a better future.	\$2,500
Vancouver	S.U.C.C.E.S.S. (also known as United Chinese Community Enrichment Services Society)	Inter-Cultural Training Series for Service Providers: Facilitating Diverse & Inclusive Relationships: The project offers inter-cultural training to frontline service workers from mainstream community organizations to enhance their capacities to serve increasingly diverse populations. Training focuses on developing effective and meaningful interactions with diverse groups and across cultures.	\$4,000
Vancouver	The Vancouver Maritime Museum Society	We're all in the Same Boat: Migrants, Contemporary Art & Social Protest: The Vancouver Maritime Museum will be teaming up with the Vancouver Biennale to present a school program that focuses on migration and the plight of refugees across the world as seen through the eyes of contemporary artists.	\$3,000
Vancouver	Vancouver Co-op Radio	The 'Intercultural Podcast Series' brings together leaders from multicultural communities, provides access to recording studios & training, to produce a podcast series of interviews, discussions & stories, with the goal to explore and enhance intercultural trust and understanding across the region.	\$4,000

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Vancouver	Vancouver Folk Music Festival Society	The 'Open Arms Initiative' program gives free, facilitated access to the Vancouver Folk Music Festival to newly-landed immigrants, including refugees. Newcomers connect with project participants, staff, volunteers, and general audiences to experience the festival's rich diversity and culture.	\$4,000
Vancouver	Vancouver Holocaust Centre Society for Education and Remembrance	Vancouver Holocaust Education Centre Symposia on the Holocaust 2019: The Vancouver Holocaust Education Centre presents an annual Holocaust symposium to more than 7,000 senior secondary students and their teachers. This includes a full-day program at the University of British Columbia and 10-to-12 half-day symposia in school districts throughout the province.	\$4,000
Vancouver	Vancouver Latin American Film Festival	The Language We See In: As part of the 17th Vancouver Latin American Film Festival, and in recognition of the UN declaration of 2019 as the Year of Indigenous Languages, VLAFF will organize The Language We See In, a film series and panel discussion focusing on films made in Indigenous languages from across the Americas.	\$4,000
Vancouver	Vantage Point Strategies Society	The 'Board Diversity Working Group' will connect members of B.C.'s not-for-profit sector to develop applicable tools to lift the leadership of historically marginalized individuals and communities. This project will be led by underrepresented, racialized and other minority groups.	\$4,000
Vancouver	Visceral Visions Society	DiverseTheatreBC Digital Platform Project: A digital platform fostering intersectional interculturalism, diversity, collaboration and community, with searchable database of B.C. Indigenous and racialized theatre artists (performers, directors, writers, designers) that engagers (theatres, schools, social non-profits, film/TV casting) may access.	\$4,000
Vancouver	Indian Summer Arts Society	The 'Tiffin Talks' ideas series brings South Asian and Indigenous thought leaders into conversation to discuss a range of nuanced and complex sites of intercultural rupture, solidarity, and connection. These free events are built on cross-organizational partnerships and community engagement strategies.	\$4,000

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Vancouver	Jewish Seniors Alliance of Greater Vancouver	The 'Aging Across Cultures' initiative, will reach out and engage seniors (through promotional campaigns advertised through Senior Line Magazine the JSA Website) within Vancouver's diverse intercultural communities, to meet and share common concerns and collaboratively engage undeserved elder voices.	\$4,000
Vancouver	South Vancouver Neighbourhood House	Sharing Cultures: Monthly intercultural exchanges are organized by a committee of residents and held in locations throughout south Vancouver. The program includes an evening meal and features culturally-themed activities.	\$4,000
Vancouver	The VDC Dance Centre Society (The Dance Centre)	The 'Power of Dance' project facilitates easier integration of new immigrant and refugee youth and their families into British Columbia's society through a series of dance workshops representing the diverse cultural traditions that make up B.C. society today.	\$4,000
Victoria	Ballet Victoria Society	Welcome New Canadians to BC Performing Arts Culture: A collaboration between Ballet Victoria and the Victoria Immigrant and Refugees Centre Society to offer new Canadians two opportunities to attend barrier-free ballet performances in an accessible space, free of charge. A social event with snacks will follow each performance.	\$3,550
Victoria	Bramble Ink	Here Magazine Community Discussions Forum: Round Table Edition: Meaningful, non-judgmental, guided inter-cultural round table discussions on various topics important for better integration, inter-cultural understanding, and building trust among community members of the Greater Victoria area.	\$4,000
Victoria	Inter-Cultural Association of Greater Victoria	I'm More Than My Race/I'm More Than My Religion: An artistic youth project that supports young people to explore the subjects of identity, race, faith and belonging using creative participatory techniques (image creation, storytelling, movement, music, spoken and written text) to create identity self-portraits that capture their full stories.	\$4,000
Victoria	LifeCycles Project Society	'Grow Together' is a food justice program that facilitates intercultural relationship building between Indigenous and newcomer youth and their peers. This gardening	\$4,000

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		apprenticeship program connects youth from diverse backgrounds through sharing the traditions, stories, and flavours of their cultures.	
Wells	Island Mountain Arts Society	‘Indigenizing Our Stories’ includes three exceptional Indigenous speakers sharing their personal story in a facilitated participatory storytelling session called A Collective Story Harvest, to build understanding and respect along with new relationships.	\$4,000
Williams Lake	Cariboo-Chilcotin Partners for Literacy Society	The ‘International Cooking Series’ in 100 Mile House provides newcomers and Canadians from all over the world an opportunity to share their traditional food and culture with the community.	\$4,000

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Title: Organizing Against Racism and Hate Program

Revised: April 2, 2019

Issue: Through the Organizing Against Racism and Hate Program, the Ministry invests \$280,000 annually to help communities address racism and hate at the local level

Response:

- We are allocating \$280,000 to the Organizing Against Racism and Hate Program this year.
- This program supports community partnership tables in 36 communities across B.C. to address racism and hate at the local level.
- Communities meet regularly to discuss and monitor racism in their community; and develop protocols to follow during a major racist/hate incident.
- The partnership tables provide Government with a single point of access for gathering information and providing victim support when racist situations occur.

Background/Status:

- The Organizing Against Racism and Hate (OARH) program supports community organizations across BC to take a collaborative approach to address racism and hate in their communities.
- The program will enter its 10th year in 2019 with an annual program budget of \$280,000.
- Under the program 36 communities across B.C. receive \$7,000 per year to develop and maintain community-specific response protocols on racism and hate and to implement anti-racism projects (See Appendix 1).
- The OARH program aligns with the B.C. *Multiculturalism Act* (1993) that requires government to "reaffirm that violence, hatred and discrimination on the basis of race, cultural heritage, religion, ethnicity, ancestry or place of origin have no place in the society of British Columbia."
- Ministry staff have been reviewing the OARH program model and consulting with OARH providers since 2018 with the goal of proposing a refined approach for the program in 2019/20.

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- With the potential establishment of a new BC Hate Crimes Team and Human Rights Commission in 2019/20, there may be opportunities to leverage the existing OARH program and/or to design new, related anti-racism programming to support recommendations from these bodies in the future.
- The 2018/19 Service Plan stated that the OARH program would be expanded to an additional 4 communities in the past fiscal year, however this expansion has been put on hold while the program model is reviewed to better inform any future expansion opportunities.
- Total actual spending on OARH in 2018/19 was \$279,600.
 - This included \$252,00 for the 36 anti-communities that were given \$7,000 in 2018/19, plus additional payments of \$27,600 for anti-racism projects undertaken by 31 of the OARHs in the previous fiscal year

Attachment: Appendix 1 – List of Organizing Against Racism and Hate Projects 2018/19 (Projects for 2019/20 TBD)

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

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Attachment 1: List of Organizing Against Racism and Hate Projects 2018/19 (Projects for 2019/20 TBD)

Community lead organization	Community	Project	Contract value
Cariboo Family Enrichment Centre	100 Mile House	Facilitate a series of World Café style dinners with local youth to gauge attitudes towards refugees and newcomers and to proactively dispel misinformation.	\$7,000
Abbotsford Community Services	Abbotsford	Hold a public event to create an inclusive community learning space that will embrace art, diverse performances, panel discussions and storytelling that focus on developing community solidarity and cohesion. It will utilize an intersectional approach to inspire institutional change and emphasize the importance of responding to racism collectively.	\$7,000
Burnaby Family Life	Burnaby	Through panel presentations and world café style discussions, will host a community meeting on racism for the public and local service providers with the goal of working together against racism, discrimination and hate.	\$7,000
Multicultural and Immigrant Services Association of North Vancouver Island	Campbell River	Host multicultural media events that feature films focused on racism and discrimination followed by dialogue and discussions to inspire a spirit of advocacy, change and hope.	\$7,000
Community Justice Centre	Courtenay/Comox Valley	Plan a tour of local art exhibition on the impact of the Potlatch Ban followed by an event to promote dialogue and personal action on reconciliation with First Nations.	\$7,000
Cowichan Intercultural Society	Cowichan Valley/Duncan	Plan a four day multi-generational, culture building workshop with 500 local students and community partners, in response to a recent racially charged incident at the local high school.	\$7,000

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East Kootenay Organization for Human Dignity and Equality	Cranbrook	Provide education in schools on the impact of food security and renewable resource management on racial communities, celebrate various United Nations International Days, and hold an anti-racism community event.	\$7,000
Dawson Creek Literacy Society	Dawson Creek	Plan a series of community events to raise awareness about racism and hate, including five anti-racism training sessions, three movie nights to promote dialogues on oppression and a Women's Day event.	\$7,000
Detassist Family and Community Services	Delta	Host community forums to promote the OARH committee and raise awareness about the Delta protocol.	\$7,000
Elk Valley Métis Association	Fernie	Host a gathering to promote aboriginal healing and awareness and organize an historical tour highlighting the ethnic history of the Elk Valley.	\$7,000
College of New Caledonia	Fort St. James –	Organize three interactive arts-based activities in local school. Facilitated by local artists, they will address intercultural tensions and increase understanding of the full range of cultural heritages.	\$7,000
Free Rein Associates	Hope	Host three community meetings to revise protocol, increase OARH membership, and explore community inclusion focussing on the local Indigenous and Korean communities.	\$7,000
Houston Link to Learning Society	Houston	Promote awareness of racism and inclusion at local events, including a multicultural lunch, a family literacy event, a multicultural harvest festival, and an Indigenous Day celebration. I	\$7,000
Tamitik Status of Women	Kitimat	Organize Indigenous Cultural Safety training for local community organizations, police, and businesses to increase knowledge, enhance self-awareness, and strengthen skills in working with Indigenous peoples.	\$7,000

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Langley Community Services Society	Langley	Finalize response protocol and host two community forums on youth involvement in anti-racism initiatives.	\$7,000
Central Vancouver Island Multicultural Society	Nanaimo	Hold a 12-week integrated arts and social awareness theatre program for new immigrant youth, to build trust and promote dialogue through storytelling, concluding with a public interactive theatre performance.	\$7,000
Port Alberni Friendship Centre	Port Alberni	Launch the experiential and interactive play "Divided We Fall" in local schools to increase awareness about casual racism and hate.	\$7,000
Powell River Diversity Initiative	Powell River	Launch a public awareness campaign through a series of articles, posters, and radio spots, and provide training for local employers on recognizing and addressing racism in the workplace.	\$7,000
Immigrant & Multicultural Service Society	Prince George	Hold five educational sessions at local elementary and high schools to promote awareness on discrimination and inequality.	\$7,000
North Coast Immigrant and Multiculturalism Services Society	Prince Rupert	Plan three anti-racism initiatives including a multicultural fair to showcase community diversity, a student art contest focusing on diversity and inclusion, create an inter-faith committee to promote understanding.	\$7,000
Okanagan College	Revelstoke	Organize anti-racism training for the local OARH committee and the community at large to increase awareness on reducing racism.	\$7,000
Richmond Multicultural Community Services	Richmond	Plan three workshops with new immigrants, traditionally underrepresented groups, and organizational representatives to review protocol, and host a community forum to finalize protocol and communication strategy.	\$7,000
Bulkley Valley Social	Smithers	Utilizing an interactive game of inclusion,	\$7,000

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Planning Society		support the telling of personal stories related to racism through digital and written storytelling and facilitated participation.	
Wit Works Ltd.	Sunshine Coast	Revise the OARH protocol by hosting four test case sessions, two implementation training sessions, and an expanded community meeting to promote the protocol and to increase OARH Committee membership.	\$7,000
MOSAIC	Surrey	Pilot the Surrey protocol with partners including school board and health authorities and host a public anti-racism event to develop tools and strategies to address racism.	\$7,000
Skeena Diversity Society	Terrace	Hold four leadership and development workshops that incorporate story telling as pathways to explore personal prejudices, power and privilege, and opportunities for change.	\$7,000
Kamloops Immigrant Services (Kamloops)	Thompson and Okanagan	Collaborate on a regional project called 'Respect Lives Here'. It includes public events to celebrate diversity, honour multiculturalism, and better understand and address racism.	\$35,000
Kelowna Community Resources (Kelowna)			
South Okanagan Immigrant & Community Services (Penticton)			
Immigrant Services Shuswap (Salmon Arm)			
Social Planning Council for the North Okanagan (Vernon)			

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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S.U.C.C.E.S.S.	Tri-Cities/ Coquitlam	Host three community dialogues with different themes to raise community knowledge of racism, develop response strategies, and present the Tri-Cities protocol.	\$7,000
Association of Neighbourhood Houses BC	Vancouver	Host community information sessions with local Indigenous organizations.	\$7,000
Nechako Healthy Community Alliance	Vanderhoof	Develop an eight-week series of articles on racism that will lead up to a public anti-racism event.	\$7,000
Victoria Immigrant and Refugee Centre	Victoria	Strategic outreach to 12 underrepresented groups to review protocol followed by a community event to launch the final protocol.	\$7,000
Cariboo Chilcotin Canadian Mental Health Association	Williams Lake	Organize a full day workshop facilitated by a representative from Reconciliation Canada to understand and address steps to reconciliation that will revitalize relationships with Indigenous people.	\$7,000

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: BC Hate Crimes Team

Revised: February 10, 2019

Issue: The Ministry is leading cross-ministry and stakeholder discussions on renewing the BC Hate Crimes Team

Response:

- Police reported hate crimes have increased in B.C. over the last three years, as they have in other parts of Canada.
- All British Columbians deserve to feel safe in their communities; racist and hateful attacks towards anyone will not be tolerated.
- Since December 2018, my Ministry has been leading cross-ministry and stakeholder discussions on how we can improve coordinated responses to hate crimes.
- We are reaching out to new government and non-government partners to involve them in re-invigorating the BC Hate Crimes Team that was established in 1996.

Background/Status:

- The B.C. Hate Crimes Team (BCHCT) was created in 1996 with a mandate to ensure the effective identification, investigation and prosecution of crimes motivated by hate and racism.
- It included representatives from police and government offices, including Police Services Branch and Victim Services Branch (PSSG), Criminal Justice Branch (AG), Strategic Partnerships and Initiatives Division (MIRR), Multiculturalism Branch (TAC), and GCPE.
- Between 1996 and 2015, the BCHCT undertook several initiatives including the publication of a handbook for community service providers, “Responding to Incidents of Racism and Hate,” and the coordination of hate crime-focused public education campaigns.
- The BCHCT also met regularly with community partners involved in the delivery of the Multiculturalism Branch’s Organizing Against Racism and Hate (OARH) program to identify ways to improve reporting of hate crimes and ways to increase trust between community members and police.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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- The quarterly BCHCT cross-ministry meetings were discontinued in 2015 due to a shift in priorities at the Multiculturalism Branch, which acted as secretariat for the BCHCT.
- The Provincial Integrated Hate Crimes Unit, staffed by the RCMP and municipal police force representation, has continued to operate under the BCHCT name and continues to manage the hatecrimebc.ca website.
- Police reported hate crimes in BC increased from 164 incidents in 2015 to 211 in 2016 and to 255 in 2017.
- s.12; s.13
- The Ministry is currently securing new staff resources to continue cross-ministry and external stakeholder discussions on a new BC Hate Crimes Team at an accelerated pace.

Contact:

Alison Dudley Executive Director Multiculturalism Branch 236 818-1150

Top Questions and Answers – Multiculturalism Branch

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Multiculturalism and Anti-Racism Awards

Why weren't the awards held last year?

- With the transition to a new government and the establishment of a new Multicultural Advisory Council, the timeframe worked better to hold the awards ceremony in March 2019.
- This year's ceremony was planned to coincide with the International Day for the Elimination of Racial Discrimination, March 21, 2019.

What did the awards cost this year?

- The budget was \$25,000 and included funding for the venue, refreshments, awards and travel and accommodation for nominees.
- The budget reflected advice we received from the Multicultural Advisory Council to hold a simple yet meaningful ceremony.

How are recipients nominated for an award?

- The awards run on a public nomination process, where anyone can put forward a nomination in one of four award categories.
- Nominations are then reviewed by an independent panel of judges with expertise in multiculturalism and anti-racism based on the contributions and achievements of the individuals in the following areas:
 - Raising awareness of diversity, multiculturalism and addressing racism.
 - Promoting respect and inclusion.
 - Creating a welcoming environment.
 - In the case of the youth recipient, donating the award money to further advance multiculturalism in British Columbia.

How was an individual with homophobic and anti-progressive views nominated for an award?

- The awards run on a public nomination process, where anyone can put forward a nomination in one of four award categories.
- It was extremely disappointing to learn that a nominee - put forward by another member of the public - may have made statements or written articles that run contrary to the principles of an inclusive society.
- Inclusion and respect for all British Columbians, including members of B.C.'s LGBTQ2+ communities, is a fundamental principle of this government.
- This nominee was ultimately not selected to receive an award.
- Of 41 individuals and organizations nominated, five received awards.

Why was the Minister not supportive of a citizen's right to free speech?

- Inclusion and respect for all British Columbians, including members of B.C.'s LGBTQ2+ communities, is a fundamental principle of this government.
- It is a violation under the BC Human Rights Code to publish statements that are likely to expose people or groups to hatred or contempt based on their sexual orientation, gender identity or expression.
- I reject the notion that a person can be a champion in addressing racism and hate while not championing the fundamental human rights of all British Columbians to live their lives free of hate and discrimination, including members of B.C.'s LGBTQ2+ communities.

Multiculturalism Grants

What happened with the Multiculturalism Grants Program this year?

- The Multiculturalism Grants Program is a very successful and popular program.
- In December 2018, we relaunched the program with refined criteria that aligns with the ministry's desire to prioritize projects that build intercultural understanding and trust, and reduce racism and systemic barriers.
- The deadline to submit applications was January 10, 2019. We received 201 applications.
- In March 2019, 76 grant recipients were selected.

Why were the criteria for the Multiculturalism grants changed?

- The multiculturalism grants program assessment criteria were strengthened to support more projects that deliberately address racism and build intercultural trust among British Columbians.
- Police reported hate crimes have increased in B.C. over the last three years, as they have in other parts of Canada.
- Our government is committed to doing more to address racism.
- All British Columbians deserve to feel safe, respected and included in their communities.
- This program is only one way our ministry is working to fight racism and hate. We also support community-based responses to racism through our Organizing Against Racism and Hate program.

How are the Multiculturalism Grants assessed?

- There is a rigorous assessment process for these grants.
- In the most recent process, applications were assessed out of 100 points by a team of three ministry assessors.
- Proposals were scored carefully against pre-established criteria (such as project goals, anticipated outcomes, project plan, budget, partnerships, etc.).
- Grants were awarded to the highest scoring applicants within the available \$300,000 budget.
- Unsuccessful applicants are able to book debrief meetings with Ministry staff to learn about how their individual applications were assessed in more detail.
- Ministry staff provide applicants with constructive feedback so that they can improve their applications for next year. They can also help to put unsuccessful applicants in touch with other funding streams.
- Ministry staff have conducted several debrief sessions with unsuccessful applicants since March 2019 and the process has been well-received.

What are some examples of approved grants?

- A public list of all grants awarded is available on the Multiculturalism Branch website. The list includes grants awarded in fiscal year 2018/19, for projects that will be delivered in fiscal year 2019/20.
- Some examples of projects funded include:
 - Punjab da Folk project: Through dance, music and storytelling, this project will bring Indian and Pakistani-Canadians together to improve trust, connections and understanding of each other's shared Punjabi culture and history.
 - Shuswap Immigrant Services Society project: aimed at connecting youth from different cultures. Working in partnership with the local school district, this program will provide a place for students of all ethnic backgrounds to meet and get to know each other so that they can discover who is in their backyard.
 - Nanaimo Literacy Association project: Through verbal and written exchange, this project will bring together 10 Indigenous and refugee youth to share their stories of living in Nanaimo. The focus will be on the common aspects of their experience and the importance of working together to increase inclusion.
 - Centre of Integration for African Immigrants: This project is part of a three-year program to develop a youth anti-racism strategy with the goal of enhancing opportunities for youth to work successfully in the B.C. Organizing Against Racism and Hate Program.

Organizing Against Racism and Hate Program

Have you expanded the Organizing Against Racism and Hate Program this year?

- The Organizing Against Racism and Hate Program was expanded from 32 to 36 communities in 2017/18.
- The program was not expanded to additional communities this year. We have been focusing our efforts reviewing the program model to identify ways it could be enhanced and leveraged.
- The Ministry met with 36 communities and members on March 21, 2019 to gather feedback on the model.
- Communities were eager to participate. They appreciated the renewed approach the Ministry is taking to review the model and consult with them and other stakeholders on ways the program can be enhanced to further support anti-racism work in their communities.

Have there been any increases to the funding of this program?

- There have been no increases to funding for the Organizing Against Racism and Hate Program; this has been status quo under the fiscal year 2018/19 budget.
- However, we are reviewing the current model and determining next steps on how to strengthen the community-based response to racism and hate throughout B.C.

Chinese-Canadian Legacy Projects

Has B.C. completed all the legacy projects recommended in the Chinese Historical Wrongs Consultation Report?

- Virtually all of the recommendations from the 2014 Chinese Historical Wrongs Consultation Report have been implemented.
- Funded legacy projects undertaken between 2014 and 2018 included:
 - “Bamboo Shoots,” an age appropriate K-12 education supplement now used to teach historical wrongs in B.C. schools, with an emphasis on Chinese-Canadians.
 - “Gold Rush - Eldorado in B.C.!” a travelling RBCM exhibit celebrating early Chinese miners.
 - An historic sites public nomination process that led to the recognition of 77 historic sites of importance to the province and B.C.’s Chinese-Canadian community, available online with an interactive map since May 2015.
 - An artifact inventory of over 6,000 Chinese Canadian items from 21 regional museums that was digitalized in a database for public use.
 - Publication of “Celebration: Chinese Canadian Legacies in B.C.,” a book and e-book profiling well-known Chinese-Canadians in B.C.
- I had the pleasure of launching one of the final projects in 2018: the publication and distribution of the book “Celebration: Chinese Canadian Legacies in B.C.”
- In September 2019, the Ministry will be supporting the New Pathways to Gold Society to host the “Nam Sing Confederation Cattle Drive and Wagon Train Historic Recreation Project” near Barkerville. This project will highlight relationships between early Chinese-Canadian pioneers and First Nations during the B.C. gold rush. It was originally scheduled to take place in 2017 as one of several legacy projects focused on Chinese-Canadian involvement in the gold rush, but had to be postponed due to forest fires and flooding in the region. The Ministry has provided the New Pathways to Gold Society with a \$5,000 grant for this project.
- The only other outstanding project is the creation of a monument to Chinese-Canadians in Vancouver’s Chinatown. We have entrusted \$100,000 to Heritage B.C. for this purpose and are working closely with the City of Vancouver on this final piece.

- I am very proud of all that was accomplished under this important legacy initiative for Chinese-Canadians.
- The initiative has inspired interest from other cultural communities, including the Japanese-Canadian and Punjabi-Canadian communities, to look at opportunities to collaborate further with the B.C. government on more legacy initiatives like this. We are keenly engaging with these groups to look at what more could be done.

Has B.C. developed a Multiculturalism Strategy, as mentioned in the Ministry Service Plan? What does the strategy entail?

- The Ministry has developed an internal strategic framework on multiculturalism to guide its work.
- The strategic framework document was approved by the Minister's Multicultural Advisory Council on October 25, 2018.
- The strategy is aligned to the ministry's Service Plan goal: *to promote diversity and inclusion in communities across British Columbia*
- Our objective with the strategy is to:
 - build intercultural trust and understanding amongst all British Columbians
 - reduce systemic barriers to participation by underrepresented, racialized groups; and,
 - support communities to respond to public incidents of racism and hate.

2019/20 Estimates Note

Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Economic Impact of Arts and Culture in B.C.

Revised: March 27, 2019

Issue: Impact of Arts and Culture on B.C. economy

Response:

Jobs

- In 2016, there were 98,244 culture jobs in British Columbia, which represents an increase of 7.1 per cent from 2015.
- B.C. has the highest concentration of artists and cultural workers in Canada at 1.08 per cent and 4.3 per cent, respectively.¹

Economic Contribution

- Culture activities in B.C. contributed about \$7.2 billion to the provincial GDP in 2016 – the most recent year with GDP data.
 - This represents approximately 2.9 per cent of the total provincial economy.
 - This was a 3.9 per cent increase from the previous year.
 - The culture GDP in B.C. has grown 25 per cent since 2010, significantly higher than the national growth of 17 per cent.
 - Culture activities in B.C. have a higher GDP than accommodation and food services, or the combination of agriculture, forestry, fishing and hunting.
- B.C. has consistently the third largest culture GDP and employment in the country ahead of Alberta and behind Ontario and Quebec.
- The audio-visual and interactive media and visual and applied arts had the most significant gains in 2016 over the previous year, at a 5.6 per cent and 6.3 per cent increase, respectively.

Background/Status:

- Unless otherwise indicated, data in this note comes from Statistics Canada.

¹ Kelly Hill, *Artists and Cultural Workers in Canada's Provinces and Territories*, based on the 2011 National Household Survey and the Labour Force Survey, Hills Strategies Research Inc. October 2014

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare








- The cultural sector includes:
 - the creative industries (publishing, film, television, sound recording and other interactive media),
 - visual and performing arts and cultural activities
 - heritage and libraries.
- National and provincial economic statistics for the cultural sector (GDP and jobs) are generated by the Cultural Satellite Account through Statistics Canada and the federal Department of Canadian Heritage. All provinces and territories fund and advise on the CSA.
- Current statistics were released in 2018 using 2016 data. The next update is scheduled or release on April 25, 2019 and will use 2017 data.

	2010	2011	2012	2013	2014	2015	2016
B.C. Cultural GDP	\$5.74B	\$6.06B	\$6.27B	\$6.50B	\$6.79B	\$6.92B	\$7.19B
B.C. Cultural Jobs	90,409	92,014	87,863	91,919	92,351	91,701	98,244

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Culture Gross Domestic Product and Jobs, Detailed Figures for 2016 BRITISH COLUMBIA

 Heritage and Libraries			 Written and Published Works			 Sound Recording		
	GDP*	Jobs**		GDP*	Jobs**		GDP*	Jobs**
Archives	2,129	33	Books	29,714	473	Music publishing	27,397	573
Libraries	5,040	80	Periodicals	112,359	2,002	Sound recording	26,160	733
Culture heritage	54,899	1,609	Newspapers	245,891	3,369	Total	53,558	1,306
Natural heritage	29,745	850	Other published works	22,130	388			
Total	91,813	2,572	Collected information	48,143	843			
			Multi	336,960	6,063			
			Total	795,197	13,136			
 Audio-Visual and Interactive Media			 Visual and Applied Arts			 Live Performance		
	GDP*	Jobs**		GDP*	Jobs**		GDP*	Jobs**
Film and video	1,049,257	13,713	Original visual art	41,856	1,120	Performing arts	334,260	9,575
Broadcasting	793,264	4,913	Art reproductions	4,058	93	Festivals & celebrations	18,022	533
Interactive media	899,655	7,642	Photography	105,572	1,984	Total	352,281	10,108
Total	2,742,177	26,268	Crafts	149,639	2,445			
			Advertising	191,167	2,566			
			Architecture	218,289	2,156			
			Design	615,919	10,888			
			Total	1,326,500	21,251			
						 Education and training		
							GDP*	Jobs**
						Governance, funding and professional support	1,220,080	14,285
						Multi	116,120	1,517

* Culture GDP in thousands of dollars

** Culture Jobs

Source: Statistics Canada, Provincial and Territorial Culture Indicators, 2010 to 2016. Date: February 27, 2018



Contact:
Brian Jonker Executive Director Arts and Cultural Development 250 217-399

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Arts and Culture Funding

Revised: March 27, 2019

Issue: Government funding for Arts and Culture

Response:

- We recognize that British Columbian artists and cultural organizations make a fundamental contribution to the vibrancy, diversity and resilience of communities around the province.
- Government is dedicated to supporting the arts, culture and creative sector in recognition of its vital importance to B.C.'s social and economic fabric.
- In 2019/20, government provided approximately \$70 million in arts and culture funding, including:
 - \$34.0 million to BC Art Council
 - \$11.9 million to the Royal BC Museum
 - \$3.415 million to Creative Sector Policy and Creative BC
 - \$2.5 million Arts and Culture strategic priorities funding; and
 - \$18.2 million in Community Gaming Grants for arts and culture sector organizations, which lies with the Ministry of Municipal Affairs and Housing
- Budget 2018 had previously invested \$18 million over three years for B.C.'s creative economy, including new funding to Creative BC.
- The additional funding was used to improve the sustainability and capacity of B.C.'s creative and cultural sectors.
- Budget 2019 invests \$15 million over three years for B.C.'s creative economy, making good on our commitment toward doubling the BC Arts Council budget over four years through a second consecutive \$5 million lift to the budget that enables new and expanded programs and increases the BC Arts Council budget from \$29 million to \$34 million.

Background/Status:

- The Government of British Columbia has committed to bolstering support for the arts and culture sector in the future by:
 - Doubling the Province's investment in the BC Arts Council.
 - Increasing investments in Creative BC.

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Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Ensuring that B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.
 - Working with the Minister of Finance to expand B.C.'s film labour tax credit to include B.C. writers.
 - Establishing an arts infrastructure fund to help provide space for B.C. artists.
 - Working with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund that includes arts and culture spaces.
- The Arts Legacy Fund (a part of the BC Arts & Culture Endowment Special Account) has a restricted balance of \$20 million and provides \$0.350 million per year, which must be invested into programs and projects that support the creation, development or presentation of works of art at events or venues the Minister feels will provide significant exposure of those works of art.
 - For the last three years the program has been used to fund the International Presence grant program.
 - It has supported B.C. artists and arts organizations to work internationally and showcase the creative talent of the BC arts and culture sector.
- The Ministry provides \$2.5 million in funding for Arts and Culture strategic priorities (see Appendix 1)
 - Funding is intended to ensure access and participation, support the dynamic creative and cultural sectors and make communities vibrant places to live, work, connect and create.
 - Funding is distributed through application-based programs and targeted investments in projects with provincial scope supporting government objectives.

Attachment: Appendix 1 – Arts and Culture Strategic Priorities funding (\$2.5 million)

Contact:

Brian Jonker	Executive Director	Arts & Culture Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Appendix 1: Arts and Culture strategic priorities funding (\$2.5 million)

The Ministry of Tourism, Arts and Culture's Arts and Cultural Development Branch supports the following arts and culture strategic priorities:

Program	Description	\$Ms* (18/19)	Outcomes (18/19)
After School Sport and Arts Initiative	The After School Sport and Arts Initiative (also called ASSAI) is an innovative, community-driven approach to improving the well-being of children. Initiative funding supports enriched after school sport and arts programming in a safe and supportive environment to children who would otherwise face barriers to participating. While making friends and having fun, participants develop life skills that enhance their overall health, learning, and life success.	\$2.0 annually \$0.85 from MCFD in 17/18	After school programs in 22 school districts in the 2018/19 school year, including 3 new school districts
artsVest BC	artsVest BC is designed to stimulate business sponsorship and corporate engagement in arts and culture. Participating organizations have access to training and matching funding.	\$0.30	\$300K to support the next round of artsVest April, 2019 – March, 2021. Past Intake (2016-18) funded 51 cultural organizations to create 160 partnerships with local businesses
Chinese Canadian Museum	Establishing a Chinese Canadian Museum in British Columbia	\$0.28	MOU: (Sept. 18, 2018) Province and Vancouver committed to work together to pursue UNESCO World Heritage Site designation for Vancouver's Chinatown. Chinese Canadian Museum Working Group: 22-member working group to

2019/20 Estimates Note Advice to the Minister

Program	Description	\$Ms* (18/19)	Outcomes (18/19)
			<p>provide information, input and advice</p> <p>Public Engagement: Jan. - Feb 2019 – eight community meetings in five locations across the province. Nearly 500 in-person participants with an additional 300 people online.</p> <p>2019 Speech from the Throne: announced intention to establish a new Chinese Canadian Museum, to honour the community's significant contributions to the province.</p>
Community Resilience through the Arts	<p>The Community Resilience through Arts and Culture pilot program (launched in 2017/18) supports arts and culture-oriented events, programs and initiatives in small communities around the province to celebrate and encourage community resilience and connectedness. Priority is given to communities in regions affected by wildfires and to Indigenous communities. Project examples include: community arts and culture celebrations, Indigenous cultural camps and workshops, and song-writing workshops. Nearly 30,000 British Columbians in small communities participated in events and programs resulting from the funding in 2018.</p>	\$0.73	<p>83 grants 69 communities</p> <p>2017/18 - \$535K 61 grants awarded in 55 small communities around the province</p>

2019/20 Estimates Note Advice to the Minister

Program	Description	\$Ms* (18/19)	Outcomes (18/19)
Culture Satellite Account	Generates key economic data for the culture sector in partnership with the federal government and other provinces and territories.	\$0.50	Next data release anticipated for end of April 2019.
Family Day	BC Family Day offers opportunities to celebrate the importance of families and family life with fun activities in communities throughout the province. The Province provided funding to the BC Recreation and Parks Association (BCRPA) and the BC Museums Association (BCMA) with for community events. Funding was distributed as grants, providing families access to free community activities and events such as ice skating, swimming, snowshoeing, live music. Vancouver Art Gallery (VAG) and Royal BC Museum (RBCM) were given funding to offer free programming on Family Day	\$0.350 total \$0.250 BCRPA \$0.10 VAG \$0.040 RBCM \$0.050 BCMA	2018/19 - \$350K BCRPA awarded 188 grants in 102 communities BCMA awarded 50 grants in 40 communities
International Presence Program	The International Presence Program provides grants are to showcase B.C. artists and organizations in global markets that are important to B.C.'s international trade and tourism. To successfully work internationally, artists and arts organizations must build meaningful relationships across borders. Therefore, the objectives of these grants are to support expansion into new markets, to increase the capacity of the sector and to create opportunities for new and promising relationships between B.C.'s arts and culture sector and international counterparts. Grants are provided	\$0.35 from the Arts Legacy Fund	6 grants - \$350K <ul style="list-style-type: none"> \$43K - Richmond Art Gallery Association \$60K - VDC Dance Centre Society \$89K - Eponymous Productions and Management Inc. \$30K - Dancers of Damelahamid Society \$85K - PuSh International Performing Arts Festival

2019/20 Estimates Note Advice to the Minister

Program	Description	\$Ms* (18/19)	Outcomes (18/19)
	for three project types: international arts promotion, representation and exposure, incoming presenters and curators and cultural exchange.		<ul style="list-style-type: none"> \$43 Information Office 2017/18 - \$600K 14 grants
Royal BC Museum Project	In December 2018, Government approved the concept plan, which included business case development to further explore modernization of the RBCM to preserve, protect, and provide better access to the human and natural history collections of British Columbia for future generations.	\$310K	<p>Concept Plan: In December 2018 Government approved the concept plan to modernize the Royal BC Museum.</p> <p>Speech from the Throne: 2019, the speech from the throne announced government's intention to modernize the Royal BC Museum.</p> <p>Public Engagement: On Mar. 22, 2019 government announced a public engagement plan as a first step in gathering ideas for a modern provincial museum</p>

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Arts and Culture Response to TRC and UNDRIP

Revised: March 27, 2019

Issue: Status report on the arts and culture response to TRC and UNDRIP

Response:

- Across government we are working to implement changes that will address the Calls to Action of the Truth and Reconciliation Commission and United Nations Declaration on the Rights of Indigenous People.
- Arts and culture play a unique and significant role in truth and reconciliation. For example, arts and culture can: bring to light the atrocities and truths of the past; provide healing to a community; and engage Indigenous youth in meaningful ways.
- Related to this, our government recently recognized the importance of Indigenous language revitalization through a commitment of \$50 million.
- The BC Arts Council has been directly funding Indigenous organizations for over 25 years and addressing section 31 of the Declaration for ten years.
 - In continued partnership with the First Peoples' Cultural Council, the BC Arts Council allocated approximately \$1.5 million to *Aboriginal Arts Development* and *Aboriginal Youth Engaged in the Arts awards* across the province during 2018/19. The First Peoples' Cultural Council and the BC Arts Council have partnered for more than 20 years on this initiative.
 - Organization examples: Savage Production Society (\$110,000); Urban Ink (\$53,000) Full Circle First Nations Performance Society (\$138,920); U'Mista Cultural Society (\$119,100); Haida Gwaii Museum (\$98,000); The Mid-Island Métis Nation (\$7,125); and Dancers of Damelahamid (\$24,500).
 - *ArtStarts in Schools* distributes over \$25,000 in funding to the First Nations School Association through the Artists in Education (District Allocations) program.
 - Over \$25K in *Artists in the Classroom* residencies for Indigenous artists.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The Community Resilience Through Arts and Culture pilot program, launched in February 2018, was designed to address Article 31 of UNDRIP through its support of the rights of Indigenous peoples to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions.
- In 2018/19 \$520,000 was provided directly to Indigenous communities through the Community Resilience Through Arts and Culture pilot program to support arts and cultural activities.
- Through our Crown Agency, the Royal BC Museum, we are addressing the TRC Calls to Action and UNDRIP in the areas of training, education, reconciliation and repatriation. The Province provided the Royal BC Museum \$2 million over three years to initiate repatriation of cultural belongings and ancestral remains to Indigenous communities. 2018/19 is the third and final year of the funding committed to the project and we are working with the museum to look at options for continuing the program.

Background/Status:

- New Foundations: Strategic Plan for the BC Arts Council 2018-2022 identifies Indigenous Arts and Culture as a strategic priority, committing to deepening engagement with the processes of decolonization and reconciliation, taking our lead from Indigenous artists, organizations and communities, and respecting the principle of self-determination. Specific actions include:
 - Engage in partnership with Indigenous communities and organizations to inform policies and programs.
 - Develop both dedicated funding and integrated policies that incorporate principles of reconciliation and accessibility into all programs.
 - Improve awareness of eligibility and funding through outreach and partnership initiatives while improving access to programs.
 - Enhance the support of Indigenous artists and cultural organizations, including both traditional and contemporary cultural expressions, as well as hybrid forms and experimentation.
- Additionally, recent mandate letters direct the Royal BC Museum (RBCM) to implement UNDRIP. In accordance with Article 12, the RBCM is obliged by UNDRIP to carry out repatriation and/or access to its own collection as an agent of government through the Museum Act.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- In the 2018/19 Royal BC Museum mandate letter the Museum provides direction to:
 - Continue to address the Truth and Reconciliation Commission (TRC) Calls to Action in the areas of: professional development and training for public servants (#57); education for reconciliation (#62. i); museums and archives (#69. i, ii); and business and reconciliation (#92. i, ii, iii).
 - Work closely with First Nations to advance cultural reconciliation by supporting Indigenous peoples seeking the return of ancestral remains and cultural objects to their communities.

Contact:

Brian Jonker Executive Director Arts and Cultural Development 250 217-3991

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Arts Infrastructure Funding

Revised: March 27, 2019

Issue: Arts infrastructure funding available, including mandate commitment to establish an arts infrastructure fund

Response:

- I appreciate the keen interest from the sector on the issue of arts infrastructure and I understand that artists and arts organizations need space that works for them to create, perform and connect.
- Our new Arts Infrastructure Fund will support capital infrastructure for artistic spaces in a way that will complement and leverage funding available at provincial, federal and municipal levels.
- We will continue with stakeholders in 2019 to develop the program for implementation in 2020/21.
- The Province supports capital investment in cultural and creative spaces for B.C. artists through the Community, Culture and Recreation program offered through the Ministry of Municipal Affairs and Housing as part of the Investing in Canada Infrastructure Program. Additional questions relating to this program should be directed to the Minister of Municipal Affairs and Housing.

Background/Status:

Arts Infrastructure Program

- The British Columbia arts sector has communicated the need for an arts infrastructure program for the renovation of existing spaces, development of new facilities and purchase of specialized equipment.
- In urban centres, the lack of affordable arts spaces and displacement of artists and not-for-profit organizations has become a significant issue for the sector.
- In rural and remote communities, aging community arts infrastructure and a lack of resources to upgrade existing spaces is creating an ongoing challenge.
- The Minister has been mandated to “establish an arts infrastructure fund to help provide space for B.C. artists.”
- The Ministry is currently in the early stages of considering options for developing an Arts Infrastructure Fund. Sector consultation is planned for 2019, with the launch of the fund planned for 2020.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Ministry Funding for Arts Infrastructure Projects

- During the development of this program, the Province has and continues to invest in arts and cultural infrastructure around B.C.

Other Provincial Funding for Arts and Cultural Infrastructure

- The Community, Culture and Recreation program offered through the Ministry of Municipal Affairs and Housing as part of the Investing in Canada Infrastructure Program will administer over \$134 million in funding for infrastructure projects. Additional questions relating to this program should be directed to the Minister of Municipal Affairs and Housing.
- The Capital Project Grants through the Community Gaming Program (managed by the Ministry of Municipal Affairs and Housing) distributes \$5 million annually to capital projects undertaken by non-profits, including arts and culture organizations. Additional questions relating to this program should be directed to the Minister of Municipal Affairs and Housing.

Contact:

Brian Jonker	Executive Director	Arts & Cultural Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: BC Arts Council Budget

Revised: March 27, 2019

Issue: Overview of BC Arts Council Budget, Including Increase

Response:

- Budget 2019 invests an additional \$15 million, over three years, into the BC Arts Council, increasing the annual budget to \$34 million.
- This is on top of a \$5 million increase to the BC Arts Council annual budget last fiscal year from \$24 million to \$29 million.
- Increased support will be invested in new and enhanced programs as guided by consultation and the guidance of the BC Arts Council to provide a greater breadth and depth of funding across the arts sector in British Columbia.
- Additional funding directly benefits artists, and arts and cultural organizations as per the BC Arts Council's strategic plan 2018-22 that was launched in July 2018.
- In fiscal year 2019/20 the BC Arts Council will continue to advance the strategic plan's four areas of focus:

<u>Focus Area</u>	<u>2019/20 Actions</u>
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Equity, Diversity & Access	Review programs, policies and processes to ensure they support equity-seeking artists and organizations through increased access to funding
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Indigenous Arts & Culture	Increase investment throughout B.C. to support ongoing sharing of traditional and innovative Indigenous art forms.
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Sustainability & Creative Development	Invest in touring activities for the sector to access and benefit from new local, national and international markets and artistic collaborations not otherwise possible.
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Regional Arts & Community Arts	Recognize unique needs of the arts in regional and remote communities by strengthening cultural engagement, contributing to community vibrancy, and increasing opportunities to participate in the arts.
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- In response to the Minister's mandate to "Double the Province's investment in the BC Arts Council over four years", there was a commitment in Budget 2019 to provide an additional \$15 million over three years to the BC Arts Council.
- The fiscal year 2018/19, BC Arts Council (BCAC) base budget was increased by \$5 million to a total of \$29 million. The BCAC budget had been stable at \$24 million since 2013/14.
- In fiscal year 2018/19, the BC Arts Council (including through partners) received 3112 requests totaling almost \$47 million and approved 1749 grants equaling \$29 million.
- The first installment of \$5 million was used in fiscal year 2018/19 to advance the BC Arts Council's Strategic Plan 2018-22, while deepening funding and increasing stability in current programming, and development of new or enhanced programming to broaden reach, open up eligibility and seek new clients in the following three ways:
 1. Emphasising sustainability and artistic capacity by building a stronger foundation for arts organizations and artists.
 - Approximately 60 per cent (\$3.1 million) of the lift was invested into core funding for 215 highly regarded professional arts organizations contributing to the development and economic impact of B.C.'s arts and culture sector.
 - Approximately 10 per cent (\$0.5 million) was invested into community arts throughout the province, including a \$100,000 increase for community festivals.
 - An additional amount (\$0.25 million) was added to programs that promote experimentation, and innovation or support challenges or opportunities in organizations.
 2. Addressing gaps in current funding programs for Indigenous, equity-seeking and rural/regional artists, arts organizations and communities.
 - Approximately 20 per cent (\$0.9 million) was invested into BCAC partnerships. These partners have important community networks that enhance the reach of BCAC funding such as BC Touring Council in regions across B.C. and First Peoples' Cultural Council focus in artistic funding for Indigenous peoples.
 3. Building capacity in program administration to support the expected increased volume of applications.
 - Approximately seven per cent (\$0.35 million) was invested, with a focus on updating the legacy paper-based application system and database.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- BCAC Grants were / are distributed through an application-based peer review process that brings together the expertise of artists and arts administrators from around the province to ensure that BC Arts Council funds are distributed fairly and effectively.
- Grant recipients represent a diverse group of artists and arts organizations from every region of the province, including Indigenous groups, scholarship students and community arts councils.

BC Arts and Culture Endowment Special Account

- The restricted balance of the BC 150 Cultural Endowment Fund (a part of the BC Arts & Culture Endowment Special Account) is \$150 million and provides \$2.15 million per year to be invested on the recommendations of the BCAC, currently targeted at Community Arts using the peer adjudication process as with all other BCAC grant programs. The \$2.15 million is included in the \$34 million BCAC budget.

BCAC Funding History

Year	Budget	% Change	Year	Budget	% Change
2008/09	\$16.86M	-	2014/15	\$24.00M	0%
2009/10	\$18.59M (includes \$7M supplemental)	0%	2015/16	\$24.00M	0%
2010/11	\$16.83M	0%	2016/17	\$24.00M	0%
2011/12	\$16.83M	0%	2017/18	\$24.00M	0%
2012/13	\$16.83M	0%	2018/19	\$29.00M	20.8%
2013/14	\$24.00M	0%	2019/20	\$34.00M	17%

- For additional financial figures, refer to the estimate notes on:
 - Arts and Culture Funding

Attachment: Appendix 1 – BC Arts Council Funding Programs

Contact:

Brian Jonker	Executive Director	Arts and Cultural Development	250 217-399
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2019/20 Estimates Note Advice to the Minister



Appendix 1 – British Columbia Arts Council Funding Programs

In FY 2018/19, the BCAC (including through partners) received 3112 requests totaling almost \$47 million and approved 1749 grants equaling \$29 million.

Appendix 1 – Part I: BC Arts Council supports **Professional Arts** through the following programs:

- I. Professional Arts Subtotal: \$18.6M
- II. Strategic Initiatives Subtotal: \$3.56M
- III. Subtotal for Community Arts: \$1.98M
- IV. Partnerships Subtotal: \$4.41M

Program	Description	\$Ms*	# Awards (2018/19)
Professional Operating Assistance	Provides stable, year over year support for established, high performing, not-for-profit professional organizations such as B.C.'s art galleries, orchestras, theatre companies, festivals, museums, professional arts training organizations and service organizations that provide quality services to an established membership. Programs: Dance, Music, Theatre, Arts Periodicals, Literary, Museums, Visual Arts, Media Arts, Festivals, Arts Service Organizations, Arts Training, Book Publishers	\$14.1	215 grants 179 supplementary grants FY 2017/18 - \$11.02 194 grants
Professional Project Assistance	Assists smaller and emerging arts organizations and collectives with time-limited events or activities and includes support for risk-taking and innovation. Programs: Dance, Music, Theatre, Arts Periodicals, Literary, Museums, Visual Arts, Media Arts, Festivals, Arts Training, Book Publishers (new in FY 18/19)	\$1.4	114 grants FY 2017/18 - \$1.2 108 grants
Touring Initiatives	Supports professional artists and organizations to tour nationally and internationally, and to develop markets outside of B.C.	\$0.4	32 grants FY 2017/18 - \$0.3 25 grants

2019/20 Estimates Note Advice to the Minister



Individual Arts Awards	Provides support for recognized, high-achieving artists to undertake new projects in creative writing, media arts, visual arts, and professional development.	\$1.9	234 grants FY 2017/18 - \$1.6 180 grants
Scholarship Awards	Provides scholarships to students pursuing post-secondary education in the creative sector.	\$0.8	135 grants FY 2017/18 - \$0.8 161 grants

Appendix 1 – Part II: BC Arts Council supports Strategic Initiatives through the following programs:

Program	Description	\$Ms*	Outcomes (2018/19)
Strategic Opportunities	Organizations receiving Operating or Project Assistance can apply additional project support to build capacity and respond to strategic priorities, challenges and opportunities.	\$.47	21 grants FY 2017/18 - \$1.2 56 grants
Enhanced Capacity	Provides flexible, responsive funding to assist organizations currently supported through Operating Assistance programs. The funding assists organizations to undertake significant strategic activity to address artistic and organizational challenges and opportunities, manage transition, support risk, introduce change and innovation, and/or enhance aspects of organizational capacity.	\$1.1	45 grants FY 2017/18 - \$0.9 37 grants
Youth Engagement Program	Exposes youth to professional artists and arts experiences as participants in the artistic or creative process, and/or, as the primary audiences for artistic work and programming.	\$.69	37 grants FY 2017/18 - \$1.4 55 grants

2019/20 Estimates Note Advice to the Minister



Early Career Development & Coop	Supports career development for emerging and early career arts practitioners through co-ops, residencies, internships or mentorships. University students and emerging artists have opportunities to be placed with key organizations for job training in production and administration.	\$1.3	53 grants FY 2017/18 - \$1.5 68 grants
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Appendix 1 – Part III: BC Arts Council supports **Community Arts** through the following programs:

Program	Description	\$Ms*	Outcomes (2018/19)
Community Arts Organizations	Provides annual support to community arts organizations including local arts councils, the mainstays of community cultural development throughout B.C.	\$1.2	73 organizations 73 supplementary grants FY 2017/18 - \$0.9 75 grants
Community Festivals	Supports the production of local community arts festivals by assisting with the fees for professional artists and technicians engaged for the event.	\$0.3	102 grants FY 2017/18 - \$0.2 77 grants
Arts Based Community Development	Assists projects that celebrate and transform communities through the processes of creating new work, new events and new resources for practitioners.	\$0.4	27 grants FY 2017/18 - \$0.24 14 grants
Community Development Projects	Supports community-based arts organizations with specific, time-limited events or activities.	\$0.08	11 grants FY 2017/18 - \$0.07 10 grants

2019/20 Estimates Note Advice to the Minister



BRITISH
COLUMBIA

BRITISH COLUMBIA
ARTS COUNCIL
An agency of the Province of British Columbia

Appendix I – Part IV: BC Arts Council supports the arts and culture community through the following **Partnerships**:

Partner	Description	\$Ms*	Outcomes (2018/19)
ArtStarts in Schools	Administers programs that expose B.C. students to professional artists through short-term projects or performances.	\$1.3	115 grants FY 2017/18 - \$1.3 199 grants
First Peoples' Cultural Council	Administers the Aboriginal Arts Development Awards and the Aboriginal Youth Engaged in the Arts Awards, providing funding for Aboriginal Artists to: share traditional arts and knowledge, support Aboriginal arts development, undertake internships and mentorships, and engage youth in creative and artistic practices.	\$1.5	98 grants FY 2017/18 - \$0.77 86 grants
B.C. Touring Council	Administers programs to assist non-profit community organizations that present B.C. and Canadian professional performing arts touring events. Programs funded include: <ul style="list-style-type: none"> • <i>Community Presenters Assistance</i> - to assist community organizations presenting B.C. and Canadian performing artists • <i>Aspiring and Emerging Artists</i> - to assist B.C. presenters engaging aspiring, emerging BC artists as "openers" for main stage acts • <i>Youth Engagement</i> - supports B.C. arts presenters to present programming that engages young people and family audiences 	\$0.86	95 grants FY 2017/18 - \$0.57 83 grants

2019/20 Estimates Note Advice to the Minister



Creative B.C.	Administers the <i>Interactive Digital Media Fund</i> to support the production of high quality, original, interactive digital media content and software applications owned and controlled by B.C. companies or individuals.	\$0.75	10 grants FY 2017/18 - \$0.65 12 grants
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Chinese Canadian Museum

Revised: March 29, 2019

Issue: Status of the Project to Establish a New Chinese Canadian Museum

Response:

- As a first step toward establishing the museum, the Ministry of Tourism Arts and Culture commissioned a Museum Advisory Report, completed in March 2018 by Lord Cultural Resources.
- The Report identified the opportunity for a “hub and spoke” concept museum with a central “hub” containing a range of contemporary and historical attractions and off-site “spokes” representing places of contemporary and historical significance to the Chinese Canadian community in British Columbia.
- A Memorandum of Understanding between the Province and the City of Vancouver was signed on September 17, 2018, partnering the Province and the City on the establishment of a Chinese Canadian Museum and for the nomination of Vancouver Chinatown as a UNESCO World Heritage Site.
- A 22-member Chinese Canadian Museum Working Group has been formed to guide the project’s development. The working group is comprised of individuals possessing significant expertise and experience related to the Chinese-Canadian community and related matters. Members are appointed by the Minister George Chow, Minister of State for Trade, and, to date, have met four times.
- A trilingual (English, Cantonese, Mandarin) community consultation seeking public feedback on the museum was launched in December 2018. As part of the consultation:
 - More than 480 people attended community meetings in Vancouver, Kamloops, Nanaimo, Victoria and Richmond in January and February;
 - Over 300 online questionnaires were submitted in English and Chinese;
 - The museum consultation website received over 8,700 visits, and
 - In addition, more than 20 direct key stakeholder meetings will be held.
- The project’s next steps include the completion of a feasibility and implementation report targeted for the end of April 2019 followed by development of a cabinet submission for government consideration.
- The projected cost of the working group, the community consultations and the feasibility and implementation plans is projected to be \$280,000.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- The Chinese Canadian Museum is a new initiative building on the success of the Chinese Apology Legacy Program and honors the Chinese Canadian community's historical experiences as well as its contemporary, living and vibrant culture.
- Previous projects, such as the community plaques, were part of the legacy projects recommended in the *Chinese Historical Wrongs Final Report*. These projects commemorated the provincial government's formal apology on May 15, 2014 for historical wrongs to Chinese Canadians.
- A hub and spoke museum concept differs from a traditional museum concept in that as opposed to a single building and collection, the hub and spoke concept:
 - does not necessarily require the same level of initial capital investment;
 - can be implemented in phases as additional spokes are brought online;
 - is suited to telling the whole story of the Chinese Canadian experience across B.C. and recognizes and leverages pre-existing collections and programming in a variety of museums and organizations; and
 - has the potential to drive tourism to a variety of locations across the province.
- The trilingual (English-Cantonese-Mandarin) in-person and online community consultation that began in December sought public feedback on a range of questions including potential museum hubs and spokes, the museum's purpose and programming.
- The Minister of State for Trade has led the community consultation, supported by a 22-member working group (see Appendix 2).
- A broad range of stakeholder groups have been included in the community consultation meetings and direct meetings with Minister Chow.

Attachments: Appendix 1 – Chinese Canadian Museum Working Group Membership

Contact:

Brian Jonker	Executive Director	Arts & Cultural Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – Chinese Canadian Museum Working Group Membership

Name	Affiliation
John Adams (亚当士约翰)	Historian and Author
Wendy Au (區韻宜)	Retired June 2018. Former Assistance City Manager, City of Vancouver
Thomas Chan	Chartered Accountant
Tung Chan (陳志動)	Retired. Former Board Chair, Canadian Museum of Immigration at Pier 21, Former CEO, S.U.C.C.E.S.S., Former Councillor, City of Vancouver
Christina Chang (張健理)	President / Hanyin Education Group, Commissioner / Ministry of the Justice, Quebec
Winnie Cheung (張麗玲)	Principal Researcher, Writer & Consultant
June Chow (周慕慈)	Co-founder, Youth Collaborative for Chinatown
Guo Ding (丁果)	Journalist, Producer of Mandarin news program at Omni BC
Kevin Huang (黃儀軒)	Executive Director & Co-Founder, Hua Foundation
C George Ing (吳 英 超)	LCol Canadian Forces (Retired)
Elizabeth Lominska Johnson	PhD – Curator, Asia and Textiles, UBC Museum of Anthropology (retired)
Winnie Lee (李敏琪)	Director of Operations, Inter-Cultural Association of Greater Victoria (ICA)
Imogene Lim (林慕珍)	Professor, Anthropology, Vancouver Island University
Alan Lowe (劉志強)	Architect – Alan Lowe Architect Inc., Former Mayor of Victoria (1999-2008)
William Ma (馬 威 廉)	Various Community Association Boards
Fred Mah (马清石)	Retired, Most recent job: Division Head, Ecosystem Planning Division Environment Canada
Harris Niu (牛華)	President, Canadian Community Services Association
Hayne Wai (韋業慶)	Retired, former Sessional Instructor, UBC
Kory Wilson	Executive Director, Indigenous Initiatives and Partnerships at BCIT

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Name	Affiliation
Devon Wong (黃韻儀)	Communications Consultant and Storyteller
Grace Wong (黃麗珠)	Senior Advisor International, Office of Provost and Vice-President Academic, the University of British Columbia
Bill Yee (余宏榮)	Retired provincial court judge

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Royal BC Museum – General

Revised: Mach 29, 2019

Issue: Funding and priorities of the Royal BC Museum

Response:

- The Province provides just under \$12 million annually in operating funding to the Royal BC Museum, approximately 58 per cent of its operating budget.
- The Royal BC Museum is a treasure not only for British Columbians, but for people from around the world. The museum tells the story of the people, places and history of our province – helping us to understand British Columbia better, and drawing visitors from every corner of the globe.
- The Royal BC Museum helps the government achieve its objectives through educational programs, engaging with First Nations, scientific research and consulting on heritage preservation.
- Through the 2019 mandate letter, I have directed the Museum to:
 - Continue to address the Truth and Reconciliation Commission (TRC) Calls to Action in the areas of: professional development and training for public servants (#57); education for reconciliation (#62. i); museums and archives (#69. i, ii); and business and reconciliation (#92. i, ii, iii).
 - Work closely with First Nations to advance cultural reconciliation by supporting Indigenous peoples seeking the return of ancestral remains and cultural objects to their communities.
 - Continue to take a leadership role by increasing the Royal BC Museum's presence across the province with regional outreach - with the goal of making the museum and archives more available to all British Columbians.
 - Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs.
 - Continue to work with the Ministry of Tourism, Arts and Culture to adopt a Capital Maintenance Framework and develop, at minimum, a 3-year Capital Maintenance Plan.
 - Work with the Ministry of Tourism, Arts and Culture to develop options for the safeguarding and storage of the RBCM's collections to better protect the artifacts that are not currently on display.
 - Work with the Ministry of Tourism, Arts and Culture to develop a business case for the RBCM's facilities.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- The Royal BC Museum (RBCM) was established as a Crown corporation in 2003 under the *Museum Act* (the Act).
- Under the Act, the RBCM is mandated to:
 - Communicate knowledge of the human and natural history of British Columbia through research, exhibitions, publications and web-based media and learning programs.
 - Hold and make accessible these collections for current and future generations of British Columbians.
- The RBCM is our “keeper” of the provincial archives and through its exhibitions, tells engaging stories about our province’s history. The RBCM was established in 1886 in a small room in the provincial Legislative Buildings; the BC Archives was established in 1894. Since then, it has had the role of preserving and telling the stories of our province through programs, exhibitions, research and collections.
- The Board of Directors consists of 11 members, all of whom are appointed by the Lieutenant Governor in Council.
- In 2018/19, about 880,000 people are forecasted to visit the museum, archives and on-site partners including the IMAX Victoria Theatre, the Royal Museum Shop and onsite food service (compared to 710,000 in 2017/18).
- In 2017/18, 1.7 million people visited the museum and archives through its interactive website, resulting in more than 8.5 million-page views.
- RBCM oversees a unique 2.8-hectare cultural precinct in Victoria BC that includes the Royal BC Museum, Fannin Building, the BC Archives, Helmcken House, the Netherlands Centennial Carillon, Thunderbird Park, Mungo Martin House (Wawadit’la) and St. Ann’s Schoolhouse.
- The museum is forecasting \$10.5 million in revenue earned from operations in 2018/19 (compared to \$7.9 million generated in 2017/18).
- The American Alliance of Museums declared the RBCM a winner in their 27th Annual Excellence in Exhibition Competition for Our Living Languages: First Peoples’ Voices in British Columbia in 2015.
- “Egypt: The Time of Pharaohs” exhibit was recently named the 2018’s top Canadian Museum by Trip Advisor’s Travellers Choice.

Contact:

Brian Jonker Executive Director Arts & Culture Development 250 217-3991

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Royal BC Museum – Capital Project

Revised: April 2, 2019

Issue: RBCM Modernization

Response:

- The Royal BC Museum is a significant provincial, national and international cultural resource, holding the world's largest collection of British Columbia heritage.
- The Royal BC Museum is responsible for over seven million objects, artifacts, archives and specimens of B.C.'s natural, human and modern history.
- The Royal BC Museum site is comprised of several buildings which were constructed in the late 1960's and since 2003 limited investment has taken place.
- In 2017, we undertook work to develop a capital maintenance plan and completed seismic assessments of the main Royal BC Museum buildings.
- In December 2018 Government approved the concept plan to modernize the Royal BC Museum with approval to develop a business case for the modernization of the RBCM facilities.
- In March 2019 Government announced a public engagement plan. This consultation is a first step in gathering ideas for a modernized provincial museum.
- It is anticipated that the business case will be completed and presented to Government for decision in December 2019.

Background/Status:

- The Royal BC Museum (RBCM) is an important asset for tourism in B.C. with over 880,000 visitors forecasted for 2018/19 (over 710,000 visitors in 2017/18), with TripAdvisor reviewers consistently ranking it as the best museum in Canada.
- The RBCM site includes: the Exhibition building (main galleries and exhibitions space), the Fannin building (14 storey tower that houses the museum's collections) and the Archives building. The site is also home to Helmcken House, St. Ann's Schoolhouse, the Netherlands Carillon, Thunderbird Park and the Mungo Martin House, Wawadit'la.
- Capital improvements are necessary due to mitigate:
 - **Seismic safety:** tourists, staff, volunteers and more than 140,000 students and youth visit the RBCM every year, a facility regarded as not meeting performance standards in the event of a seismic event;

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- **Risk to cultural heritage:** the museum facilities are at the end of their working lives and mechanical and structural failures are common. Seismic risks also put the collection at risk of damage. An example of this is the collection of original Emily Carr paintings – the largest in the world, currently stored in a flood-prone basement vault, below sea level, locked away from public display; and
- **Access and Educational reach:** In a diverse and growing province, the museum could increase its capacity to reach young British Columbians and tell B.C.'s story. Making more of the artifacts accessible and providing access to behind the scenes.
- To date, the Ministry of Tourism, Arts and Culture (TAC) and RBCM have:
 - Established a Project Executive Board (PEB) (which includes executive members from the RBCM, TAC, Partnerships BC, and two representatives from other large capital Ministries).
 - Undertaken initial engagement with the City of Victoria and the Songhees First Nation.
 - Engaged a Chief Project Officer.
 - Issued news release and initiated public engagement.
- Upcoming milestones in this project include:
 - April 2019: Procurement of advisors (e.g. a museum functional program advisor and a lands advisor) and development of an evaluation framework..
 - June 2019: Reporting back to government on progress; and proceeding with broader community engagement.
 - December 2019: Completing the Business case for Government decision.

s.12; s.13; s.17

Contact:

Brian Jonker Executive Arts & Cultural Development
Director

250 217 3991

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Royal BC Museum Repatriation Project

Revised: March 29, 2019

Issue: Status of the RBCM Repatriation Project

Response:

- The respectful return of cultural belongings and ancestral remains is essential for the preservation and continuation of cultures and traditions and for spiritual healing in Indigenous Communities.
- As part of the Cabinet-First Nations Leaders' Gathering on September 7, 2016, the Province announced \$2 million in funding for the Royal BC Museum to initiate the First Nation repatriation project in order to further the goals of returning ancestral remains and cultural belongings to Indigenous peoples in B.C.
 - The agreement started April 1, 2016 and ended March 31, 2019.
 - In support of the Repatriation Project, the Royal BC Museum:
 - established the First Nations and Repatriation Department;
 - hired a repatriation expert for the duration of the project;
 - established a First Nations advisory committee;
 - hosted a repatriation symposium in March 2017;
 - launched a Repatriation Grant program in April 2018; and
 - is currently in the process of finalizing a repatriation handbook providing; contacts, templating tools (e.g., letters, reports), and sources of information (e.g., web links, contacts in other institutions, etc.) with a goal of building capacity within Indigenous communities in B.C. regarding repatriation, to be completed March 2019.
- The Royal BC Museum's First Nations and Repatriation Program Department continues to work with interested First Nations to determine the best ways to support repatriation activities.
- We are working closely with the Museum to determine next steps related to the Repatriation Program for 2019/20.

Background/Status:

- On June 21, 2016, (National Aboriginal Day), the provincial government announced its intention to support the return of ancestral remains and belongings of cultural significance to Indigenous peoples in British Columbia. The announcement took place at the Royal BC Museum (RBCM) in collaboration with Indigenous leaders.

2019/20 Estimates Note Advice to the Minister

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- As part of the Cabinet-First Nations Leaders' Gathering on September 7, 2016, the Province of B.C. announced \$2 million in funding for the RBCM to initiate the First Nation repatriation project in order to further the goals of returning ancestral remains and cultural belongings to Indigenous peoples in B.C.
- The \$2 million was distributed over three years (2016/17-2018/19).
- RBCM is revitalizing applicable policies and adopting responsive practices related to repatriation through the First Nations and Repatriation Program Department.
- The RBCM is supporting a number of First Nations communities in their attempts to repatriate ancestral remains from museums around the world. Likewise, it is advising a number of museums in their attempts to repatriate ancestral remains from their own collections to the First Nations in B.C.
- The RBCM is continuing to update its First Peoples Gallery in collaboration with First Nations across B.C.
- In the past, First Nations have successfully repatriated ancestral remains and cultural belongings on their own. Some examples include:
 - Ancestral remains returned to the Tseycum First Nation from the American Museum of Natural History in New York City (2008)
 - The G'psgolox totem pole returned to the Haisla Nation from the Museum of Ethnography in Stockholm (2006)
 - A stone statue returned to the Sto:lo First Nation from the Burke Museum in Seattle (2006)
 - A ceremonial mask returned to the Kwakwaka'wakw First Nation from the British Museum (2005)
 - Ancestral remains returned to the Haida from the Field Museum of Chicago (2003)

Attachments: Appendix 1 - Repatriation Project Highlights
Appendix 2 - Repatriation Grant Recipients

Contact:

Brian Jonker	Executive Director	Arts & Culture Development	250 217 3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – Repatriation Project Highlights

November 2016	<ul style="list-style-type: none"> As part of the historic Maa-nulth First Nations Final Agreement, the Huu-ay-aht reclaimed some of their cultural heritage and art from the Museum in a physical and legal transfer. The 17 Huu-ay-aht cultural treasures were brought home from the RBCM for a ceremonial welcome and displayed for Huu-ay-aht citizens at their annual People's Assembly in Port Alberni. It has been more than 100 years since some of these cultural treasures left Huu-ay-aht's territory. (Note: this repatriation is the result of treaty negotiations between five First Nations and the Federal Government and the Province.)
December 2016	<ul style="list-style-type: none"> RBCM signs an MOU with the First Peoples' Cultural Council (FPCC) to collaborate and advance on repatriation and other related projects together.
January 2017	<ul style="list-style-type: none"> RBCM announces Lucy Bell of the Haida Nation as the new Head of the First Nations and Repatriation Program Department.
March 2017	<ul style="list-style-type: none"> RBCM signs a memorandum of understanding with the Czech Republic's National Museum to further a mutual understanding of First Nations materials in both institutions' collections. In partnership with the FPCC, RBCM held the Indigenous Perspectives on Repatriation: Moving Forward Together Symposium to gather information on how to deliver the repatriation program in ways that would meet the needs and expectations of Indigenous people across BC. First Nations leaders, heritage practitioners, scholars and artists from across the province participated in the Symposium. Over 200 delegates were in attendance and more than 40 presenters spoke.
September 2017	<ul style="list-style-type: none"> Established the Indigenous Advisory and Advocacy Committee (IAAC) (previously known as the First Nations Advisory and Advocacy Committee), with representation from First Nations from across the province.
April 2018	<ul style="list-style-type: none"> RBCM launched a Repatriation Grant program to support repatriation efforts by providing financial and technical support (up to \$30K) to First Nations communities who wish to repatriate ancestral remains and cultural belongings. Applications closed May 31, 2018.
September 2018	<ul style="list-style-type: none"> IAAC approved 21 applications for funding, for a total of \$586,000. See appendix 2 for awards details.
March 2019	<ul style="list-style-type: none"> Based on feedback from the Repatriation Symposium, a Repatriation Handbook is being developed to support repatriation by sharing knowledge, providing contacts, templating tools, providing sources of information (e.g., web links, contacts in other institutions, etc.) with a goal of building capacity within Indigenous communities in BC. Completion expected March 2019 as an on-line (searchable) and printable (PDF) document.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 2 – Repatriation Grant Receipts

Applicant	Awarded	Project Summary
Ahousaht First Nation	\$30,000	Ahousaht, after recently discovering there are ancestral remains of Ahousaht members at the Royal BC Museum, will begin a wider search, build capacity and repatriate members back to Ahousaht territories.
Cowichan Tribes	\$30,000	Cowichan Tribes will conduct research to identify all museums and institutions that hold Cowichan ancestors and cultural property, send initial inquiries to each to confirm their holdings and develop an inventory of same.
Gitxaala First Nation	\$30,000	Gitxaala First Nation will establish a Repatriation Working Committee and initiate community-based research on Gitxaala materials at the Royal BC Museum. The Gitxaala First Nation will develop and implement an inventory and plan.
Haida Gwaii Museum Society	\$30,000	The Haida Gwaii Museum will work with the Haida Repatriation Committee and the Haida Heritage & Repatriation Society to further its Nation's repatriation work with institutions in BC, Canada and the UK.
Heiltsuk Tribal Council	\$30,000	Heiltsuk First Nation will initiate repatriation of Heiltsuk ancestral remains, seeking to identify and compile an inventory of holding institutions, their policies and contact info; initiate negotiations, and re-establish a Repatriation Committee.
K'òmoks First Nation	\$30,000	K'òmoks First Nation will build a community grave house; develop a database for repatriated items; construct cedar burial boxes; establish a repatriation committee; and conduct cultural ceremonies / community celebration on IR #1.
Kwantlen First Nation	\$30,000	Kwantlen First Nation will document cultural items from the Township of Langley's archives, then transcribe this information to GIS format for future exhibition planning in a new Indigenous space to be opened in 2021.
Lower Nicola Indian Band	\$30,000	Lower Nicola Indian Band will establish a Repatriation Committee. They will identify priorities, protocols and procedures, build relationships, facilitate knowledge repatriation visit and work with select repositories, and promote the use of the Nl̓eʔkepmxcin language.
Metlakatla First Nation	\$30,000	Metlakatla First Nation will start a community repatriation committee managed by the Culture, Language & Heritage Dept. in Metlakatla, BC.
Musqueam First Nation	\$28,150	Musqueam First Nation is starting engagement with its community members and external partners on the desire, scope, and feasibility of repatriation and to develop appropriate repatriation heritage policies and procedures.
Nadleh Whut'en First Nation	\$20,000	Nadleh Whut'en First Nation will arrange a long-term loan of Bear Clan regalia from the Canadian Museum of History to the Nadleh Whut'en Administrative Building for long term display.

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Applicant	Awarded	Project Summary
Nuu-chah-nulth Tribal Council	\$30,000	Nuu-chah-nulth have just become aware of ancestral remains of Nuuchah-nulth members in the Field Museum in Chicago and at the Royal BC Museum. They will research other museums and work on repatriation of these remains.
Okanagan Alliance	\$30,000	It is crucial to Syilx (Okanagan) people that decision-making related to ancient ancestors recognizes and respects Indigenous customs, practice and laws. The Okanagan Alliance will develop a policy and guidelines for the repatriation, reburial and protection of ancestral remains.
Stk'emlupsemc te Secwepemc Nation	\$30,000	Stk'emlupsemc First Nation will engage in a variety of planning and implementation activities for a repatriation framework / committee, including lists of ancestral remains and plans for repatriating.
Sto:lo Nation	\$30,000	The Sto:lo House of Respect Committee will repatriate the remains of seven ancestors held at UBC, and complete the Journey Home for 22 individuals resting in the Sto:lo Resource Centre.
Tla-o-qui-aht First Nation	\$30,000	Tla-o-qui-aht First Nation will create a repatriation committee to develop a repatriation strategic plan for Tla-o-qui-aht First Nation, including repatriation of ancestors, research and mentorship with other nations.
Treaty 8 Tribal Association	\$21,883	Treaty 8 Tribal Association will create a Repatriation Registry that will enable member First Nations to develop repatriation plans and carry out necessary research.
Tsleil-Waututh First Nation	\$14,290	Tsleil-Waututh will proceed with the repatriation of human remains, the "Little Lady" from Simon Fraser University, to Tsleil-Waututh Nation, and will develop a Tsleil-Waututh Nation Repatriation Policy.
Tseycum First Nation	\$30,000	Tseycum First Nation will proceed with the return of Ancestral Remains from the Royal BC Museum to its community for reburial.
Ucluelet First Nation	\$21,837	Ucluelet First Nation will create bentwood boxes and acquire appropriate storage for the Nation's artifacts and remains at its offices; Ucluelet First Nation will continue work to repatriate remains and artifacts.
Yuquot-Mowachaht Muchalaht First Nation	\$30,000	The Mowachaht Muchalaht First Nation will initiate an Advisory Committee to work on the repatriation of the Whaler's Shrine, which is in the Museum of Natural History in New York.
	\$586,160	Total Grants Awarded

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: BC Arts Council Service Plan Performance Measure

Revised: March 27, 2019

Issue: Information on the 2018/19 Service Plan indicator

Response:

- The Ministry of Tourism, Arts and Culture introduced a “*Number of BC Arts Council grants awarded*” performance measure in the 2018/19 – 2020/21 service plan.
- The change aligns with the Ministry’s priorities and offers a broad gauge for us to determine the impact of the BC Arts Council’s strategic plan (launched July 2018) and the increase of funding.
- The indicator can be broken down and analysed to:
 - show the breadth and depth of the Ministry’s funding to the arts and culture sector by looking at the number of grants awarded to specific disciplines or funding programs; and
 - provide insight into how well the BC Arts Council is reaching target populations, including those who have never received funding, Indigenous artists and cultural organizations, regional and rural artists and cultural organizations.
- As an example, it will allow us to determine if our efforts in reaching artists in areas outside urban centres has been effective.
- Further analysis, may also offer insights on other new or existing initiatives within the Ministry related to arts and culture development.
- Demonstrating an increase in the numbers of total grants distributed will
 - impact the vibrancy, resilience and creative development in the Province’s arts sector; and
 - foster increased sustainability for artists and arts organizations.
- In fiscal year 2018/19, we administered 1794 grant awards which was higher than the forecast of 1600.

Background/Status:

- The 2018/19 Indicator “Number of BC Arts Council Grants awarded” was introduced in the TAC 2018/19 to 2020/21 Service Plan.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Performance Measure		2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1	Number of BC Arts Council Grants awarded ¹	1400	1600	Maintain or Exceed	Maintain or Exceed

Data Source: BC Arts Council tracking system and third party delivery partners' reports.

- Performance Measure 2.1: Number of BC Arts Council Grants awarded.
 - The 2017/18 actual number of grants awarded (1419) surpassed the forecast (1400).
 - The 2018/19 actual number of grants awarded (1794) was above the forecast (1600).
- The 2017/18 indicator, which tracked the number of career development opportunities provided for practising artists and arts administrators through the BCAC's Early Career Development programs, the Ministry's investment in the artsVest program, and other supports was discontinued and replaced with the new indicator better reflecting the service plan goal.

Contact:

Brian Jonker	Executive Director	Arts & Culture Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Arts and Cultural Development Mandate Commitment Status

Revised: March 27, 2019

Issue: Status on mandate commitments pertaining to arts and culture

Response:

Double the Province's investment in the BC Arts Council over four years

- Budget 2019 invests an additional \$15 million over three years into the BC Arts Council, making it government's second consecutive year of progress toward doubling the Council's budget over four years.
- The resulting BC Arts Council budget for 2019/20 is \$34 million.
- In 2018/19, the BC Arts Council budget was also increased by \$5 million to \$29 million, bringing the total new investment in arts and culture to \$15 million in the past two years.
- These investments represent the first increases to the BC Arts Council budget since 2013.
- This additional funding directly benefits artists, and arts and cultural organizations under the guidance of BC Arts Council's new strategic plan (launched July 2018).
- The \$5 million increase in 2018/19 was used to deepen funding and increase stability in current programming and development of new or enhanced programming to broaden reach, open up eligibility and seek new clients.

Establish an arts infrastructure fund to help provide space for B.C. artists

- Work has started on the development of an arts infrastructure fund expected to be implemented in 2020.
- Staff within the Ministry are considering how to support capital infrastructure for artistic and cultural spaces in a way that will complement and leverage funding available at provincial, federal and municipal levels.

Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres, and arts and culture spaces

- Our government signed an agreement with the federal government for the Investing in Canada Infrastructure Program last March 2018.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- My ministry worked with the Ministry of Municipal Affairs and Housing during the development of the capital infrastructure fund and continue to support on the *Community, Culture and Recreation* stream of funding of \$134 million.
- Now that the intake is closed, we look forward to the results of the adjudication process and seeing the impact on the arts and culture sector.
- Any further questions, issues or comments should be re-directed to the Minister of Municipal Affairs and Housing, as the ministry responsible for the program.

Background/Status:

- There are three mandate priorities that directly pertain to arts and culture
 1. Double the Province's investment in the BC Arts Council over four years.
 2. Establish an arts infrastructure fund to help provide space for B.C. artists.
 3. Work with the Minister of Municipal Affairs and Housing (MAH) to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres and arts and culture spaces.

BC Arts Council – Doubled Budget

- Budget 2019 invests an additional \$15 million over three years into the BC Arts Council, making it government's second consecutive year of progress toward doubling the Council's budget over four years.
- The \$5 million lift in fiscal year 2019/20 increases the annual budget to \$34 million, from \$29 million in 2018/19.
- BC Arts Council (BCAC) developed the 2018-22 strategic plan, based on three years of consultation, released in July 2018.
- The strategic directions of equity, diversity, access, sustainability along with community and regional as well as indigenous arts and cultural will guide the distribution of grant funding to the sector.

Arts Infrastructure Fund

- The proposed fund is intended to invest in the renovation of existing spaces, development of new facilities and purchase of specialized equipment for the creation of and public engagement in the arts.
- Initial analysis and research and potential program and guidelines has begun.

2019/20 Estimates Note Advice to the Minister

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- Program development is planned for 2019, including engagement with the sector with implementation targeted for fiscal year 2020/21.

Community Capital Infrastructure Fund

- The federal investment through the *Investing in Canada Infrastructure Program (ICIP) - Community, Culture, and Recreation* stream is a 10-year funding initiative.
- The Province entered a bi-lateral agreement in March 2018 with the federal government to provide matching funding and administer the program.
- The Ministry provides support on the program stream related to the recreation, arts and culture sector: *Community, Culture and Recreation*.
 - The program was launched at the UBCM convention September 12, 2018.
 - The first intake closed on January 23, 2018.
 - Applications are undergoing review and decisions are expected in late 2019.
 - Provincial staff are currently working to determine the timing of the next intake.
- Any further questions, issues or comments should be re-directed to the Ministry of Municipal Affairs and Housing, as the ministry responsible for the program.

Contact:

Brian Jonker	Executive Director	Arts & Culture Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Vancouver Art Gallery Funding

Revised: February 25, 2019

Issue: Funding for the new Vancouver Art Gallery

Response:

- The B.C. government appreciates that the Vancouver Art Gallery plays an important role in promoting the arts and artists in British Columbia, as well as its place as a significant draw for tourists.
- In 2008, the Province provided a one-time grant of \$50 million to support a new or refurbished gallery.
- As well, the Province provides annual operating funding for Vancouver Art Gallery operations through the BC Arts Council.
- In 2018/19 the Vancouver Art Gallery received \$840,000 from the BC Arts Council and \$226,000 in Community Gaming Grant funding.
- Last year we advised the Board that, when they had substantially reached their private fundraising target, they would be invited to submit another request for funding.
- I understand that they have now met that threshold thanks to the generous \$40 million donation from the Chan family.
- I look forward to seeing the Federal government contribution and receiving a current proposal from the Vancouver Art Gallery.
- We recognize the many benefits of building a new art gallery, and the project continues to be of interest to us.
- However, the funding request must be considered within the context of other pressing government priorities across all sectors, with the aim of making life more affordable for British Columbians.
- We look forward to continuing to work with the Vancouver Art Gallery and remain open to hearing about new information and reviewing any strategic documents the Gallery develops in relation to the redevelopment.

If asked about the federal/provincial infrastructure funding under the bi-lateral agreement:

- The first infrastructure intake under the bi-lateral agreement with the Federal Government closed on January 23, 2019.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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- The Vancouver Art Gallery submitted an application under this program for \$300 million.
- This program is a merit-based application process and will be reviewed along with all other application from organizations who have applied to the program.
- The Ministry of Municipal Affairs and Housing is administering this program and is best position to answer further questions about the program and timelines.
- We will continue to support our strong partnership with the gallery – enjoying many of the fine exhibition of works by artists from BC, the rest of Canada and from around the world.
- We also celebrate the Vancouver Art Gallery's strong relationships with Indigenous artists and its work building ties in the Asia-Pacific region.

Background/Status:

- Vancouver Art Gallery Director Kathleen Bartels and the gallery's board propose to build an iconic \$350 million art gallery at 688 Cambie Street, a two-acre site. At about 300,000 square feet, the proposed facility would more than double the space of the current facility.
- In April 2013, Vancouver City Council voted unanimously to grant the Vancouver Art Gallery a 99-year lease at 688 Cambie Street, with a number of conditions.
- The conditions include:
 - The Vancouver Art Gallery would have to raise \$100 million in federal government funding and an additional \$50 million in funding from the provincial government by 2019.
 - The Vancouver Art Gallery would have to raise 75 per cent of the construction budget before building begins.
 - Demonstration of a clear operational strategy.
 - Continued support for local artists.
- On September 29, 2015, the Vancouver Art Gallery unveiled the conceptual design for the new gallery, marking the launch of the public phase of its capital campaign. At the same time, the Vancouver Art Gallery's Board of Trustees announced that it would commit \$23 million to the gallery.
- On January 3, 2018, a letter was sent to Vancouver Art Gallery, Director, Kathleen Bartels and board Chair, David Calabrigo to inform them that, at this time, the B.C. Government has decided not to grant the gallery's request for an additional \$50 million in funding to support its new building project.

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s.13

- The original \$50 million contribution from the Province in 2008, to support a new or refurbished site, has been held in a special building fund specifically for the purposes of constructing a new art gallery.
- On January 23, 2019, the Vancouver Art Gallery announced a private donation from the Chan family of nearly \$40 million.
- The City of Vancouver has extended the timeframe to comply with the funding conditions in order to lease the property at 688 Cambie until December 31, 2019.

Contact:

Brian Jonker	Executive Director	Arts & Culture Development	250 217-3991
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: 2026 FIFA Men's World Cup

Revised: February 8, 2019

Issue: The United Bid Committee did not accept B.C.'s proposal to host the 2026 FIFA Men's World Cup

Response:

- The Province of B.C. was supportive of the bid.
- A letter of support was provided with three conditions:
 - Receipt of a bona fide business plan including details on the operational, financial and other obligations and risks of hosting the 2026 World Cup;
 - Canada taking a lead role in addressing necessary security and public safety; and
 - Taxpayers of British Columbia would not have to bear any liability for event overruns or financial guarantees.
- The letter also indicated that B.C. would be pleased to continue to work with the United Bid Committee to develop mutually agreeable terms. The City of Vancouver and the B.C. Pavilion Corporation also made best efforts to keep dialogue open.
- Despite best efforts to keep the possibility of hosting open, the United Bid Committee advised that Vancouver was removed from its bid book.
- While disappointing, proceeding without clear terms would not have been in the interest of the taxpayers of British Columbia.
- We were also concerned about the requirement to sign the FIFA documents "unaltered", although FIFA could unilaterally change the terms of the agreement without consultation or agreement from the host jurisdiction.
- There was simply too much uncertainty around the number of games, costs, obligations and risks associated with FIFA 2026 to sign unaltered documents.

Background/Status:

- FIFA announced in 2018 that the National Soccer Federations of Canada, Mexico and the U.S. (United 2026) won the bid to host the 2026 FIFA Men's World Cup of Soccer, and Morocco was the unsuccessful bid.
- The Canadian Soccer Association (CSA) is the designated organization that coordinated Canada's component of the Bid. CSA invited applications from four short-listed cities: Vancouver, Edmonton, Toronto and Montreal.

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- Under United 2026, the U.S. will host 60 matches (including all quarterfinals through to the final game) and Canada/Mexico would each host 10 within the preliminary rounds.
- All four short-listed Canadian cities submitted documents in support of the United Bid. British Columbia submitted a qualified agreement-in-principle letter that identified British Columbia's interest in being part of the bid, subject to resolution of key concerns identified by the province.
- On March 14, 2018, British Columbia was advised that the City of Vancouver would not be included within the United 2026 bid package.
- On March 15, 2018, three cities in the United States (Phoenix, Minneapolis and Chicago) announced they had withdrawn from the process for reasons consistent with those identified by the Province of British Columbia. The Alberta government also indicated it wouldn't be supporting Edmonton's bid.
- The three nations have hosted 13 FIFA World Cups combined (men, women and youth), which is more than any other trio of geographically-connected nations. Canada hosted the FIFA Women's World Cup Canada 2015, which attracted over 1.35 million spectators and more than 20 million Canadian television viewers.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Gender Equity in Sport

Revised: February 11, 2019

Issue: Status report on the mandate commitments pertaining to sport

Response:

- Gender Equity is a key priority for the Province of B.C.
- Premier John Horgan appointed Mitzi Dean as Parliamentary Secretary for Gender Equity.
- All Ministries are required to apply Gender Based Analysis (GBA+) to inform their work.
- I am pleased to advise that our 2019/20 Service Plan puts a clear focus on gender equity in sport. We have introduced a new performance measure that sets targets for the percentage of female sport leaders at the board of directors and executive levels.
- We are committed to move from the current 39 per cent to 47 per cent by 2021/22.
- To meet this aggressive target, we are working closely with the sport sector. Initiatives supported to date include:
 - An Advancing Gender Equity in Sport workshop hosted by viaSport in March. The workshop brought 180 B.C. sport leaders together to learn and share best practices on embedding diversity and inclusion in sport organizations.
 - The Province recently partnered with the Canadian Association for the Advancement of Women and Sport and viaSport to sponsor a “*Women on Boards*” webinar – sponsorship was provided to make the webinar free for B.C. organizations.
 - Both the Parliamentary Secretary for Gender Equity and Parliamentary Secretary for Sport and Multiculturalism proactively invited B.C. organizations to register. Fifty B.C. sport organizations participated in the webinar compared to nine participating organizations from the rest of the country.
- The Ministry promotes gender equity at all levels of participation and leadership through investments in the provincial sport organizations that are funded by government through viaSport.

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Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- Sport participation rates are higher for males than females. Of total membership in Provincial Sport Organizations, 58 per cent are male and 42 per cent are female.
- Teenage drop-out rates are higher for girls than boys.
- Only 30 per cent of certified coaches are female.
- B.C. is above the national average for women in positions of leadership (39 per cent vs 34 per cent nationally).
- The Ministry funds various targeted initiatives to get and keep girls in sport (for example, in the After School Sport and Arts Initiative – 52 per cent of participants are girls and the BC Sport Participation Program identifies girls and women as a key target population group).
- viaSport (B.C.'s main service delivery partner) developed a #LEVELTHEFIELD communications campaign to encourage a more inclusive sport culture for under-represented groups, such as women and girls, persons with disabilities and those who identify with the LGBTQI2S community. viaSport also chairs a Girls and Women's Advisory Group and is currently developing a framework to increase female participation in sport.
- The Ministry's 2019/20 Service Plan includes a gender equity performance measure: Percent of female sport leaders (targeted to increase from 39 per cent in 2018/19 to 47 per cent in 2021/22).
- The BC Games Society's mandate letter provides direction to actively seek out candidates for board renewal that reflects diversity. The board was renewed in January – it has an even gender split.
- Federal-Provincial/Territorial Sport, Physical Activity and Recreation Ministers at its 2019 Ministers Conference in February in Red Deer also committed to work together to increase female participation in all facets of sport.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Invictus Games

Revised: February 29, 2019

Issue: The Victoria Military Sports Society submitted a bid on March 29, 2019 to host the 2022 Invictus Games.

Response:

- Marquee events such as the Invictus Games can provide tremendous benefits such as sport, economic and community development.
- They can also demonstrate how sport can bring together cultures and promote positive cross-cultural relationships.
- Our Government proudly supports this bid. I believe it is a very strong bid and I look forward to hearing the decision by the Invictus Games Foundation this June.
- I would like to commend the Bid Committee for working very closely with both my Ministry and the Ministry of Finance to ensure the Bid would be a sound investment for British Columbian tax payers.

Background/Status:

- The Ministry received a request on March 20, 2019, from the Victoria Military Sports Society (VMSS) for support from the government of British Columbia for a bid to host the 2022 Invictus Games.
- The Ministry worked with the Ministry of Finance and Legal Services to review the potential financial and legal risks of supporting a bid.
- s.13; s.16; s.17

Contact:

Margo Ross

Executive Director

Sport Division

778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: s.13; s.17 – Physical Fitness and Amateur Sport
Fund

Revised: February 13, 2019

Issue: s.13; s.17

Response:

- Fiscal transparency and accountability are important to our Government.

s.13; s.17

Background/Status:

- The Physical Fitness and Amateur Sport Fund is a perpetual fund created in 1969, with an initial investment of \$10 million. The fund is governed by the *Special Accounts Appropriation and Control Act* (the Act).
- Under the terms of the Act, investment earnings on the balance of the account can be used for the purpose of “furthering and encouraging the physical fitness of residents of British Columbia and their participation in amateur sports.” s.13; s.17
s.13; s.17
- The fund augments the Ministry’s base budget allocation of over \$20 million for sport programming across the province.
- Prior to the global economic crisis, the Fund was earned approximately \$2.4 million in annual investment income.
- Following the global economic crisis, annual investment income was impacted in two ways:
 - Bond rates quickly fell.
 - s.13; s.17

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

s.13; s.17

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- The current approach is to:

- s.13; s.17

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Contact:

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Sport Division

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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Affordability in Sport

Revised: March 28, 2019

Issue: The cost of participating in sport can be a barrier for B.C. families

Response:

- Our Government's priority is making life more affordable for B.C. families.
- For our Government, that means investing in programs like KidSport, the BC Sport Participation program and the After School Sport and Arts Initiative. These programs help reduce financial barriers by providing free or subsidized programs.
- Our government was proud to announce a historic additional investment in KidSport BC of \$2.5 million to help reach more kids, and to support a broader range of activities, including Indigenous sport. Details will be developed over the coming months and will support programming over the next several years.
- This investment is in addition to Government's annual transfer of \$400 thousand.
- The Province provides more than \$50 million annually to provincial and community sport organizations. This funding helps sport organizations reduce the economic burden on families, and increase access to recreational sport activities they might not normally be able to afford.
- Our government has also committed to make everyday life more affordable – this will help to put money in the pockets of families and reduce barriers to participation in community activities such as sport.

Background/Status:

- Government provides more than \$50 million to sport – just over \$22 million from the Ministry of Tourism, Arts and Culture and about \$28 million from the Community Gaming Grant program administered by the Ministry of Municipal Affairs and Housing. Additional questions regarding the Community Gaming Grants Program should be referred to the Ministry of Municipal Affairs and Housing.
- According to Stats Canada, sports participation is more common with children in high-income households (68 per cent) and lower among low-income households (42 per cent). Rates of physical activity have been found to decline across income groups, with those in the lowest groups being 33 per cent less likely to be moderately active than those in the highest income group.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- In 2014, 61 per cent of those surveyed (2015 ParticipACTION's Report Card on Physical Activity for Children and Youth) about barriers preventing youth aged 3-17 from participating in organized sport cited the cost of enrollment, and 52 per cent indicated the cost of equipment as the largest barriers to participation.
- The Ministry funds a number of key initiatives to help reduce financial barriers:
 - **KidSport BC**, established in 1993 by Sport BC, is a community-based sport-funding program that provides grants (averaging close to \$250) for children 18 and under to participate in a sport season of their choice. There are 42 community chapters in B.C. and over 175 chapters across Canada.
 - The Ministry provides \$400 thousand annually to KidSport BC, and has provided more than \$4.63 million since 2006/07. It has also provided \$2.5 million in one-time funding to help it expand programs to support low income children and families.
 - The **After School Sport and Arts Initiative** (ASSAI) provides sport and arts programming to children and youth in the after school time period (3:00pm to 5:00pm), when children are typically physically inactive and/or at risk of participating in unhealthy behaviors.
 - ASSAI focuses on children and youth (Grades K-8) who typically face barriers to sport or arts participation, such as financial, transportation, geographical, family circumstances (e.g. working parent(s), sibling care responsibilities), cultural, physical/cognitive disabilities, etc.
 - ASSAI currently runs in over 150 schools in 22 school districts across the Province. The Ministry provides \$2 million annually (\$1million for sport programs; \$1million for art programs) to these school districts.
 - The **BC Sport Participation Program** (BCSPP), funded equally by the Province and Sport Canada (\$476,665 each for a total of \$953,330) provides grants to provincial and community organizations for programs that help increase participation in sport, particularly for Indigenous, under-represented and/or marginalized populations (low income, new Canadians, females, disability and older adult populations) as these groups typically face financial barriers.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Service Plan Goals and Performance Measures – Sport

Revised: March 28, 2019

Issue: The Ministry's service plan has one specific sport objective and a new performance measure focusing on increasing inclusivity in sport. Sport event hosting is incorporated into B.C.'s tourism goals

Response:

- The Ministry's sport objectives and performance measures are consistent with Government's commitment to a strong, sustainable economy.
- Hosting sport events brings economic, community and tourism development to all regions of the province and reinforces B.C.'s international reputation as a world-class host of sport events by helping communities build their capacity to attract and deliver major events.
- Government is committed to delivering services that people count on across the province. This means ensuring that barriers to inclusivity in sport are reduced so that British Columbians of all ages, abilities and backgrounds can participate and achieve in sport.
- We will do this by:
 - Consulting with B.C.'s amateur and recreational sport organizations to identify ways to increase access to sport opportunities for British Columbians;
 - Investing in the Indigenous Sport, Physical Activity and Recreation Council to reach Indigenous youth across the province;
 - Supporting initiatives for targeted population groups including girls and women, low income families, individuals with a disability, new Canadians and the 55+ population.
- We will also promote gender equity at all levels of participation and leadership through investments in the organizations that are committed to accomplishing gender equity in sport.
- This will be measured through the percentage of female sport leaders and decision-makers at the board of directors and executive levels. This leadership also provides role modelling and diverse perspectives in the on-going, day to day management of provincial sport organizations.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

If asked about the national team performance measure being removed...

- This year government changed the Ministry Service Plan format to make plans more relevant and readable, and to align directly with the Ministry mandate letter.
- The national team measure is still an important barometer of the health of B.C.'s sport system and we, along with viaSport and the Canadian Sport Institute Pacific will continue to monitor it.
- However, we want to shift our focus more to access and inclusivity measurements. This shift includes introducing a gender equity performance measurement as well as ongoing Gender-Based-Analysis-Plus analyses and monitoring other success indicators such as population groups serviced by such initiatives as the B.C. Sport Participation Program, the After School Sport and Arts Initiatives and core funding to provincial, disability and multi-sport organizations.

Background/Status:

- The Sport Division's activities are incorporated under the 2019/20 service plan:
 - **Goal 1:** Champion Tourism to create jobs and strengthen the economy
 - **Objective 1.2:** Expand tourism through hosting events
 - **Performance Measure 1.2c:** number of sporting events supported by Hosting BC funding (targeted to maintain or improve on its current number of 110 annually).

As well as:

- **Goal 3** Promote diversity and inclusion in communities throughout B.C.
- **Objective 3.2:** Collaborate with communities and partners to reduce barriers to inclusivity in sport
- **Performance Measure 3.2:** Percent of female sport leaders (targeted to increase from 39 percent in 2018/19 to 47 percent in 2021/22).
- The 2018/19 service plan incorporated sport activities through:
 - **Goal 3:** A sport sector that maximizes the power of sport in communities across the province
 - **Objective 3.1:** Ensure British Columbians from every background have the opportunity to participate in sport and reach their full potential
 - **Performance Measure 3.1** Percentage of B.C. athletes on national teams (with a standard of achievement set at 30 percent over the next three years.)
 - **Objective 3.2** Expand tourism through hosting sport events.
 - The objective incorporated the same activities covered in the 2019/20 tourism section. There was no performance measure associated with this objective.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Sport Event Hosting

Revised: February 11, 2019

Issue: Overview of Sport Division's Sport Hosting Programs

Response:

- Sport event hosting helps increase interest in sport throughout the province, strengthen local economies and advance community development. The Sport Division supports sport events through three programs:
 - \$500,000 annually to the Hosting BC program. Grants of up to \$35,000 are administered by viaSport to help communities around the province host sporting events.
 - \$500,000 annually in grants for major events such as world championships and world cups and special-focus events such as the Americas Masters Games and the Special Olympics Canada Summer Games.
 - \$2.2 million to host biennial BC Winter Games and BC Summer Games, and an annual 55+ BC Games.
- These events provide exceptional return on investment. For example:
 - The Province committed over \$250,000 in support of both the men's and women's 2018 HSBC World Rugby Sevens Series. Last year's series generated over \$17.7 million in economic benefit for the men's event and \$1.2 million in economic benefit for the women's event.
 - The 2017 Greater Vernon 55+ BC Games generated a measured economic impact of \$3.3 million.
 - The BC Summer and BC Winter Games typically generate an economic impact of about \$2 million.
- Marquee events such as the 2019 IIHF World Junior Hockey Championship are funded outside of the Ministry budget.
- Marquee events are evaluated by applying criteria that assess their ability to provide sport, economic and tourism benefits, and leave legacies such as trained volunteers, new or enhanced job skills, etc. This assessment is usually done on a case-by-case basis by Ministry staff, in consultation with other Ministries – and as requests come to the Ministry or Cabinet.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- In 2018/19, Hosting BC supported 107 events in 37 communities including the Long Track Speed Skating Canada Cup in Fort St. John and the BC Provincial Cross-Country Ski Championships in Salmon Arm.
- BC Summer Games (on average) – 19 sports, 3,100 participants (2,400 athletes, 700 coaches, managers and officials), 3,100 volunteers, most recent measured economic impact assessment was \$2 million at the 2014 Nanaimo BC Summer Games.
- BC Winter Games (on average) – 18 sports, 1,850 participants (1,300 athletes, 550 coaches, managers and officials), 2,300 volunteers, most recent measured economic impact assessment was \$1.8 million at the 2016 Penticton BC Winter Games.
- 55+ BC Games (on average) - Up to 31 sports, 3,500 participants, 1,500 volunteers, most recent measured economic impact assessment was \$3.3 million at the 2017 55+ BC Games in Greater Vernon.
- The Province provided \$2.3 million in support of the 2019 IIHF World Junior Hockey Championship, which included \$300,000 for legacy initiatives at all levels across the province. The event took place in Vancouver and Victoria from December 26, 2018 – January 5, 2019.
- The Province has committed \$475,000 in support of the 2019 IPC Para-Alpine Skiing World Championships, which includes \$175,000 for snow making equipment. The event took place February 15-24 at the Caledonia Ski Club which hosted the Nordic ski events of the 2015 Prince George Canada Winter Games.

Upcoming Events (note: these have yet to be announced)

- Funding support has been confirmed for the following events in 2019 and beyond:
 - 2019 Skate Canada International in Kelowna (\$100 000)
 - 2019 WBSC Americas Softball Qualifier in Surrey (\$150 000 - \$75 000 from Major Events Program and \$75 000 from the Tourism Events Program).
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Contact:

Dean Sekyer Executive Lead Sport Division 778 698-8777

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Sport Funding Allocations

Revised: February 8, 2019

Issue: 2019/20 funding allocations

Response:

- The Ministry will invest over \$22 million in sport in fiscal 2019/20.
- Over \$21 million (or 94 per cent) of this funding will be direct transfers to the provincial sport sector.
- Funding will help to support three strategic priorities which are to:
 - Reduce barriers to participation and achievement in sport, particularly for under-represented populations such as low income population groups, women and girls, persons with disabilities, Indigenous peoples and older adults.
 - Support B.C. athletes and coaches as they progress and pursue higher levels of competition.
 - Invest in hosting opportunities that bring significant social and economic benefits to communities across B.C.

Background/Status:

- The Ministry of Tourism, Arts and Culture will invest \$22.652 million in sport in fiscal 2019/20 from two funding sources:
 1. Voted Appropriations (\$21.452 million)
 2. Statutory Appropriations (\$1.2 million)
- Changes from 2018/19 (restated Estimates) are:
 - Voted appropriations have increased by \$61 000 from \$21.391 million because of negotiated increases for BCGEU staff and an increase in the benefit chargeback rate;
- Over \$21 million will be directly transferred to the provincial sport sector and include:
 - viaSport: \$15.5 million
 - BC Games/55+ BC Games \$2.2 million
 - Indigenous Sport (I-SPARC) \$1.4 million
 - After School Sport and Arts Initiative \$1.0 million
 - Ministry administered Sport Grants \$1.2 million
 - Major Events (\$0.5 million)
 - Sport Participation Programs (\$0.3 million)
 - KidSport BC (\$0.4 million)

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Transfers support programming that contributes to the Ministry's objectives of increasing participation in organized sport, supporting youth development and positioning B.C. as a sport event hosting destination.
- Highlights of investments within the priority areas include:

Participation:

- **Provincial Sport Organizations:** The province provides over \$8 million to approximately 60 provincial sport organizations across B.C. to help maintain and grow sport membership.
- **KidSport BC:** KidSport BC and its community chapters receive \$400,000 annually to help make the cost of registration more affordable for families. KidSport helps more than 7,400 children each year in every corner of the province. There are 40 community chapters and one provincial chapter in B.C.
- **BC Sport Participation Program:** Close to \$1 million is invested annually for programs that target populations that face barriers to participation including girls and women, individuals with a disability, Indigenous Peoples, new Canadians, older adults and lower income families. The program typically funds more than 90 projects, involving more than 90,000 participants and 3,000 leaders annually.
- **Indigenous Sport, Physical Activity and Recreation Council (ISPARC):** receives annual funding of \$1.4 million to deliver the Aboriginal Sport, Recreation and Physical Activity Strategy. ISPARC works with the sport and health sectors to improve health outcomes of Indigenous people by expanding physical activity, sport and recreation opportunities across B.C.
- **After School Sport and Arts Initiative (ASSAI):** receives \$1 million annually from the Sport Division (matched by \$1 million in arts funding) for afterschool programs for children (Grades K-8) who typically face barriers to sport participation. In 2018/19, ASSAI programming was being offered in 130 schools across 37 communities and in 19 school districts.

High Performance:

- **Provincial Sport Organizations:** The province provides funding to support coach development, athlete training, and offset the costs for travel to competitions. B.C. athletes make up 34 per cent of national teams in targeted sports – that's more than double that of B.C.'s per capita share (13 per cent) of Canada's population.
- **Canadian Sport Institute Pacific:** Approximately \$1.6 million is provided annually to support programs and services in support of Olympians, Paralympians and Next Generation athletes training in British Columbia.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Event Hosting:

- **Hosting BC:** \$500,000 is awarded annually through grants administered by viaSport to help communities around the province host sporting events.
- **Major Events Program:** \$500,000 is awarded annually through grants administered by the Sport Division to support hosting of single-sport events such as world championships or world cup events.
- **BC multi-sport games:** \$2.2 million is provided to host biennial BC Winter Games and BC Summer Games and an annual 55+ BC Games.
- **Marquee Events:** funding supports high profile events such as the 2019 IIHF World Junior Hockey Championships in Victoria and Vancouver, the 2019 World Para-Nordic Skiing Championships in Prince George or the 2019 IBSF Bobsleigh and Skeleton World Championships in Whistler. Events of this magnitude and/or those requests that fall outside the Ministry sport hosting budget considered on a case by case basis.

Contact:

Margo Ross	Executive Director	Sport Division	778 698-3371
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Sport Safety (Prevention of Harassment, Abuse and Discrimination)

Revised: February 15, 2019

Issue: There has been increased public attention on harassment, abuse and discrimination in sport

Response:

- Any physical, sexual or psychological harassment and abuse in sport is completely unacceptable.
- On February 15, 2019, British Columbia joined the federal and other provincial and territorial governments responsible for sport to endorse the Red Deer Declaration which calls for collective action to prevent and address harassment, abuse and discrimination in sport.
- Significant progress has already been made in response to this Declaration:
 - The Government of Canada is piloting a new Canadian Sport Helpline – a national toll-free sport helpline to offer assistance to victims or witnesses of harassment, abuse or discrimination. A quick link is posted on the Province of B.C.'s website, and we are working with the provincial sector to increase awareness of this new resource.
 - The Province of B.C. is represented on the FPT Safety, Integrity and Ethics work group which is tasked with collective action to implement the declaration.
 - The Coaching Association of Canada is holding Safe Sport regional summits leading up to a national summit in Ottawa this spring.
 - viaSport hosted a B.C. summit on March 11, 2019 – attendance had to be capped at 180. This tells me how important and how committed the B.C. sport sector is in ensuring safe and inclusive sport, free from harassment and abuse.
 - Building on this work, viaSport is also bringing together a group of about 15-20 athletes, coaches and sport leaders from April 29, 2019 to May 3, 2019, for a five-day session comprehensive “think-tank” on actions the sector can take to increase safety in sport. This session will go beyond policies and look at finding solutions to shift sport culture to prevent harassment and abuse.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
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In addition to FPT work, British Columbia is active in its own work in this area...

- viaSport selected a working group of ten provincial sport organizations – called the Safe Sport Task Force – to co-develop and pilot a process involving education, policy development and implementation regarding harassment and abuse.
- viaSport promotes ethics training for all coaches and provides education to the sports sector on risk management, risk reduction and good governance.
- The Ministry requires every funded organization to have published codes of conduct for athletes and coaches. Additionally, funding for coach training and certification through provincial sport organizations includes training modules on ethics in sport.
- Funded-organizations' staff who work with children and vulnerable adults must undergo criminal record checks. We also recommend volunteers undergo these as part of the volunteer screening process. These reviews are free for organizations that register with the Criminal Records Review Program.

Background/Status:

- Sexual abuse in sport has received increased public attention:
 - In February 2019, a joint investigation by CBC News and Sports published a three-part series reporting that dozens of coaches involved in amateur sports in Canada have been convicted of sexual offences over the past two decades.
 - Two former female Whitecaps and national team soccer players from B.C. have come forward alleging various misconduct and abuse allegations against a Coastal FC (South Surrey-White Rock) youth soccer coach. While the allegations pre-date the coach's time coaching at Coastal FC, the club has suspended him. Coastal FC and the BC Soccer Association are conducting investigations. No criminal charges were filed.
- Through the CBC investigation and other media reports, contributing factors to these incidents have been identified as: governance issues (formal mechanisms for addressing harassment/abuse complaints and conflicts of interest), violations of codes of conduct and an inappropriate coaching culture/ coaching styles.
- Government and the BC sport sector have a number of initiatives to prevent and address harassment, abuse and discrimination in sport.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: Truth and Reconciliation

Revised: March 28, 2019

Issue: Ministry response to Truth and Reconciliation Calls to Action related to sport

Response:

- The Province of British Columbia is committed to responding to the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission of Canada.
- My ministry is working to implement UNDRIP and the Calls to Action related to sport.
- Significant progress continues to be made. Accomplishments over the past year include:
 - \$1.4 million investment in the Indigenous Sport, Physical Activity and Recreation Council to support their Sport Strategy. They reach about 25,000 Indigenous people each year.
 - Piloting new Indigenous sport opportunities at the BC Summer and Winter Games. At the 2018 Games in Cowichan, Indigenous participation was up by 5.83 per cent across all participants including athletes, coaches, officials which is a significant increase from 2.96 per cent at the 2016 Games in Abbotsford.
 - Launching the new Indigenous Sport Gallery at the BC Sports Hall of Fame and Museum. This Gallery is the largest permanent Gallery dedicated to Indigenous Sport in the world.
 - For 2019/20 we will continue to build on that momentum. Plans for the year ahead include:
 - Investment in a pilot initiative to reach more Indigenous people with disabilities. As identified in the House last year and through our consultation process, this is an under-served population. In 2019/20 we will work with the Indigenous Sport, Physical Activity and Recreation Council, Disability Sport Organizations and other key stakeholders to identify service gaps and options to address those.
 - Investment in Team BC training towards the 2020 North American Indigenous Games in Halifax. We have invested an additional \$1.46 million to support Team BC.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Background/Status:

- The Ministry of Tourism, Arts and Culture provides \$1.4 million annually to the Indigenous Sport, Physical Activity and Recreation Council to support implementation of the Aboriginal Sport, Recreation and Physical Activity Strategy.
- For each of the five Calls to Action related to sport, a number of activities are underway in B.C. to support the recommendations (see Appendix 1).

Attachment: Appendix 1 – B.C. Response to Truth and Reconciliation
Commission Calls to Action (87-91) – Sport

Contact:

Executive Director Margo Ross Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Appendix 1 – B.C. Response to Truth and Reconciliation Commission Calls to Action (87-91) – Sport

1. Action 87 - *We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.*
 - **The BC Sports Hall of Fame and Museum** on September 26, 2018, a new exhibit was launched to celebrate and recognize Indigenous and First Nation athletes who have made an impact on British Columbia's sport history The Indigenous Sport Gallery is the largest permanent Gallery dedicated to Indigenous sport in the world.
 - **The Premier's Awards for Aboriginal Youth Excellence in Sport** – 48 awards are presented at Regional ceremonies, followed by 12 provincial awards presented at the **Indigenous Youth Sport Leadership Forum** held at the **Gathering our Voices Youth Conference**.
2. Action 88 - *We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.*
 - MTAC invests \$1.4 million annually to support continuous athlete, coach and officials' development through ISPARC (includes \$0.22 million annually to support the Premier's Awards for Aboriginal Youth Excellence in Sport).
 - Additionally, funds are provided through a funding partnership with Sport Canada to support Team BC preparation and travel to the North American Indigenous Games.
 - As a result of this sustained investment, Team BC placed first at NAIG in both 2014 and 2017.
 - In 2017, Team BC was represented by 535 Indigenous athletes and coaches, competed in 13 sports, and won a total of 176 medals (65 gold, 57 Silver, 54 bronze).
3. Action 89 – *We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.*

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The Ministry is providing funding support to pilot collaborative partnerships with ISPARC, select Provincial Sport Organizations (e.g. BC Lacrosse, Basketball BC) and the Canadian Sport for Life Society to enhance inclusiveness and reconciliation throughout the provincial sport system.
 - In support of reconciliation, ISPARC and the BC Games Society are expanding pathways for Indigenous athletes at BC Winter and Summer Games, the first partnership of its kind with a provincial Games in Canada. At the 2018 Cowichan Summer Games, 5.83 percent of all participants (athletes, coaches, officials) up significantly from the 2016 Games in Abbotsford (2.96 per cent).
 - The BC Games Society's 2019/20 service plan includes a new performance measure – “percentage of BC Games participation with Indigenous heritage” with a target of 5 per cent. The Society's mandate letter also includes direction to work with ISPARC to increase Indigenous participation and involvement in BC Games.
4. *Action 90 – We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing:*
- i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal peoples.*
 - ii. An elite athlete development program for Aboriginal athletes.*
 - iii. Programs for coaches, trainers, and sports officials that are culturally relevant for Aboriginal peoples.*
 - iv. Anti-racism awareness and training programs*
- Indigenous youth continue to be a key target group for Ministry programming.
 - The Ministry partnered with ISPARC to develop an online education module to educate sport and recreation leaders about important aspects of Aboriginal culture and to provide best practices on how to incorporate this awareness into their programming.
5. *Action 91 – We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.*
- The 2010 Olympic and Paralympic Games were held on the traditional and shared traditional lands of the Musqueam, Tsleil-Waututh, Squamish and Lil'wat peoples. The Games were a catalyst to showcase First Nations culture.

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Minister Responsible: Hon. Lisa Beare

- The 2015 Canada Winter Games (Prince George) were held on the traditional lands of the Lheidli T'enneh First Nation and were the first Canada Games to include an Official Host First Nation.
- The BC Games Society's 2019/20 Mandate Letter directs it to collaborate with ISPARC to increase sport and other opportunities for First Nations Peoples. This includes sharing event management expertise.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: viaSport British Columbia Society

Revised: March 29, 2019

Issue: viaSport administers \$15.5 million in annual funding

Response:

- Our government is committed to maximizing the power of sport in communities across the province through increased sport participation, achievement and excellence and sport event hosting.
- viaSport is the main service delivery partner for government's investment in the sport sector. It operates as an umbrella organization that works with over 70 provincially focused sport organizations.
- viaSport administers \$15.5 million in annual funding on behalf of the Ministry through an agreement that sets out the purpose of funding and reporting requirements.
- Key programs and initiatives supported through this investment include:
 - Annual transfers to Provincial and Disability Sport Organizations (over \$8 million);
 - Annual transfers to Multi Sport Organizations such as the BC Sports Hall of Fame and Museum and Canadian Sport Institute Pacific (\$4 million);
 - Funding for a range of grant programs (\$1.6 million); and
 - Funding for viaSport operations and programs (\$1.8 million)

Background/Status:

- viaSport is an independent non-profit organization that represents over 70 provincially-focused sport organizations across the province that provide programs and services to more than 660,000 provincial sport organization members. Sport organizations include:
 - 54 Provincial Sport Organizations (such as BC Soccer Association);
 - 7 Disability Sport Organizations (such as BC Wheelchair Sports); and
 - 12 Multi-Sport Organizations (such as Canadian Sport Institute Pacific and SportMed BC) that provide a range of programs and services.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Government's annual agreement is informed by government priorities, the Ministry's annual Service Plan; and (where applicable) the Minister and Parliamentary Secretary's mandate letters.
- viaSport recently completed an intensive process to hire a new CEO. Charlene Krepiakevich will join viaSport on May 9, 2019. Charlene was previously President and CEO at Easter Seals BC/UK and will bring a focus on achieving results in health, sport development and community wellness.

Contact:

Margo Ross	Executive Director	Sport Division	778 698-3371
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2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: 2019 IIHF World Junior Hockey Championships

Revised: February 8, 2019

Issue: The Province provided \$2.3 million in support of B.C. hosting the 2019 IIHF World Junior Hockey Championships

Response:

- The Province provided financial support consisting of a \$2.3 million cash transfer and a \$10 million financial guarantee to the 2019 World Junior Hockey Championships. This commitment included \$300,000 for sport development and legacy initiatives across the province.
- By all accounts, the event was a success and well-attended by thousands of spectators and watched by millions.
- We are waiting for a final report from Hockey Canada, but we expect a significant return on investment – more than \$40 million in economic impact.
- The initial reports indicate that the overall attendance of the Championships was one of the highest in the history of the tournament, with the highest being in Alberta in 2012.
- The championship also demonstrated how sport can bring together cultures and promote positive cross cultural relationships. For example, fans at the Kazakhstan games in Victoria really embraced this team, cheering as if it was the home team.
- The local hockey community also came together and donated new hockey equipment for the Kazakhstan players to take home so other boys and girls could enjoy hockey in their home communities.

Background/Status:

- The 2019 World Junior Championships was held December 26, 2018, through January 5, 2019, at the Rogers Arena in Vancouver and Save-On-Foods Memorial Centre in Victoria.
- The World Junior Championships is an annual event organized by the International Ice Hockey Federation (IIHF) for national under-20 ice hockey teams and features the top ten ranked hockey nations in the world.
- 2019 was the 13th time that Canada has hosted the World Junior Championships; the second time Vancouver has been the primary host and the first time Victoria has hosted in any capacity.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- British Columbia (Vancouver, Kamloops and Kelowna) last held the event in 2006. Government provided a \$5 million financial indemnity and \$1 million in cash. The economic impact was estimated at \$41 million (GDP) and generated an estimated \$2 million in taxes to the province.
- The 2012 World Junior Championship (Alberta) economic impact study indicated the total economic impact to be \$86.2 million (\$33.1 million direct impact) with \$3.1 million in net provincial tax revenue.
- Ministry staff worked with officials from BC Hockey and ISPARC to finalize details of the \$300,000 sport development and legacy program. The community engagement and outreach plans included a school tour impacting 39 communities across B.C. in October and November of this year.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

Title: BC Games Society Mandate Letter and Service Plan

Revised: February 9, 2019

Issue: The 2019/20 Mandate Letter and Service Plan provide direction to the BC Games Society to support key government commitments and priorities

Response:

- We recognize the importance of providing support for communities to develop the capacity to host major events and providing athletes, coaches and officials with opportunities to develop to higher levels of competition.
- The BC Summer and BC Winter Games provide important opportunities to support those objectives.
- This year, I have directed the BC Games Society to continue to support the key commitments our government has made to British Columbians:
 - make life more affordable;
 - deliver the services people count on; and
 - build a strong, sustainable, innovative economy that supports jobs throughout the province.
- The BC Games Society has also been directed to incorporate the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission into its work.
- It has also been encouraged to actively seek out candidates for board renewal that reflects diversity. The board was renewed in January – it has an even gender split and has representation from Indigenous Peoples, persons with disabilities, all regions of the province and a broad skillset.
- Specifically, BC Games Society will:
 - Support economic and tourism development by building event hosting capacity within host communities in the lead up to the 2020 and 2022 Games.
 - In collaboration with the Indigenous Sport, Physical Activity and Recreation Council, support true and lasting reconciliation by increasing sport and other opportunities for Indigenous peoples and providing support to ISPARC in preparation for the 2020 North American Indigenous Games in Halifax.

Continued...

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- Continue to work to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help ensure positive, accessible and inclusive experiences for all those involved in BC Games.
- Enhance and share best practices for safety with an increased focus on preventing and addressing harassment and abuse.

If asked about the deficit (referenced in financial plan summary)...

- The Society's budget accommodates athletes' travel to and from BC Games. The Society anticipated fiscal pressures of \$800,000 is associated with hosting the 2020 BC Winter Games in Fort St. John – essentially, more athletes have to travel long distance when games are in the north versus the south.
- The Society sought government approval to access its retained earnings to manage this cost pressure and will work in the coming years to rebuild this surplus.
- In doing so, this allows communities in the north (and other outlying regions) to benefit from hosting BC Games and keeps participation in games affordable for B.C. families (all athletes pay one \$175 registration fee, no matter where they are traveling from – there are hardship clauses for those who cannot afford this fee).

Background/Status:

- The BC Games Society (BCGS) budget for 2019/20 is \$2.013 million.
- The 2019/20 service plan includes two overarching goals and eleven performance measures that will be tracked throughout the year. The BCGS is on track to meet all of these targets. Final results will be reported on in the Annual Service Plan Report typically released in June.
- The BC Summer and BC Winter Games operate in two-year cycles and move to communities across the province. Therefore, there needs to be consistent and high standards of event management to assist host communities to build their expertise and ability to attract and deliver major events.
- Many of the targets are the same from Games to Games. That is because new communities host each Games so targets are more like a standard. These targets, as with most of the BC Games' standards, are set high. This helps ensure a consistent standard of event delivery – one which helps build capacity and enduring legacies in host communities.
- This year, the Society did not include the Jazz Aviation value-in-kind performance measure from 2018/19 because the partnership ended in December 2018.

2019/20 Estimates Note Advice to the Minister

Ministry: Ministry of Tourism, Arts and Culture
Minister Responsible: Hon. Lisa Beare

- The Society added one new performance measure – percentage of BC Games participants with Indigenous heritage. This new measure reflects the Society's commitment to the First Nations Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples.
- The 2018 BC Winter Games took place in Kamloops, February 22-25 and the 2018 BC Summer Games took place in Cowichan, July 19-22.
- The next BC Winter Games will be held in Fort St. John, February 20-23, 2020, while the BC Summer Games will be held in Maple Ridge, July 23-26, 2020.

Contact:

Margo Ross Executive Director Sport Division 778 698-3371

BC GAMES SOCIETY PROFILE

Statutory Authority: *None*

Type of Organization: Crown corporation

Appointment Process: Ministerial Order

Program Objectives:

- To promote sport participation and achievement across British Columbia and help build communities' ability to attract and host major events.

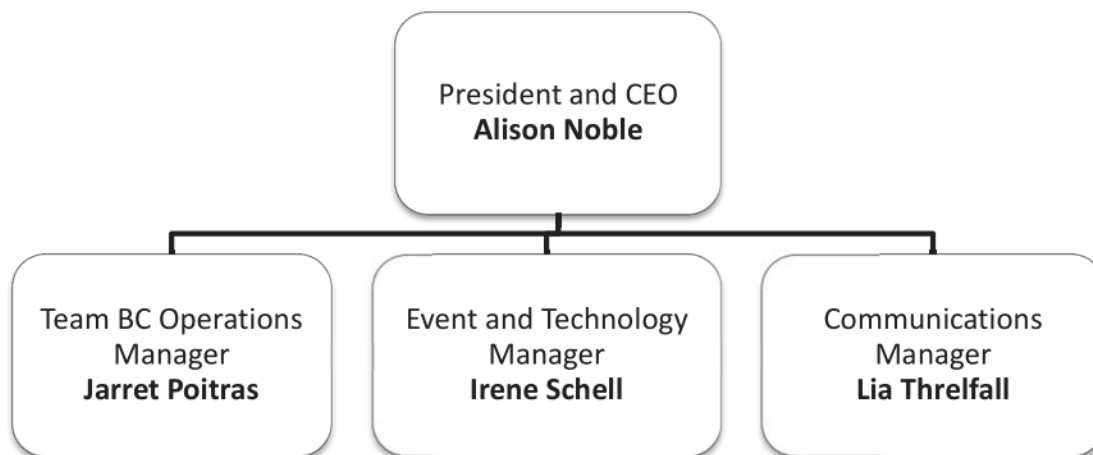
Program Description:

- The BC Games Society (BCGS) is a service delivery Crown agency.
- BCGS was established as a non-profit society under the *Societies Act* with a mandate to oversee provincial competitive sport events that will serve as preparation for higher-level competition and provide opportunities for participation and community development.
- BCGS staff works with volunteers from Host Communities and provincial sport organizations to stage two multi-sport events (a BC Summer and a BC Winter Games), each on a two-year cycle (e.g. 2020, 20220, etc.).
- BCGS also provides oversight to Team BC (provincial team representing BC at Canada Summer and Winter Games) every two years, alternating between summer and winter.

Governing Legislation:

- N/A

Organizational Chart:



Client Profile:

- General public
- Local communities
- BC Games athletes (under 18, but averaging 14 years of age), coaches, managers and officials
- Team BC athletes (under 23 able bodied and under 30 parasport, but averaging 17 years of age), coaches, managers and mission staff volunteers

2019/20 Priorities/Key Initiatives:

- Provide community legacies such as trained volunteers, economic impact, new or refurbished equipment and facilities as well as opportunities for young athletes to get their first multi-sport Games experience. For many, the BC Games are a stepping stone to higher levels of competition such as provincial and national championships, Canada Games, Olympic and Paralympic Games.
- Contribute to government priority of a sustainable economy that works for everyone – estimated economic impact of hosting the BC Games is between \$1.6 to 2 million for BC Winter and BC Summer Games.
- Enhance safety practices with an increased focus on preventing and addressing harassment and abuse.
- Contribute to government commitment to the Truth and Reconciliation Commission calls to action by increasing Indigenous engagement and participation in BC Games.

Legislative Priorities:

- Nothing currently identified.

Board Composition:

Members are appointed by Ministerial Order. There are currently 14 members:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Bruce, Charles	Member	2019-01-31	n/a	2022-06-30
Graham, Chris W.	Ex-Officio	2014-01-31	2019-01-31	2020-06-30
Hollett, Breeanne	Member	2018-01-31	2019-01-31	2020-06-30
Martin, Jim	Member	2017-01-31	2019-01-31	2021-06-30
Naka, Wayne	Member	2019-01-31	n/a	2021-06-30
Paterson, Jamey	Chair	2017-01-31	2019-01-31	2021-06-30
Peter, Richard	Member	2019-01-31	n/a	2021-06-30
Planella, Veronica	Member	2019-01-31	n/a	2021-06-30
Rai, Pamela	Member	2018-05-14	2019-01-31	2020-06-30
Watson, Laura	Member	2017-01-31	2019-01-31	2022-06-30
Webster, Michelle	Member	2017-01-31	2019-01-31	2022-06-30
Whitfield, Simon	Member	2014-01-31	2019-01-31	2020-06-30
Wright-Simms, Pansy	Member	2019-01-31	n/a	2022-06-30
Zimmerman, Sarah A.	Member	2014-01-31	2019-01-31	2020-06-30

Appointments Required:

- Board was renewed effective Jan. 31, 2019; no Board appointments are set to expire within the next 90 days.

Website: www.bcgames.org

Contact: Chris Graham, Sport Consultant, Sport Division
778 698-3339



JAN 30 2019

Ref: 35407

Mr. Jamey Paterson
Chair, Board of Directors
BC Games Society
200 – 990 Fort Street
Victoria, BC V8V 3K2

Dear Mr. Paterson:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a BC context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

The BC Games Society supports government priorities by bringing its expertise in event management to communities across BC, helping them build their capacity to host major events, thereby contributing to tourism and economic growth. The work of the Society also helps build stronger economies in host communities as the games' economic impact is estimated at up to \$2 million.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context.

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Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew BC's public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for BC Games Society, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Support economic and tourism development by building event hosting capacity within host communities in the lead up to the 2020 and 2022 Games.
- In collaboration with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC), support true and lasting reconciliation by increasing sport and other opportunities for Indigenous peoples and providing support to ISPARC in preparation for the 2020 North American Indigenous Games in Halifax.
- Continue to work to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help ensure positive, accessible and inclusive experiences for all those involved in BC Games.
- Enhance and share best practices for safety with an increased focus on preventing and addressing harassment and abuse.

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Mr. Jamey Paterson
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Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019, to coincide with the release of your organization's service plan.

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Beare".

Lisa Beare
Minister of Tourism, Arts and Culture

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Mr. Jamey Paterson
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Jamey Paterson
Chair, BC Games Society

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Mr. Jamey Paterson

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cc: Honourable John Horgan
Premier

Mr. Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Ms. Lori Wanamaker
Deputy Minister
Ministry of Finance

Ms. Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Shauna Brouwer
Deputy Minister
Ministry of Tourism, Arts and Culture

Mr. Charlie Bruce
Director
BC Games Society

Mr. Chris Graham
Ex-Officio Director
BC Games Society

Ms. Breeanne Hollett
Director
BC Games Society

Mr. Jim Martin
Director
BC Games Society

Mr. Wayne Naka
Director
BC Games Society

Mr. Richard Peter
Director
BC Games Society

Ms. Veronica Planella
Director
BC Games Society

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Mr. Jamey Paterson
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Ms. Pamela Rai
Director
BC Games Society

Ms. Laura Watson
Director
BC Games Society

Ms. Michelle Webster
Director
BC Games Society

Mr. Simon Whitfield
Director
BC Games Society

Ms. Pansy Wright-Simms
Director
BC Games Society

Ms. Sarah Zimmerman
Director
BC Games Society

Ms. Alison Noble
President and Chief Executive Officer
BC Games Society

BC Games Society

2019/20 – 2021/22 SERVICE PLAN

February 2019



For more information on the BC Games Society contact:

200 - 990 Fort Street

Victoria, B.C. V8V 3K2

Alison Noble, President and CEO

Phone: (250) 387-1375

Fax: (250) 387-4489

Email: alisonn@bcgames.org

or visit our website at

www.bcgames.org

Board Chair Accountability Statement

The 2019/20 - 2021/22 BC Games Society Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 24, 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment and past performance.



Jamey Paterson
Board Chair

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Strategic Direction and Alignment with Government Priorities

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter and BC Summer Games and Team BC's — the provincial team competing at Canada Games — involvement in national multi-sport games. Each of these games provide opportunities for the development of athletes, coaches, and officials in preparation for higher levels of competition. For host communities, games provide opportunities to build or enhance their capacity to attract and deliver major events. Team BC operations provide mission staff¹ opportunities to develop or enhance competencies such as leadership, teamwork, time management and organizational skills.

Specifically, the Society will provide guidance and expertise to host societies to help organize and deliver the Fort St. John 2020 Winter Games and the Maple Ridge 2020 Summer Games and will assist the Cowichan 2018 BC Summer Games host society wind down its operations. Society staff will also be preparing for Team BC's participation in the Red Deer 2019 Canada Winter Games and involved in preliminary planning for the Niagara 2021 Canada Summer Games.

December 2018 marked the close of the Society's 40th Anniversary. Reconnecting with participants and volunteers from across the province during this celebratory year provided an opportunity to remain engaged with alumni – thereby allowing us to continue to draw upon the remarkable “human capital” that drives the success of these community celebrations.

As the growth of the *Powering Potential Fund*² continues to be one of the Society's priorities, there will be additional efforts to identify alternative funding sources in order to keep the fund operational. The Society will also continue to engage participant and volunteer alumni to help support future sport bursary and equipment investments. In doing so, this fund will continue to be a vehicle to invest in youth and B.C. communities.

In accordance with the 2019/20 Mandate Letter, the Society will:

- Support economic and tourism development by building event hosting capacity within host communities in the lead up to the 2020 and 2022 Games.
- In collaboration with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC), support true and lasting reconciliation by increasing sport and other opportunities for Indigenous peoples and providing support to ISPARC in preparation for the 2020 North American Indigenous Games in Halifax.
- Continue to work to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help ensure positive, accessible and inclusive experiences for all those involved in BC Games.
- Enhance and share best practices for safety with an increased focus on preventing and addressing harassment and abuse.

¹ Mission staff are individuals selected to assist sport organizations involved in the games and/or perform specific duties (e.g. Communications, Medical, Chef de Mission) leading up to and during the Canada Games.

² The Society created the *Powering Potential Fund* in April 2017 for legacy projects (e.g. bursaries/awards, equipment, capital projects and community programs).

The BC Games Society is aligned with the Government's key priorities:

Government Priorities	BC Games Society Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Undertaking entrepreneurial activities and cost-efficiencies to support financial sustainability and program enhancement (Goal 2). • Ensuring financial and sport legacies for host communities (Objective 2.1). • Leveraging the Province's investment with corporate partners, local government and business contributions and other cost-efficiencies (Objective 2.2).
Delivering the services people count on	<ul style="list-style-type: none"> • Ensuring effective management of BC Winter Games and BC Summer Games (Goal 1). • Providing pathways for athletes, coaches and officials to develop skills and achieve personal excellence. (Objective 1.2).
A strong, sustainable economy	<ul style="list-style-type: none"> • Building community capacity to host major events (Objective 1.1).

As well, the Province is committed to support true and lasting reconciliation with Indigenous Peoples and the Truth and Reconciliation Commission's *Calls to Action* as well as the *United Nations Declaration on the Rights of Indigenous Peoples*. To help support this commitment, the Society continues to work with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to build capacity to host events and support Indigenous athletes, promote event management expertise, and facilitate Indigenous participation in BC Games and on Team BC.

The Society's board is gender-balanced and geographically representative and it continues to seek nominations for members with varying skillsets and population groups (i.e. age, disability, Indigenous and multi-cultural) in order to help ensure diversity and effective leadership.

Operating Environment

The Society continues to provide nation-leading expertise to its host cities and Games partners. As each BC Games are delivered in a unique community, they require a level of effort akin to starting up a new company. The Society's success is due to its committed and knowledgeable staff of 10, continuous improvement of event management processes and a system of transferring knowledge which is the benchmark for multi-sport games success in Canada.³

The Society provides mission staff, athletes and coaches with clear direction and information through the provision of written and on-line resources. As well, through bringing BC Games processes, resources (technology, administration and staff expertise) and partnerships to the Team BC program, the Society has achieved significant economies of scale which is reinvested in programs such as mentorship and performance and mental health support.

Looking forward, the Society will face fiscal pressures related to significantly higher transportation costs for athletes attending the 2020 BC Winter Games in Fort St. John, compared to previous years

³ Based on input from and consultation with other provincial and national games organizers.

Winter Games events. While government has authorized the Society to access its retained earnings to address this pressure, the Society will continue to work to manage cost pressures and rebuild its accumulated surplus.

With recent public attention on harassment and abuse in sport, the B.C. sport sector and government are working together to ensure positive, safe and ethical sport environments. The Society contributes to this work by implementing various standards, policies and practices for safety, injury prevention and ethical behaviours (e.g. anti-doping, anti-bullying/harassment). To further support this work, the Society will evaluate, in consultation with sport and community partners, the response to an incident at the Cowichan 2018 BC Summer Games and share learnings with provincial sport organizations involved in BC Games, government and more broadly with the sport sector.

Performance Plan

The BC Games Society values the relationship it has with the Ministry of Tourism, Arts and Culture. The Society regularly engages with the Ministry and is committed to overall alignment with the Ministry's tourism, economic and sport development goals and priorities.

Goal 1: Ensure effective management of BC Winter Games and BC Summer Games

BC Games Society staff provide expertise and guidance to communities hosting BC Winter and BC Summer Games to ensure that events are effectively managed at a consistently high standard. In doing so, the events provide positive and quality experiences for all involved and strengthen B.C.'s hosting capacity as well as providing a high-performance pathway for athletes and coaches.

Objective 1.1: Build community capacity to host major events

BC Summer and BC Winter Games provide host communities with opportunities to profile their communities and to build their capacity to host events. Transferring knowledge and learnings from previous successful BC Games helps host communities attract and successfully deliver major events and contributes to tourism and economic priorities throughout B.C.

Key Strategies:

- Prepare and provide detailed written and online resource materials to support volunteers in delivering high quality events. The effectiveness and use of the materials is strengthened by staff guidance and mentorship throughout the planning phase.
- Ensure continuous improvement in major event management processes through effective evaluation of previous Games and knowledge sharing with host communities, organizing committees and volunteers.
- Create a strong awareness of the games and the benefits associated with volunteering, thereby driving recruitment in host communities and mobilizing thousands of people to deliver the events.

Performance Measures		2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
1.1a	Volunteer satisfaction with online resource materials ¹	80%	93%	85%	85%	85%
1.1b	# of Volunteers ²	1,951	2,155	2,100	2,650	2,100

Data Sources:

¹ Based on volunteer survey using online Survey Monkey tool following each BC Games.

² BC Games ViewTEAM volunteer registration software. Volunteer requirements vary between BC Summer Games and BC Winter Games as more sports are involved in summer games.

Linking Performance Measures to Objectives:

- 1.1a BC Games online resource materials support volunteers in preparing for and delivering a quality Games. The Society and Board work with key planning volunteers (i.e. the organizing committee) to guide implementation of the standards and policies. This measure indicates that volunteers are provided with useful information and support to help them develop skills, confidence, and competency with their tasks.
- 1.1b The Society trains and provides guidance to the organizing committee, who in turn work with 2,300 to 3,100 volunteers (depending on event and community size). Post-Games, the legacy of skilled volunteers continues to build community capacity to attract and deliver major events. In addition, skills are often transferrable to other job and career aspirations.

Discussion:

Participation on Team BC Mission Staff, particularly in such a high-paced Games' environment offers action-based learnings, such as leadership, time management, organizing and teamwork; all of which transfer to career experience.

The Society has set consistent year-to-year targets for volunteer satisfaction with online resource materials as each community is a new start-up with an entirely new set of community volunteers. The Society anticipates surpassing its 2018/19 target for volunteer satisfaction.

Volunteer targets vary between summer and winter games and vary by community depending on factors including the number of games venues, the level of prior sport hosting experience and volunteer shift and scope preferences. The Society is forecasting less than targeted numbers of volunteers at the 2018/19 summer games, as many volunteers committed additional time, therefore requiring fewer numbers of volunteers overall.

Objective 1.2: Provide pathways for athletes, coaches and officials to develop skills and achieve personal excellence

BC Games are a stepping stone for athletes, coaches and officials to higher levels of competition and are integral in an athlete's performance pathway. Through developing a competition standard for

athlete, coaches and officials, the BC Games help raise the bar across the province when these participants return to their communities.

Key Strategies:

- Provide provincial sport organization athletes with the opportunity to train for a quality competition experience in a multi-sport games environment by setting core sport and athlete development criteria.
- Develop partnerships with sport organizations to increase opportunities for specific athlete groups to compete at the games, such as collaborating with ISPARC to increase Indigenous athlete participation.
- Set standards for athlete selection and coach and officials certification. Partner in programming to enhance opportunities for coaches such as the coach mentorship/apprentice programs.

Performance Measures	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.2a BC Games head coaches are National Coaching Certification Program Competition Development certified ¹	96%	88%	85%	85%	85%
1.2b Percentage of BC Games participants with Indigenous heritage ²	2.8%	5.8%	5%	5%	5%
1.2c Percent of BC Games alumni on Team BC (Canada Games) ³	57%	50%	n/a	n/a	50%

Data Sources:

¹ Information provided by provincial organizations and Coaching Association of Canada.

² Self-declaration of Indigenous status as part of registration process (based on past participation and aiming to maintain and build to a new future standard).

³ Comparison of Team BC registered athletes to BC Games past athlete data.

Linking Performance Measures to Objectives:

- 1.2a The National Coaching Certification Program Competition Development level (previously NCCP Level 2) is the base standard for BC Games head coaches with allowances made to fit each sport. Setting coach certification levels not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, certified coaches. For individual coaches, BC Games' experience contributes to his or her efforts to advance to higher levels of coaching. This often leads to turnover at each set of Games as there is a new wave of coaches getting certification in order to attend the Games and to expand their coaching experience. To further increase coach opportunities and capacity, the BC Games Coach Mentorship program (in partnership with viaSport) assists apprentice coaches to enhance and develop their coaching skills through participation in the BC Games.
- 1.2b The BC Games are an important opportunity for Indigenous athletes, coaches and officials to expand their experiences towards future competitions such as the North American Indigenous Games.

- 1.2c Often the first multi-sport games experience for B.C. athletes and coaches, the BC Games are an important pathway to higher levels of competition. The percentage of alumni on Team BC is a strong indicator of this progression.

Discussion:

The Society works with provincial/disability sport organizations to set coaching certification levels that are consistent with the *Canadian Sport for Life* long-term athlete development model. This model matches athlete and coach development to stages of growth from one level of competition to another.

The Society also collaborates with other Games related organizations (i.e. Team BC for the North American Indigenous Games) to provide support and mentorship opportunities (staff to staff) with respect to event hosting and operations. This also contributes to the B.C. sport system's overall high performance pathway.

It is typical for there to be turnover or movement in coaching at various levels of sport competition in communities across B.C. The 2019/20 to 2021/22 targets are consistent for each set of summer or winter games to recognize a new cohort of coaches progressing to BC Games competitions. The BC Games Society and ISPARC developed agreements with one sport at the 2018 BC Winter and three sports at the 2018 BC Summer Games to increase opportunities for Indigenous athletes. The percentage of Indigenous participants increased at the 2018 BC Summer Games from 2.8 per cent to 5.8 per cent and is expected to consistently increase over the games' historical percentages (2-3%) as the program is expanded. The target has been set conservatively at 5 per cent for the next three years as a baseline standard and will be evaluated against future program expansion. This is a new performance measure that has been added to reflect the Society's commitment to First Nations Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples.

Targets for the alumni measure are based on the cycles of these games (BC Games are held every two years; Canada Games alternating every four years). Because of this cycle, not all BC Games athletes will meet Canada Games age-eligibility criteria. The forecasts and targets are the benchmarks for both the BC Winter Games and BC Summer Games and have been set at 50 per cent as historically this is the consistent standard for B.C. athletes progressing from BC Games to Canada Games along the development pathway (e.g. from provincial games to national games). In addition, some athletes enter the high performance system at different times for various reasons (e.g. started their sport later in life, have different maturity rates) so may have missed the opportunity to compete at the BC Games level of competition.

Goal 2: Undertake Entrepreneurial Activities and Cost-efficiencies to Support Financial Sustainability and Program Enhancement

The Society's entrepreneurial activities include securing and/or guiding cost-efficiencies in both the Society's and host societies' operating budgets, as well as Team BC operations. Through these activities, participants have access to affordable sport opportunities and host communities are provided with lasting legacies, including new or refurbished capital projects, equipment, sport and community programs.

The Society continues to find efficiencies and new resources to enhance BC Games and Team BC programs such as BC Games mentorship programs and Team BC mental health and performance programs. As well, merchandise sales at BC Winter and BC Summer Games directly benefits the host communities' legacies, providing additional investment in areas such as bursaries, facility and equipment investments.

Objective 2.1: Ensure financial and sport legacies for host communities.

Guidance from the Society helps ensure that the host society's budget is well-managed and provides a surplus which in turn can be reinvested into sport programs or other legacies. The budget also provides operational funding for purchases required to deliver the games – such as scoreboards, technical equipment, supplies – which remain in the community as legacies.

Key Strategies:

- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer and BC Winter Games.
- Leverage the *Powering Potential Fund* and host communities' Legacy Funds⁴ to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable.

Performance Measures		2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
2.1a	\$ from Games' operating budget invested to deliver sport competitions	\$79,160 ¹	\$85,000	\$60,000	\$80,000	\$60,000
2.1b	\$ financial legacy (surplus from operating budget that is invested in post-Games sport development and infrastructure)	\$72,000 ¹	\$75,000	\$65,000	\$75,000	\$65,000

Data Source: Audited financial statements.

¹ Games operating budget and audited financial statements for 2018 BC Winter Games may not align with Actuals provided in the 2017/18 Annual Service Plan Report, as at the time of releasing that report, these figures were estimates. The audit is now complete and both performance measures have surpassed their targets for the 2017/18 fiscal year.

Linking Performance Measures to Objectives:

- 2.1a The host society's operating budget provides support for purchases and services (e.g. equipment, capital projects, event infrastructure) that remain in the community as legacies after competitions.
- 2.1b Legacy Funds contribute to increased capacity for communities to stage subsequent events, and to the creation of new or enhanced sport opportunities.

⁴ For projects such as equipment, sport programs or capital projects determined by the host society following the BC Games.

Discussion:

The BC Winter Games and BC Summer Games take place on alternating fiscal years, and vary in terms of size and scope (e.g., numbers of participants and volunteers) and assigned budgets. Accordingly, the legacies of the BC Winter Games vary from those of the BC Summer Games. While the Society is on track to meet its 2018/19 financial legacies target of \$75,000 it will exceed the operational budget legacies target because the host society brought in more revenue than anticipated and applied this to enhance the games' operations. Future targets are baselines that have been set from previous BC Games' operational and legacy budgets. As BC Games move from one community to the next, variances can be expected based on the host communities' experience, priorities and resources at hand. For example, a host community may not have hosted a major event in recent times and is able to bring together significant local resources (e.g. volunteers, local business support) so operating budgets and financial legacies are typically higher; other communities may have competing demands or challenges on local resources (e.g. other events, economic hardships).

Objective 2.2: Leverage the Province's investment with corporate partners, local government and business contributions and other cost-efficiencies.

Investments from corporate partners, local governments and local businesses leverage the Province's investment in the Games. This additional support provides enhanced BC Games experiences for participants, helps raise the profile of BC Games and host communities and secures additional legacies and other benefits such as sport, tourism and economic development.

Key Strategies:

- Establish new, and maintain existing, multi-year corporate partnerships through the delivery of contractual obligations and ongoing efforts to build solid partnerships and supporters.
- Provide specific resources and expertise to host societies in the area of sponsorship recruitment and recognition which help increase cash and value-in-kind support.
- Provide value-added support through managing logistics, negotiating with suppliers and securing other cost-efficiencies that result in balanced budgets and maintain affordable experiences for athletes and communities hosting events.

Performance Measures	2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
2.2a Global BC (ad value-in-kind)	\$85,820	\$85,820	\$60,000	\$60,000	\$60,000
2.2b Black Press (ad value-in-kind)	\$152,818	\$150,000	\$150,000	\$150,000	\$150,000
2.2c Coast Capital (cash contribution)	\$60,000	\$60,000	\$20,000	\$60,000	\$60,000
2.2d Cash and value in-kind (VIK) generated by host societies	\$107,592 cash \$200,135 VIK	\$127,900 cash \$529,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK

Data Source: Values determined through contract and/or partner supplied values.

Linking Performance Measures to Objectives:

Overall, these performance measures indicate that BC Games is leveraging the Province's investments and helping to offset expenditures and/or secure surpluses that can be reinvested.

2.2a-d Cash and in-kind contributions from corporate partnerships and local governments and businesses help to offset expenditures and supplement Society and host society budgets.

Discussion:

The Society anticipates meeting all of the 2018/19 corporate partner targets.

Looking forward, the Society has set its 2019/20 target for cash contribution from Coast Capital Savings lower compared to other target years, due to the 2020 BC Winter Games being held in Fort St. John, which is outside of their target market. The Society's partnership with Jazz Aviation ended December 2018 as the company can no longer support the charter needs of the BC Games. The ad value-in-kind (VIK) contributions from Global BC and Black Press are consistent from year to year and provide important recognition opportunities. The host societies' cash and VIK targets are estimated based on past BC Games, and have been set accordingly. They also take into consideration each host communities uniqueness in terms of VIK resources available or required, as there are often variances as operational plans are implemented.

Through locally recruited sponsorship, each community supports and reduces its budget resulting in budget savings upon the conclusion of the BC Games. Fifty per cent of those savings returns to the Society for future Games, while the 50 per cent remaining in the community makes up a large portion of their post Games legacy investment.

Financial Plan

Summary Financial Outlook

(\$m) or (\$000)	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Province of BC Grant	2,013	2,013	2,013	2,013
Team BC Grant	484	250	250	250
Corporate Partner Income	60	20	60	70
By Major Sources	514	290	495	330
Total Revenue	3,071	2,573	2,818	2,663
Grants	562	390	475	512
Games Operations ²	1,147	1,613	963	762
Salaries and Benefits	883	884	901	915
Board Expenses	11	12	12	12
Administration	279	285	278	273
Lease Costs	189	189	189	189
Total Expenses	3,071	3,373	2,818	2,663
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	0	(800)	0	0
Total Liabilities/Debt (even if zero)	0	0	0	0
Accumulated Surpluses/Retained Earnings/Equity (even if zero)	1,139	339	339	339
Capital Expenditures	18	18	18	18
Dividends/Other Transfers	0	0	0	0

Key Forecast Assumptions, Risks and Sensitivities

During the period covered by this Service Plan, the BC Games Society will support the:

- Team BC operations for the Red Deer 2019 Canada Winter Games
- Fort St. John 2020 BC Winter Games
- Maple Ridge 2020 BC Summer Games
- Greater Vernon 2022 BC Winter Games

Management's Perspective on the Financial Outlook

Risks	Plans for Mitigation
The Society relies on third-party provincial sport organizations (PSOs) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with BC Games Society policies and procedures.	Through long term and consistent communication and written agreements with individual provincial sport organizations, the Society works to ensure clear understanding of expectations, policies and practices as they relate to games participation and services delivered by the society, the host community and the sport organization.
The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2020 BC Winter Games in Fort St. John.	Government has authorized the Society to access its retained earnings to mitigate this projected pressure. The Society will also work to improve on the deficit situation (e.g. managing pressures within Games' cycle, seeking new revenue, etc.) and will continue to work to manage cost pressures and rebuild its accumulated surplus.
Adherence to BC Games' safety policies (e.g. harassment and abuse, concussion, anti-doping, etc.) is reliance on provincial sport organizations and host community commitment to provide safe, inclusive, ethical and positive experiences.	There will be an enhanced focus on safety in sport within the Games to ensure all participants, sport organizations and host society are informed of their role in making the Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse.
The Canadian Sport for Life's long term athlete development (LTAD) continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If PSOs do not value the games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.	Society staff works closely with PSOs to ensure they maximize their opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions.
In all instances of the BC Games Society's involvement, there is an underlying assumption that municipalities and school districts wish to host the games. This faith may be challenged during times of economic downturn, competing demands on resources (volunteers or other hosting efforts) and/or other civic priorities.	The Society continues to market the positive economic and social opportunities associated with hosting the BC Winter and/or BC Summer Games.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

For complete information on the BC Games Society's governance structure, Board information, and related documentation, please visit: <https://www.bcgames.org/AboutUs.aspx> and click on any of the topics in the drop down box.

Organizational Overview

For more information on the BC Games Society, please visit: <https://www.bcgames.org/AboutUs.aspx> and scroll down the page.

DESTINATION BC PROFILE

Statutory Authority: *Destination BC Corp. Act*

Type of Organization: Crown Corporation

Appointment Process: Order in Council

Background:

- Established on November 2, 2012, under the *Business Corporations Act* and continuing as a statutory Crown corporation pursuant to the *Destination BC Corp. Act*, Destination BC Corp. (DBC) is wholly owned by the Province of British Columbia and commenced operations on April 1, 2013.
- DBC works collaboratively with tourism stakeholders across the province to market B.C. as a destination for domestic, national and international travellers, and to coordinate marketing at the international, provincial, regional and local levels.
- A performance-based funding model for DBC was publicly announced in February 2017. Amendments to the *Destination BC Corp Act* are required to establish the funding model by regulation. The model is complex and not supported by provincial stakeholders. Currently the model is implemented by Ministerial Directive. As per the Directive, the Minister responsible for DBC and the Minister of Finance are to review the performance of DBC and the operations of the directive every three years – 2019 is the first year a review will be undertaken.

Program Description:

DBC has been mandated to fulfill several key marketing and leadership responsibilities critical to the long-term, sustainable growth of the provincial tourism industry. As outlined in the *Destination BC Corp. Act*, DBC has a mandate to:

- Market British Columbia domestically, nationally and internationally as a tourist destination.
- Promote the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry, including, without limitation, by:
 - Providing support for regional, sectoral and community tourism marketing;
 - Providing industry leadership in tourism marketing;
 - Promoting training and development in relation to tourism marketing;
 - Providing support for visitor centres;
 - Conducting tourism-related market research;
 - Providing advice and recommendations to the minister on tourism-related matters; and
 - Enhancing public awareness of tourism and its economic value to British Columbia.

Governing Legislation:

- *Destination BC Corp. Act*

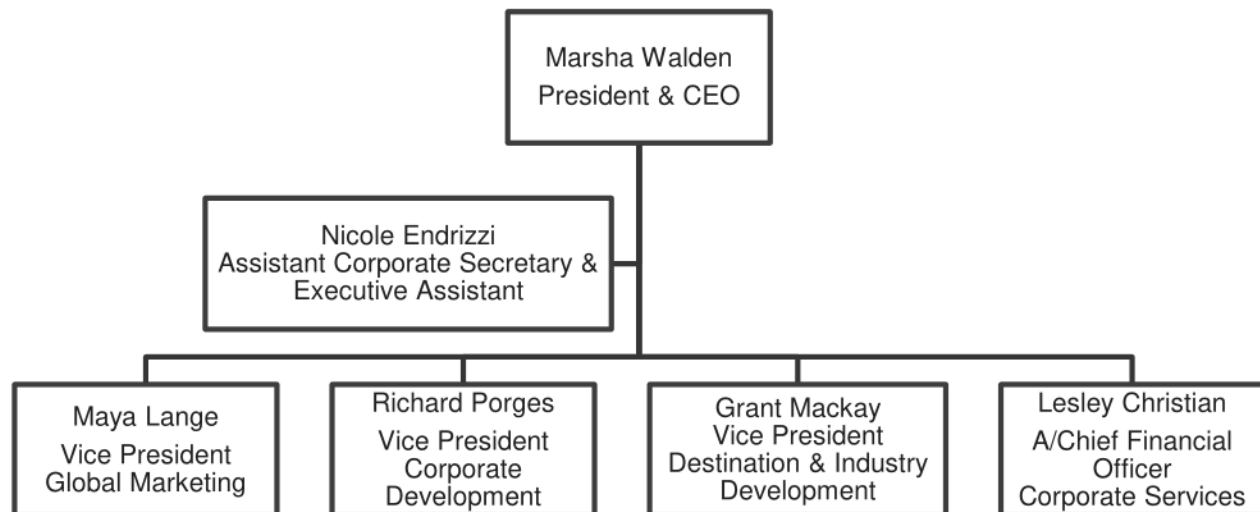
Legislative Priorities:

- Changes to Section 29 of the *Destination BC Corp. Act* are required to implement the DBC performance component of the funding model by regulation. Section 29 sets out the Lieutenant Governor in Council's ability to make regulations.

Priorities/Key Initiatives:

- **International Marketing** – DBC markets British Columbia internationally as a tourist destination.
- Top international markets identified in Destination BC's Corporate Strategy and Global Marketing Plan are:
 - Western USA, China, Mexico, UK, Germany, and Australia.
- Secondary markets include:
 - South Korea, India, France, Japan, and South East Asia.
- Destination BC works very closely with Destination Canada in all key markets to executive consumer direct activities along with travel trade, media relations and social media tactics, leveraging funding and resources.
- **Explore BC Campaign** – DBC continues to run the Explore BC Campaign to motivate British Columbians to:
 - encourage British Columbians to travel in province;
 - increase shoulder season travel;
 - promote distribution throughout the province during high season into areas with capacity; and,
 - encourage sharing and advocacy via #ExploreBC by residents for global reach and impact.
- **Destination BC Wildfire Recovery Marketing Plan** – DBC continues to execute its Wildfire Tourism Recovery Plan to address marketing needs in an effort to mitigate tourism sector losses from this summer's wildfires and promote travel within BC, and from Alberta and Washington.
- **Destination Development** – The Ministry and Destination BC lead a Destination Development Program across the province to support and guide the creation of the tourism products and experiences. Planning across 20 sub-regions will culminate in the development a provincial destination development strategy. DBC has invested \$1.5 million into the three year project (2016-2019). Tourism businesses, associations, local DMOs, economic development groups and First Nations have been invited to participate, as appropriate, in each of the planning processes.

Organizational Chart:



Current Appointees:

Members are appointed by Order in Council. The Chair may be appointed by the Board under the bylaws of the corporation, if he/she is not designated by OIC.

Name	Position	Appointment Date	Term Expiry
Penny Wilson	Member	31-Dec-17	31-Dec-20
Sheila Bouman	Member	10-Dec-18	10-Dec-21
Laird Miller	Vice Chair	13-Mar-13	31-Dec-19
Alan Raine	Member	13-Mar-13	31-Dec-19
Joel McKay	Member	12-Jul-18	31-Jul-20
Dawn Black	Chair	12-Jul-18	31-Jul-20
Linda Hannah	Member	31-Dec-19	31-Dec-21
Douglas Neasloss	Member	10-Dec-18	10-Dec-21
Nicole Vaugeois	Member	12-Jul-18	31-Jul-20

Appointments required:

- There are no Board appointments expiring within the next 90 days.

Website: www.DestinationBC.ca

Contacts: Shauna Brower, Deputy Minister, Ministry of Tourism, Arts and Culture,
250 952-0102
Marsha Walden, CEO, DBC, 604 660-6329



Ref: 35300

January 16, 2019

Ms. Dawn Black
Chair
Board of Directors
Destination British Columbia
12th Floor – 510 Burrard Street
Vancouver, BC V6C 3A8

Dear Ms. Black:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Destination British Columbia is responsible for marketing British Columbia as a tourist destination and promoting the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the tourism industry.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

.../2

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for Destination British Columbia, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Ensure Destination BC programs and investments are aligned with provincial tourism priorities including Indigenous tourism, and other emerging government priorities.
- Champion tourism as a job creator by working in partnership with industry and training organizations to deliver innovative marketing and industry development programs.
- Drive strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities and strengthen B.C.'s brand in the global marketplace.
- Continue the delivery of the Destination Development Program and support the implementation of the 20 local-area plans, six regional plans, and provincial plan to guide industry development to maintain B.C.'s competitive advantage as a preferred destination.
- Support the Minister of Jobs, Trade and Technology (JTT) and the Minister of State for Trade to deliver on government's commitment to represent British Columbia's tourism sector on trade missions.

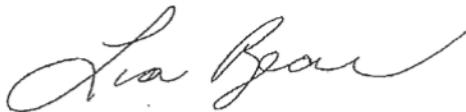
Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019 to coincide with the release of your organization's service plan.

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Ms. Dawn Black
Page 3

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

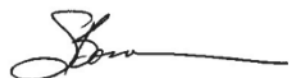
Sincerely,



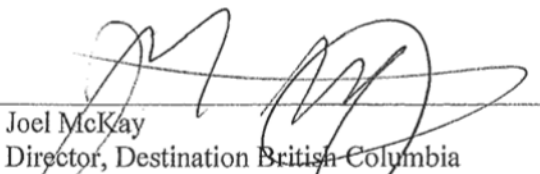
Lisa Beare
Minister of Tourism, Arts and Culture



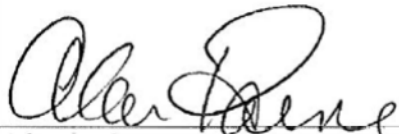
Dawn Black
Chair, Destination British Columbia



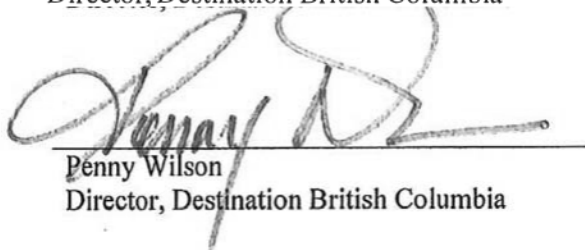
Sheila Bouman
Director, Destination British Columbia



Joel McKay
Director, Destination British Columbia



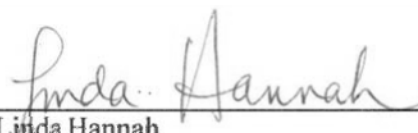
Alan Raine
Director, Destination British Columbia



Penny Wilson
Director, Destination British Columbia



Laird Miller
Vice Chair, Destination British Columbia



Linda Hannah
Director, Destination British Columbia



Douglas Neasloss
Director, Destination British Columbia



Nicole Vaugeois
Director, Destination British Columbia

.../4

pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Sandra Carroll
Deputy Minister
Ministry of Tourism, Arts and Culture

Laird Miller
Vice Chair
Destination British Columbia

Sheila Bouman
Director
Destination British Columbia

Linda Hannah
Director
Destination British Columbia

Joel McKay
Director
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Alan Raine
Director
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Nicole Vaugeois
Director
Destination British Columbia

Penny Wilson
Director
Destination British Columbia

Marsha Walden
Chief Executive Officer
Destination British Columbia



DESTINATION
BRITISH COLUMBIA™

2019/20 – 2021/22 SERVICE PLAN

February 2019



For more information on Destination BC contact:

12th Floor, 510 Burrard Street

Vancouver, B.C. V6C 3A8

Phone: (604) 660-2861

Fax: (604) 660-3383

Email: ContactTourism@DestinationBC.ca

or visit our website at

www.DestinationBC.ca

Board Chair Accountability Statement



The 2019/20 - 2021/22 Destination BC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan, and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 28, 2019, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Destination British Columbia's (Destination BC) mandate, goals and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Destination BC's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in cursive script that reads "Dawn Black".

Dawn Black
Board Chair

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Strategic Direction and Alignment with Government Priorities

Destination BC, operating under the *Destination BC Corp. Act*, plays a critical role in:

- Maximizing long term tourism industry growth by providing a unifying and consistent brand, and a marketing strategy for the tourism sector that motivates travellers from around the world to visit, and encourages B.C.'s residents to travel within their province.
- Providing leadership and direction for the expansion and strengthening of B.C.'s tourism products and experiences, including Indigenous cultural tourism. Destination BC delivers branding, marketing and destination development activities directly and through contracted third parties.

These services promote thousands of businesses hosting millions of consumers, which make a significant economic and social contribution to the province. Estimates released by BC Stats for 2017, showed that the tourism industry generated \$18.4 billion in revenue, an increase of 8.4 per cent over 2016. In addition, tourism contributed \$9.0 billion to the provincial GDP and employed nearly 138,000 people.

Destination BC embraces government's commitment to true and lasting reconciliation with Indigenous peoples of British Columbia and will continue to incorporate the United Nations Declaration on the Rights of Indigenous Peoples and the Calls to Action of the Truth and Reconciliation Commission in the context of Destination BC's programs and services.

Destination BC's *2017/18-2019/20 Corporate Strategy*, related Global Marketing and Destination Development Strategies, and the *Super, Natural British Columbia*® brand all align with Destination BC's mandate, as articulated in the *Destination BC Corp. Act*.

Destination BC is committed to working with the Minister to achieve the following specific priorities outlined in the *2019/20 Mandate Letter*:

- Ensure Destination BC's programs and investments are aligned with Provincial tourism priorities, including Indigenous tourism, and other emerging government priorities.
- Champion tourism as a job creator by working in partnership with industry and training organizations to deliver innovative marketing and industry development programs.
- Drive strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities and strengthen B.C.'s brand in the global marketplace.
- Continue the delivery of the Destination Development Program and support the implementation of the 20 local-area plans, six regional plans, and provincial plan to guide industry development to maintain B.C.'s competitive advantage as a preferred destination.
- Support the Minister of Jobs, Trade and Technology (JTT) and the Minister of State for Trade to deliver on government's commitment to represent British Columbia's tourism sector on trade missions.

Destination BC is aligned with the Government's key priorities:

Government Priorities	Destination BC Aligns with These Priorities By:
Delivering the services people count on	<ul style="list-style-type: none"> • Assisting tourism businesses to meet and exceed guest needs and expectations. (Objective 2.1) • Creating a Powerful Marketing Network. (Goal 3)
A strong, sustainable economy	<ul style="list-style-type: none"> • Facilitating growth of overnight visitor expenditures. (Goal 1) • Collaborating with stakeholders, partners and communities to align and focus on collective marketing and development efforts. (Objective 3.1) • Creating and implementing a provincial destination development plan by working across government with regional and community organizations, and tourism business operators. (Objective 3.1)

Operating Environment

The Economic Forecast Council (EFC) expects B.C.'s real GDP to grow by 2.5 per cent in 2019 and 2.6 per cent in 2020. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2019 and 1.8 per cent in 2020. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. Risks to the economic outlook are weighted to the downside and include uncertainty regarding global trade policy, weakening global economic activity, as well as ongoing economic challenges in Asia and the euro zone. Additionally, there are risks related to monetary policy tightening and the volatility associated with commodity prices and the exchange rate outlook.

Tourism industry growth is a key indicator of the success of the province's tourism sector and Destination BC's activities. However, from year to year, many factors may affect the tourism industry's performance. Looking forward, in 2019/20, these factors may include:

- Weather, flooding and wildfires or other emergency events that may occur during the year, which can significantly impact the tourism industry and could require a shift in Destination BC's marketing plan;
- Fluctuations in the value of the Canadian dollar, which can have impacts on visitation from British Columbia's international markets;
- Changes in the price of oil, which could affect the Alberta economy and visitation from that market, as well as transportation costs for all visitors;
- Potential impacts of Brexit on the British and European economies and travel patterns;
- Known and unknown global geopolitical events in priority markets may impact international visitation to British Columbia; and
- Disruptions in traveller air access such as temporary airport closures, security issues, changes in visa requirements, etc. which may cause short term impacts on visitation to British Columbia.

Destination BC tracks such factors and adjusts its strategy to capitalize on opportunities and manage risks as they occur.

In 2018/19, Destination BC made organizational changes to increase its capacity and resources in digital marketing and destination development, including reprioritizing savings from the closure of the Peace Arch visitor centre in September 2018 into key programs. In 2019/20, Destination BC will continue to review its activities to ensure that taxpayers' dollars are spent to maximize impact and cost-efficiency.

Performance Plan

This Service Plan outlines Destination BC's goals for the 2019/20 to 2021/22 fiscal years and the strategies to achieve them. The goals, objectives, strategies, performance measures and targets are reflective of Destination BC's mandate and the input of Destination BC's [Tourism Marketing Committee](#), which provides advice to the organization on marketing matters. In addition, regular communication will continue to take place between Destination BC and the Ministry of Tourism, Arts and Culture in order to ensure ongoing alignment with ministerial direction and the [2019/20 Mandate Letter](#).

Destination BC's goals, objectives and strategies are closely aligned with our [2017/18-2019/20 Corporate Strategy](#) and its three pillars: 'Build a Powerful Marketing Network', 'Foster Remarkable Experiences', and 'Engage our Collective People Power' as well as with our related Global Marketing and Destination Development Strategies. They are also closely aligned with provincial tourism priorities and support the tourism industry to generate economic and social benefits for all British Columbians.

Goal 1: Growth of Overnight Visitor Expenditures

To increase industry revenue, British Columbia needs to attract a growing number of high yield visitors. Destination BC's marketing strategy is designed to attract more of these visitors, generating revenue for British Columbian businesses and employment for British Columbia's residents.

Objective 1.1: Our B.C. travel content captivates travellers and creates emotional urgency to visit British Columbia.

Key Strategies:

- Provide captivating travel content through online and offline channels that will inspire potential visitors to British Columbia.
- Promote travel within British Columbia to residents with a particular focus on the shoulder season and encouraging travel to all areas of the province.
- Respond to changing market conditions locally and globally (e.g. air routes, visa requirements, natural disasters, competition, etc.).

Performance Measures		2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1a	Consumption of B.C. travel content promoted by Destination BC ¹	NA	14.4 M (original target) 28M (includes video completions and video ads)	29 M	30 M	32 M	Maintain
1.1b	B.C. tourism industry revenue ²	\$17.0 B	\$18.4 B	+5.0%	+5.0%	+5.0%	+5.0%

¹ Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies and marketing partners.

² Data Source: BC Stats. Measured on a calendar year basis.

Linking Performance Measures to Objectives:

1.1a: The consumption of, and engagement with, content promoted by Destination BC measures our success in captivating potential visitors, which increases their sense of urgency to visit British Columbia, and hence visitor volume and expenditure.

1.1b: Tourism revenue measures the money received by businesses, individuals and governments due to tourism activities. It reflects increases in visitor expenditures which is our overall Goal 1 and indicator of all related objectives.

Discussion:

1.1a: In 2018/19 and onwards, the performance measure of ‘Consumption of B.C. travel content promoted by Destination BC’ has been expanded to include video completions of skippable video ads. This change has been made to better reflect Destination BC’s investment in its video strategy. Assuming no change in budget, Destination BC anticipates content consumption will improve annually because of improvements to content quality and distribution efficiency. Measure 1.1a is closely aligned to our 2017/18-2019/20 Corporate Strategy, and related Global Marketing and Destination Development Strategies.

1.1b: Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. In 2017, due to strong growth in overnight visitor volume and accommodation sector revenue, the target of 5.0% growth was exceeded.

Objective 1.2: Our work amplifies traveler advocacy for British Columbia.

Key Strategies:

- Cultivate a community of brand advocates for British Columbia to recommend travel to B.C. through their networks.
- Forge new relationships with both tourism and non-tourism partners to increase awareness and distribution of the Explore BC message promoting travel within the province by B.C. residents.

Performance Measure	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.2a #ExploreBC uses by Destination BC's brand advocates in the global social media community ¹	2.5 M	3.7 M	4.8 M	5.6 M	6.4 M	7.0 M

¹ Data Source: Numbers reported by Destination BC using third party tracking tool.

Linking Performance Measures to Objectives:

1.2a: The use of #ExploreBC by Destination BC's social media brand advocates measures our success in encouraging or influencing them to advocate for British Columbia as a destination to visit among their family, friends and colleagues, hence increasing visitation. This measure indicates the use of #ExploreBC when consumers post or share content on social media. The use of #ExploreBC indicates an active level of engagement and advocacy of our content across multiple social media channels.

Discussion:

1.2a: In 2017/18 a cultural shift was observed in how people use Instagram, which is where the #ExploreBC hashtag is tracked. Industry research shows that, since the introduction of Instagram Stories, people are sharing content more frequently on Instagram Stories and less frequently on their Instagram Feed. Accordingly, the '2018/19 Forecast' and future targets have been modified. Measure 1.2a is closely aligned to our 2017/18-2019/20 Corporate Strategy, and related Global Marketing and Destination Development Strategies.

Objective 1.3: Increase direct and indirect customer leads to tourism businesses.

Key Strategies:

- Facilitate purchases, once interest is captured, by connecting visitors directly or indirectly through third parties, to B.C.'s tourism products and services, thus generating customer leads for British Columbia's tourism businesses.
- Drive tourism sector marketing innovation to help create well-paying jobs in every region of the province.

Performance Measure	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.3a Number of customer leads for industry generated (directly or indirectly) by Destination BC through digital marketing activities ¹	850,000 (Baseline Year)	803,000 (Direct Only) 6.5 M (Direct & Indirect)	1.25 M (Original Forecast) 4.3 M (Modified Forecast)	1.6 M (Original Target) 4.5 M (Modified Target)	4.7 M	5.0 M

¹ Data Source: Numbers aggregated by Destination BC based on reporting from diverse sources including Destination BC, its digital marketing agencies and marketing partners.

Linking Performance Measures to Objectives:

1.3a: The number of leads for industry through Destination BC's digital marketing activities

measures our success in generating leads for tourism businesses, online travel agencies and the travel trade, enabling them to translate those leads into bookings.

Discussion:

1.3a: The 2017/18 forecast was for 1.0 million customer leads (direct or indirect). The ‘2017/18 Actual’ of 6.5 million (803,000 direct referrals) was due to a shift from a strategy of focusing primarily on driving direct referrals to Destination BC’s web properties to one of connecting consumers with inspiring videos on various social platforms. Recent technological enhancements have strengthened Destination BC’s ability to collect indirect referrals data from businesses, and therefore targets for 2018/19 and onwards have been revised. The ‘2017/18 Actual’ is higher than the ‘2018/19 Forecast’ and ‘2019/20 Target’ because of one-time marketing campaigns that were not repeated in 2018/19, and will not be repeated in 2019/20 due to shift in resources to other marketing activities, such as one-time niche-interest campaigns (e.g. fishing, golf, wine touring and mountain biking) which are now run by these Sectors directly using Destination BC co-op marketing funds.

Goal 2: Remarkable Guest Experiences

Assist industry to deliver a world-class guest experience and secure the highest Net Promoter Score® in North America for British Columbia.

Objective 2.1: Work in partnership with industry and training organizations to assist tourism businesses to meet and exceed guest needs and expectations.

Key Strategies:

- Deliver industry training in regions across the province, including rural communities that are diversifying, growing and strengthening their economies.
- Work collaboratively with Visitor Services Network members, community stakeholders, local businesses, and Government partners to create more contemporary, innovative, and authentic approaches to meeting guests’ information needs as they travel throughout the province.
- Encourage communities to continue to adopt visitor services with enhanced accessibility and promote the hiring of persons with disabilities into the tourism sector.

Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a Visitor satisfaction with visitor information services ¹	90.4%	NA	Maintain or Improve	NA	Maintain or Improve	NA
2.1b Competitive ranking of British Columbia’s Net Promoter Score ²	Ranked #1 in 2 of 5 key North American markets	Ranked #1 in 3 of 5 key North American markets	Maintain or Improve	Maintain or Improve	Maintain or Improve	Maintain or Improve

¹ Data Source: Destination BC’s Visitor Satisfaction with Visitor Services Information Study (conducted by independent third-party research firm). Visitor satisfaction with visitor services is measured every second year.

² Data Source: Destination BC’s Key Performance Indicator Study (conducted by independent third-party research firm). Net Promoter Score® measures the likelihood of visitors to recommend B.C. to their friends or family.

Linking Performance Measures to Objectives:

2.1a: Visitor satisfaction with information services measures the success of the Visitor Services Network members in assisting travellers to have memorable trips in British Columbia.

2.1b: British Columbia's ranking by key North American markets measures our success, relative to competing destinations, in assisting tourism businesses to create remarkable on-the-ground experiences for their guests in today's fiercely competitive global tourism market.

Discussion:

2.1a: Although the impact of wildfires added to the informational requirements of visitors in 2018/19, Destination BC expects to 'Maintain or Improve' its previous visitor satisfaction score of 90.4 percent.

2.1b: Measure 2.1b is closely aligned with its corporate goal: to be the 'most highly recommended destination in North America'. B.C.'s key North American competitor markets include Alberta, Ontario, Washington and California. In 2017/18, British Columbians, Albertans and the Greater Toronto Area survey respondents ranked B.C. as #1. Future targets remain set at 'Maintain or Improve' because shifting perceptions (i.e. how likely people are to recommend B.C. as a travel destination versus other competing destinations) is a lengthy process and can be hindered, in the short-term, by factors beyond a marketing organization's control such as weather, price, etc.

Goal 3: A Powerful Marketing ¹ Network

In alignment with the provincial tourism priorities, collaborate with stakeholders, partners and communities to align and focus collective marketing and development efforts, to amplify British Columbia's competitive position in the global marketplace.

Objective 3.1: Collaborate with regional destination marketing organizations, and other key stakeholders, partners and communities to align and focus on collective marketing and destination development efforts.

Key Strategies:

- Develop and support the implementation of the Provincial Destination Development Program, including area plans, regional plans, and the provincial plan that will enhance tourism experiences, businesses and jobs in British Columbia, and elevate British Columbia's competitiveness as a destination for travel and investment.
- Examine Destination BC's funding support for tourism across British Columbia's regions, including service contracts with regional destination marketing organizations, in the context of

¹ The term 'marketing' is used in the broad sense, including destination and product development as well as distribution and advertising and promotion.

other Provincial Government funding programs such as the Municipal and Regional District Tax and Resort Municipality Initiative.

- Continue Destination BC's Co-Op Marketing Partnerships Program to effectively leverage public and private funds, enhance the Corporation's marketing capacity and drive greater alignment and coordination across each of British Columbia's six tourism regions.
- Work with B.C.'s Indigenous cultural tourism sector by providing stable and predictable support for Indigenous Tourism BC (ITBC) to build and implement a robust Indigenous tourism strategy that aligns with other organizations in the provincial and national tourism ecosystem, to increase revenues and jobs and the number of market-ready Indigenous tourism businesses.

Performance Measure	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a Tourism businesses' satisfaction with Destination BC programs and services ¹	7.27 (out of 10)	7.31 (Original) 7.34 (Updated)	Improve	Improve	Improve	Improve

¹ Data Source: Destination BC's Annual Stakeholder Survey (conducted by independent third-party research firm). Tourism businesses comprise one of the six strata whose satisfaction is tracked through the corporate stakeholder survey. Scores of the other strata are reported elsewhere and used to inform corporate planning and program evaluation.

Linking Performance Measures to Objectives:

3.1a: Destination BC's annual corporate stakeholder survey enables us to measure our success in terms of stakeholder satisfaction with Destination BC's programs and services, while strengthening communications and relationships with key industry stakeholders, and cross-government partners.

Discussion:

3.1a: In order to meet the 2017/18 Annual Service Plan deadline, on May 29, 2018, data was pulled and analyzed from the 2018 Stakeholder Satisfaction Survey while the study was still in field. Once the study was closed on June 19, 2018 the '2017/18 Actual' figure was updated from 7.31 to 7.34 to include responses from all participating tourism businesses. This result is reflected in the survey's report of August 21, 2018.

Goal 4: Business Efficiency

Conduct our business efficiently and improve productivity in a changing environment.

Objective 4.1: We conduct our business efficiently to ensure cost effective provision of support services that meet evolving business requirements.

Key Strategies:

- Lower support services costs to increase the funds available for tourism marketing.

- Make programs, systems and knowledge more accessible, user-friendly and shareable for tourism stakeholders, while simplifying application processes and accountability reports to make it easy to do business with us.

Performance Measure	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
4.1a Percentage of Destination BC funds allocated to support services ¹	7.3%	7.0%	<10%	<10%	<10%	<10%

¹Data Source: Destination BC's Annual Financial Statements (Corporate Services expenditures).

Linking Performance Measures to Objectives:

4.1a: The percentage of funds allocated to support services measures our ability to ensure we are cost effective in meeting our business requirements while improving our ability to compete in the global tourism market by dedicating more funds to tourism marketing.

Discussion:

4.1a: Destination BC anticipates meeting the Objective 4.1 target of <10% of funds allocated to support services. Previous 'Actuals' demonstrate that we have been able to meet and exceed this target in the past.

Objective 4.2: We demonstrate business productivity to achieve and be accountable for generating customer leads and improving industry's ability to compete globally.

Key Strategies:

- Demonstrate achievement of key program outcomes, including supporting tourism marketing and industry development activities that improve industry's ability to compete globally.

Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
4.2a Size of Destination BC's global social media community of brand advocates ²	999,782	1.2 M	1.3 M	1.6 M	1.9 M	2.1 M
4.2b a) Number of communities and sectors participating in Destination BC's application-based co-op marketing program b) number of participating communities outside Metro Vancouver, Victoria and Whistler ³	120 (total) 100 (regional)	138 (total) 105 (regional)	120 (total) 100 (regional)	120 (total) 100 (regional)	120 (total) 100 (regional)	120 (total) 100 (regional)
4.2c Net Promoter Score of Participants in the Experience Design Module of the Remarkable Experiences Program ⁴	34.2 (Max. 100) (Baseline Year)	52.5	Maintain or Improve	50.0 or greater	50.0 or greater	50.0 or greater

¹ Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies and marketing partners.

² Data Source: Numbers reported by Destination BC using a third-party tracking tool.

³ Data Source: Destination BC's program area (public documents) verifiable by participants.

⁴ Data Source: Destination BC's Remarkable Experiences Program Overall Evaluation Study.

Linking Performance Measures to Objectives:

4.2a: The size of Destination BC's global social media community is a key measure of the success of programs designed to encourage people to advocate for British Columbia as a travel destination to their family, friends and colleagues. This measure indicates the number of followers of all Destination BC's social media channels (currently including YouTube, Facebook, Instagram, Twitter, Pinterest, Weibo, WeChat).

4.2b: The level of participation in Destination BC's application-based Co-op Marketing Partnership Program measures our success in encouraging the collaboration and alignment of marketing of community Destination Management Organizations across British Columbia.

4.2c: The score of program participants in the Remarkable Experiences Program is a key measure of the success of the program in assisting tourism businesses in their efforts to deliver outstanding guest experiences.

Discussion:

Objective 4.2 is aligned with the Ministerial Directive related to Destination BC's performance-based funding, which was introduced in Budget 2017, and confirmed in subsequent budgets. The 2019/20 performance measures relevant to the Directive include Performance Measures 1.3a and 4.2 a, b and c. Targets and measures are consistent with the Directive.

4.2a: For 2018/19, Destination BC anticipates increasing its global social media community of brand advocates to 1.3 million from its previous score of 1.2 million.

4.2b: Destination BC's investment will not change in 2019/20. Market penetration of the program is high; most communities and sectors already participate. Accordingly, the '2018/19 Forecast' and future targets have been modified from 'Maintain or Improve' to '120 (total) 100 (regional), the target for the equilibrium state of the program. Without changes in Destination BC's budget, minor fluctuations in the number of participants from year to year will reflect isolated changes in the circumstances of community and sector participants, rather than changes in Destination BC's funding or the reach of the program.

4.2c: The dramatic increase from the '2016/17 Actual' of 34.2 (out of 100) to the '2017/18 Actual' of 52.5 was due to the favorable response to changes made to the program. With this large increase in the Net Promoter Score, the program has exceeded the original three-year target of 49.2 and has reached a strong long-term target for participant satisfaction. Hence the target has been adjusted to maintaining a Net Promoter score of 50.0 or greater. Due to further changes in the program the performance measure will only include the Net Promoter score of the Experience Design module from 2019/20 onwards.

Goal 5: Our People

Build a collaborative, insight-driven, results-focused team.

Objective 5.1: We attract, retain and develop highly skilled and engaged people.

Key Strategies:

- Maintain the annual evaluation of employee satisfaction and engagement to assist the Board of Directors and senior management in identifying opportunities to build employee engagement, continue talent development by providing employees with ongoing learning opportunities, increase our capacity to innovate, strengthen our ability to compete for top talent, and uphold our commitment to diversity and inclusion to maintain a stable and thriving workplace.

Performance Measure	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
5.1a Employee engagement ¹	4.12 (out of 5)	4.04	4.15	Maintain or Improve	Maintain or Improve	Maintain or Improve

¹ Data Source: Destination BC's Annual Employee Engagement Survey (conducted by independent third-party research firm).

Linking Performance Measures to Objectives:

5.1a Destination BC's annual employee engagement survey enables us to measure our success in attracting, retaining and developing highly skilled and engaged people as we strive to enhance the collective capabilities of the people in our industry and in our organization.

Discussion:

Employee engagement remained very high at 4.04 (on a one to five scale) in 2017/18 but fell short of the original 4.20 target. Destination BC will continue to invest in maintaining and increasing employee satisfaction and engagement. Accordingly, the '2018/19 Forecast' of 4.15 has been revised from the original 4.25 target. Future targets will remain as 'Maintain or Improve'.

Financial Plan

Summary Financial Outlook

(\$m)	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Total Revenue				
Government Transfers ^{1, 2}	53.464	52.621	52.621	52.621
Deferred Government Contributions	0.329	0.360	0.220	0.220
Other Revenue	0.283	0.147	0.150	0.150
Total Revenue	54.076	53.128	52.991	52.991
Total Expenses				
Marketing	32.035	31.924	31.924	31.924
Destination & Industry Development	14.986	13.678	13.681	13.681
Strategy, Research & Communications	2.508	3.240	3.240	3.240
Corporate Services	4.218	3.926	3.926	3.926
Amortization	0.329	0.360	0.220	0.220
Total Expenses	54.076	53.128	52.991	52.991
Net Income	0	0	0	0
Total Liabilities	5.406	5.046	4.826	4.606
Accumulated Surpluses/Retained Earnings	0.709	0.709	0.709	0.709
Capital Expenditures	0.296	0.800	0.225	TBD
Dividends/Other Transfers	0.000	0.000	0.000	0.000

¹ Footnote: The 2018/19 Forecast includes \$1,946,300 in Government Transfers for the Tourism Events Program, which is not a part of base amount. Government transfers will increase by \$1,030,000 effective 2019/20 in addition to increments for bargaining unit employee wage increases (2018/19: \$93,000, 2019/20: \$166,000, 2020/21: \$166,000).

² Footnote: On March 29, 2017 a Ministerial Directive was issued to Destination BC pertaining to a performance-based funding model for Destination BC.

Key Forecast Assumptions, Risks and Sensitivities

Revenue and Expense forecasts for 2019/20-2021/22 include conservative estimates of Other Revenue. Destination BC will manage any fluctuations by implementing sound financial management practices that help ensure government-funded program spending remains affordable and flexible

within Destination BC's business planning. There have been no changes in assumptions from the 2018/19-2020/21 Service Plan. There are no substantive forecast risks to Destination BC's financial plan.

Management's Perspective on the Financial Outlook

Destination BC is primarily funded through Provincial government appropriations. With an increase in government transfers of \$1,030,000 in 2019/20, Provincial funding is expected to remain consistent over the next three years, as identified in the 2019/20-2021/22 Summary Financial Outlook, thus limiting financial risks to Destination BC. As described in this Service Plan, Destination BC allocates this funding to programs that deliver on its mandate. Destination BC generates a small (less than one per cent of total budget) amount of revenue through cost recovery training programs provided to the tourism industry. Any variation from forecast training program revenue will be managed within the program.

Destination BC is subject to significant financial pressures from the effects of increasing costs of digital marketing world-wide and the depreciation of the Canadian dollar on the cost of marketing in the United States and other international markets. Destination BC works to mitigate these pressures by investing in continual improvement of workforce productivity, developing innovative new marketing partnerships and ensuring efficient cost-effective program delivery. If performance-based funding measures are achieved and base funding increases, the incremental resources will be applied to marketing and destination management programs.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

Destination BC is governed by a Board of Directors that is responsible to the Minister of Tourism, Arts and Culture for the implementation of government direction. The Board's direction is implemented by management, which carries out the day-to-day operations of Destination BC under the supervision of the Chief Executive Officer. For more information on Corporate Governance, please see the [Leadership](#) section of Destination BC's corporate website.

Organizational Overview

For an overview of Destination BC, please see Destination BC's [Organizational Overview](#).

KNOWLEDGE NETWORK PROFILE

Statutory Authority: Knowledge Network Corporation Act

Type of Organization: Crown Corporation

Appointment Process: Order in Council

Program Objectives:

- Knowledge Network is B.C.'s public educational broadcaster, supporting lifelong learning for children and adults by providing quality, commercial-free programming through its broadcast channels, websites and apps.
- Knowledge Network invests in documentaries and children's programs produced by independent filmmakers; leverages funding from federal and provincial, public and private sources; and supports the creation of B.C. stories.

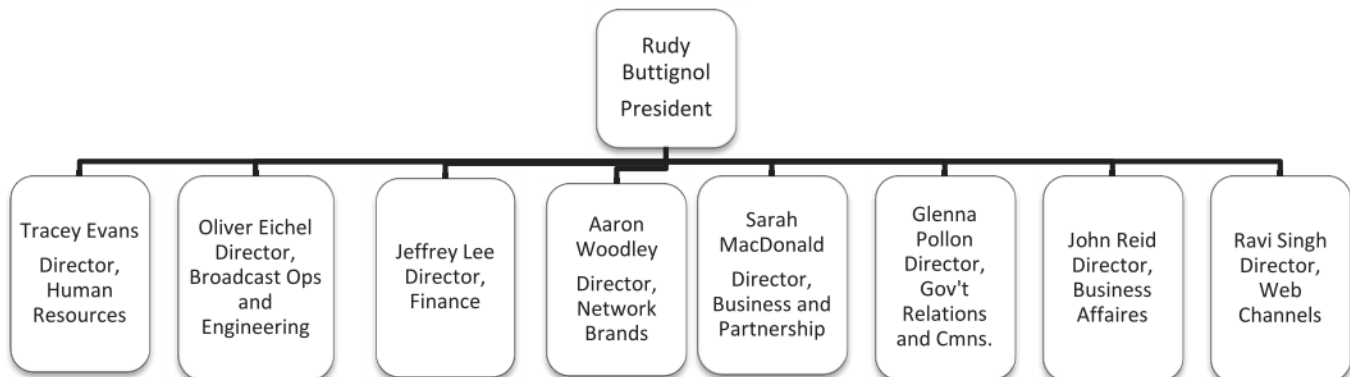
Program Description:

- Knowledge Network is an independent provincial public educational broadcaster that operates exclusively in the public interest. It helps to create informed communities by providing a trusted, commercial-free programming service that supports lifelong learning, presents diverse points of view and promotes culture and identity from local and global perspectives. Informing and enlightening audiences on the important issues, Knowledge Network connects British Columbians to each other and the world.
- Funded by an annual operating grant from the provincial government and donations from loyal viewers, Knowledge Network offers a diverse range of content including commercial-free documentaries, arts and culture, drama and children's programs.

Governing Legislation:

- *Knowledge Network Corporation Act*

Organizational Chart:



2019/20 Priorities/Key Initiatives:

- Provide quality, freely available and commercial-free television, web and mobile platform services to British Columbians.
- Collaborate with B.C.'s independent production sector to create original B.C. stories.
- Support literacy and early childhood development by working in partnership with B.C.'s independent production sector.
- Collaborate with independent, Indigenous filmmakers to create original B.C. Indigenous stories and continue to seek further opportunities to share Indigenous perspectives through programming.

Legislative Priorities:

- Nothing currently identified

Board Composition:

Name	Position	Date of Appointment	Term Expiry
Maurine Karagianis	Chair	July 31, 2018	2020-07-31
Chamkaur Singh Cheema	Vice Chair	December 31, 2016	2019-12-31
Sarf Ahmed	Director	May 22, 2018	2019-12-31
Norah Bowman	Director	May 22, 2018	2019-12-31
D. Anthony Knox	Director	July 31, 2016	2020-07-31
Janis (Jan) E. Lindsay	Director	July 31, 2015	2019-07-31
Doreen Manuel	Director	May 22, 2018	2019-12-31
Gerry Martin	Director	December 20, 2016	2020-07-31
Stacey Shields	Director	July 31, 2016	2020-07-31
Eric Watt	Director	June 20, 2014	2020-07-31

Appointments Required:

- One director term expires July 31, 2019

Websites: <https://www.knowledge.ca/>
<https://www.knowledgekids.ca/>

Contacts: Rudy Buttignol, President and CEO
rudyb@knowledge.ca

Jeffrey Lee, Director of Finance
jeffreyl@knowledge.ca

Glenna Pollon, Director of Government Relations and
Communications
glennap@knowledge.ca



Ref: 35301

January 16, 2019

Ms. Maurine Edna Karagianis
Chair
Board of Directors
Knowledge Network Corporation
4355 Mathissi Place
Burnaby, BC V5G 4S8

Dear Ms.Karagianis:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Knowledge Network provides British Columbians with quality, commercial-free public educational programming via television, internet and mobile platforms.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

.../2

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for Knowledge Network Corporation, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Provide quality, freely available and commercial-free television, web and mobile platform services to British Columbians.
- Collaborate with B.C.'s independent production sector to create original B.C. stories.
- Support literacy and early childhood development by working in partnership with B.C.'s independent production sector.
- Collaborate with independent, Indigenous filmmakers to create original B.C. Indigenous stories and continue to seek further opportunities to share Indigenous perspectives through programming.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019 to coincide with the release of your organization's service plan.

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I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

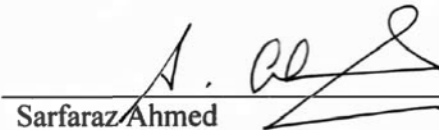
Sincerely,



Lisa Beare
Minister of Tourism, Arts and Culture



Maurine Karagianis
Chair
Knowledge Network Corporation



Sarfaraz Ahmed
Board Member
Knowledge Network Corporation



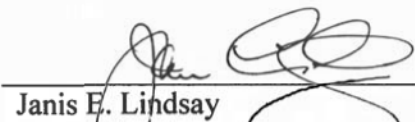
Norah Mary Bowman
Board Member
Knowledge Network Corporation



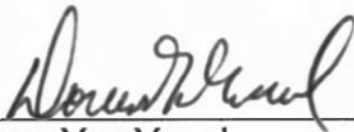
Chamkaur Singh Cheema
Board Member
Knowledge Network Corporation




D. Anthony Knox
Board Member
Knowledge Network Corporation



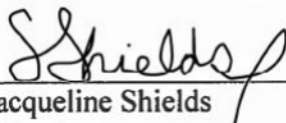
Janis E. Lindsay
Board Member
Knowledge Network Corporation



Doreen Mary Manuel
Board Member
Knowledge Network Corporation



Gerrold James Martin
Board Member
Knowledge Network Corporation



Stacy Jacqueline Shields
Board Member
Knowledge Network Corporation



Eric G. Watt
Board Member
Knowledge Network Corporation

.../4

pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Sandra Carroll
Deputy Minister
Ministry of Tourism, Arts and Culture

Sarfaraz Ahmed
Director
Knowledge Network

Norah Mary Bowman
Director
Knowledge Network

Chamkaur Singh Cheema
Director
Knowledge Network

D. Anthony Knox
Director
Knowledge Network

Janis E. Lindsay
Director
Knowledge Network

Doreen Mary Manuel
Director
Knowledge Network

Gerrold James Martin
Director
Knowledge Network

.../5

Stacy Jacqueline Shields
Director
Knowledge Network

Eric G. Watt
Director
Knowledge Network

Rudy Buttignol
Chief Executive Officer/President
Knowledge Network Corporation

Knowledge Network Corporation

2019/20 – 2021/22 SERVICE PLAN

February 2019



For more information on Knowledge Network Corporation contact:

4355 Mathissi Place
Burnaby, BC V5G 4S8

604.431.2222 Toll Free: 1.877.456.6988

info@knowledge.ca

Or visit our website at
knowledge.ca
knowledgekids.ca

Board Chair Accountability Statement



The 2019/20 – 2021/22 Knowledge Network Corporation Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 25, 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Knowledge Network Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Knowledge Network Corporation's operating environment, forecast conditions, risk assessment and past performance.



Maurine Karagianis
Board Chair

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Strategic Direction and Alignment with Government Priorities

The purposes of British Columbia's public educational broadcaster, as identified in the *Knowledge Network Corporation Act*, are to:

- Carry on the business of broadcasting and communications to provide unique, quality educational programming to British Columbians;
- Promote lifelong learning in British Columbia by providing quality educational programming;
- Inform and educate British Columbians about their province and about issues that are relevant to them;
- Provide British Columbians with a unique television experience; and,
- Collaborate with the independent television and web media productions sectors in British Columbia.

Our 2019/20 *Mandate Letter* will inform our actions for the coming year with four priorities:

- Provide quality, freely available and commercial-free television, web and mobile platform services to British Columbians.
- Collaborate with B.C.'s independent production sector to create original B.C. stories.
- Support literacy and early childhood development by working in partnership with B.C.'s independent production sector.
- Collaborate with independent, Indigenous filmmakers to create original B.C. Indigenous stories and continue to seek further opportunities to share Indigenous perspectives through programming.

Knowledge Network Corporation is aligned with the Government's key priorities:

Government Priorities	Knowledge Network Corporation Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Offering a high quality public service (free and commercial free) through any platform British Columbians choose to use (Objective 2.1).
Delivering the services people count on	<ul style="list-style-type: none"> • Enhancing the accessibility and quality of Knowledge Network's regularly scheduled broadcast service to maintain its relevance and importance to British Columbians (Goal 1). • Strengthening programming to meet the diverse needs of viewers, specifically positive, educational content that fosters learning for young children and their families, and programs that inform and inspire audiences 50+ (Objective 1.1).
A strong, sustainable economy	<ul style="list-style-type: none"> • Championing more B.C. stories and supporting more storytellers (Goal 3). • Creating more B.C. and Canadian stories and strengthening the independent production community through commissioning efforts (Objective 3.1).

In addition, Knowledge Network will be starting the second year of its three-year Strategic Plan in April 2019. The goals and strategies from the three-year Strategic Plan support those reflected in this Service Plan.

Indigenous cultural diversity is reflected in Knowledge Network's programming strategies, in support of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Operating Environment

Knowledge Network is federally licenced by the Canadian Radio-television and Telecommunications Commission (CRTC) and provincially mandated by the Government of British Columbia. Knowledge Network is also a registered charity with the Canada Revenue Agency, engaging in fundraising activities through Knowledge Partners and the Knowledge Endowment Fund. Our Service Plan supports both our federal and provincial commitments, and identifies the opportunities and risks we face moving forward.

Performance Plan

Knowledge Network values our relationship with the Ministry of Tourism, Arts and Culture. We regularly engage with and update the Ministry on strategic priorities and new opportunities.

Goal 1: Enhance the accessibility and quality of Knowledge Network's television service to maintain its relevance and importance to British Columbians.

The rapid proliferation of new devices and web channels is changing the way television is watched. Regularly scheduled TV programming, however, continues to garner the majority of viewing, especially for older audiences. Knowledge Network's scheduled television service – delivered on cable, satellite, web and mobile apps – is the popular and vital foundation on which our growth is built.

Objective 1.1: Strengthen programming to meet the diverse needs of viewers, specifically positive, educational content that fosters learning for young children and their families, and programs that inform and inspire audiences 50+.

Key Strategies:

- Distribute 24/7 regularly scheduled television service to all British Columbians by every common platform, including: cable; satellite; Internet Protocol TV (e.g. TELUS Optik, Bell Fibe); and live streaming through Knowledge websites and apps.
- Continue to strengthen the primetime schedule with high quality arts, culture, social issue, history and natural history documentaries, performing arts and drama from B.C., Canada and the world.
- Invest in programming that promotes literacy and numeracy for young children.
- Increase online playback options for our scheduled television service by developing a live stream recording capability.

Performance Measures			2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1a	Total Reach ¹ (People)	Knowledge Primetime/Overnight	2,913,000	3,000,000	3,000,000	3,000,000	3,000,000
		Knowledge Kids	2,191,000	2,000,000	2,000,000	2,000,000	2,000,000
1.1b	Total Share ²	Knowledge Primetime	5%	4.5%	4.5%	4.5%	4.5%

Data Source: Numeris Canada.

¹ Unduplicated number (number of people exposed) of those viewing at least one minute of programming in the Vancouver Extended Market and Western Prairie Balance Market for Knowledge Primetime/Overnight (viewers 2+, 6pm to 4am) and Knowledge Kids (viewers 2+, 6am to 6pm, M-F; 6am to 12pm, Sat-Sun).

² The proportion of individuals viewing a specific program or daypart compared to the total number of individuals watching TV during the same interval of time. Vancouver Extended Market for Knowledge Primetime (viewers 2+, 7pm to 11pm, M-S). Total share for Knowledge Kids is not included in this measure, as the growth opportunity for this demographic is not on television, but on our Knowledge Kids website and apps. The audience sample for this audience segment is also small, creating significant swings in market share from week to week.

Linking Performance Measures to Objectives:

1.1a Total Reach is an indicator of the relevance, quality and accessibility of Knowledge Network's regularly scheduled broadcast service for adults and kids through a demonstration of steady viewership.

1.1b Total Share in primetime is the proportion of individuals viewing Knowledge Network compared to the total number of individuals watching TV during the evening period.

Discussion:

Knowledge Network anticipates meeting its 2018/19 targets. Total Reach measures the estimated total number of different people who watch Knowledge Network on television during a fiscal year. Knowledge Network has a significant reach and is very successful with viewers in our market. Knowledge Primetime primarily targets audiences 50+. While many viewers in this demographic continue to watch programs on television, the opportunity for audience growth is on web and app channels. Maintaining our current audience on television, at our current levels, is an ongoing challenge in a competitive broadcast environment and future targets have been set accordingly.

Knowledge Kids primarily targets children 2-8 and their parents and caregivers. There is a slight decrease in the forecast for Knowledge Kids Total Reach as children are consuming more content on other platforms (computers, mobile and tablets). While we do not anticipate growth in the reach of Knowledge Kids on television in the coming years, we project growth on Knowledge Kids digital platforms.

Total Share, a new performance measure this year, demonstrates Knowledge Network's share of the total viewing audience. Measuring total share allows Knowledge Network to compare viewership with other Canadian broadcasters competing for audiences in the Vancouver Extended Market, which includes the Lower Mainland and Vancouver Island. Knowledge Network is regularly the 4th most watched broadcaster in primetime in British Columbia. Targets have been set at 4.5 per cent share, lower than 2017-2018 actuals of 5 per cent. As part of our 2018 broadcast license renewal, Knowledge Network requested a change in Canadian content reporting to focus on investment in Canadian content rather than exhibition. The Canadian Radio-television and Telecommunications Commission (CRTC) did not approve the change, which would have given Knowledge Network more flexibility to adjust to a changing marketplace in light of having two peak viewing periods – kids programming during the day and adult programming in the evening. As a result, the forecast and targets have been adjusted accordingly. Below is a table showing Knowledge Network's primetime share compared to other broadcasters in our market from the last fiscal year:

2017-2018	
Broadcasters	Audience Share %
Global BC	8.5
CTV Vancouver	8.2
CBC Vancouver	7.7
Knowledge Network	5.0

TSN	3.4
City Vancouver	3.3

Goal 2: Improve the audience experience for video on demand by increasing the number of available programs and through the development of next generation apps and platforms.

As new devices and operating systems proliferate, Knowledge Network is working to ensure that our programming service is available on any platforms adopted by our audiences. We are also committed to a high-quality experience on all platforms.

Objective 2.1: Our public service is available on any platforms our audiences use and the experience is high quality.

Key Strategies:

- Expand the number of curated collections and individual programs for video on demand, with an emphasis on arts and culture documentaries.
- Build a new generation Knowledge app for Apple and Android devices, based on the new Knowledge website technology.
- Build the next generation Knowledge Kids Go app for Apple and Android devices.
- Develop Knowledge and Knowledge Kids apps in partnership with Samsung Canada for its Smart TV app store.

Performance Measures			2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a	Total Subscribers ¹	Knowledge.ca and Knowledge App	33,381	75,500	95,000	105,000	115,000
2.1b	Total App Downloads ²	Knowledge Apps	13,751	18,000	20,000	21,000	22,000
		Knowledge Kids Go Apps	73,756	88,500	93,000	98,000	103,000
2.1c	Videos Played ³	Knowledge.ca and Knowledge Apps	1,124,496	1,100,000	1,120,000	1,140,000	1,150,000
		KnowledgeKids.ca and Knowledge Kids Apps	8,356,841	8,500,000	8,550,000	8,600,000	8,650,000

Data Sources:

¹ Knowledge.ca website database. Tracks total users who complete registration for a Knowledge account (cumulative).

² Google Play Console (Android), iTunes Connect (Apple) and Samsung Smart TV Analytics. Tracks lifetime downloads (cumulative) for each fiscal year.

³ Google Analytics. Tracks total videos played across web and mobile platforms in a fiscal year.

Linking Performance Measures to Objectives:

2.1a The Total Subscribers captures the number of new users of video on demand collections and programs.

2.1b Total App Downloads represents the installed base of users for the Knowledge and Knowledge Kids Go apps. This measure reflects that our services are available on common platforms adopted by our audiences. It also demonstrates that audiences are successfully discovering the apps.

2.1c Videos Played tracks the number of videos played on web and mobile platforms for children and adults. This measure demonstrates that audiences are watching programs outside of the regularly scheduled television service.

Discussion:

Expanding digital platforms has allowed Knowledge Network to better serve the growing number of viewers, including kids and families, who increasingly access content through websites and apps. These platforms provide British Columbians with a free alternative to paid subscription and ad-supported streaming media services and are a significant opportunity for audience growth. Specifically, we are seeing significant growth in subscribers on our Knowledge Network website and apps and have increased our future targets accordingly. Meeting this goal will require ongoing development and upgrading of our apps and websites.

Changes to our video player technology on the Knowledge Kids App contributed to a lower forecast for videos played compared to our last published report.

The video player has now been upgraded to improve discoverability of programs. Acquiring programs for our streaming platforms continues to be a challenge, as unregulated global competitors increase costs and availability of programs. Improving Knowledge Network's video on demand performance measure targets reflects our anticipated progress in serving audiences on web and mobile platforms, where new relationships can be further cultivated.

Goal 3: Champion more B.C. stories and support more storytellers.

Knowledge Network's investment in documentaries and children's programs produced by independent filmmakers leverages funding from federal and provincial, public and private sources. Increased investment in independent productions will support the creation of more B.C. stories and help develop skills within the community.

Objective 3.1: Create more B.C. and Canadian stories and strengthen the independent production community through commissioning efforts.

Key Strategies:

- Support early learning for B.C.'s youngest viewers through the development and production of an original animation series featuring Knowledge Kids' proprietary characters, Luna, Chip and Inkie.
- Invest in one-off documentaries, shorts and series in partnership with B.C.'s independent production sector.
- Develop and commission more B.C. Indigenous stories told by Indigenous storytellers.
- Encourage skills development and mentorship of emerging B.C. filmmakers in partnership with Creative B.C. and other federal and provincial organizations.
- Commemorate British Columbia's entry into Confederation in 2021 with the B.C. 150 History Project which will include a four-part history series and short films from independent B.C. filmmakers.
- Increase the number of original Canadian content programs in partnership with filmmakers and other broadcasters across Canada.
- Increase the profile of commissioned documentary series in select markets outside B.C. in order to qualify for production financing from national funding bodies.

Performance Measures	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a Direct Investment in Multi-Platform Content ¹	\$2,372,241	\$2,535,812	\$2,200,000	\$2,200,000	\$2,200,000
3.1b Indirect Investment in Multi-Platform Content (CMF envelope, other CMF funding, Independent production funds, tax credits) ²	\$6,733,573	\$18,437,585	\$14,000,000	\$12,000,000	\$12,000,000
3.1c B.C. Independent Production Budgets Supported by Knowledge Network ³	\$6,019,266	\$26,552,976	\$7,000,000	\$7,000,000	\$7,000,000

Data Sources:

¹ Letters of Intent, short-form commission/lead agreement, or long form commission/lead agreement entered into with independent producers in a fiscal year. Knowledge Network directs funds from its budget for original content rights. This measure includes Knowledge Network investment in television and online original content for both children and adults. Targets may be adjusted due to the non-cyclical nature of content production in future reports.

² Financing plans for projects where Knowledge Network has issued a Letter of Intent, short-form commission/lead agreement, or long form commission/lead agreement in a fiscal year. As a licensed broadcaster, Knowledge Network can help B.C. independent producers trigger funding for B.C. independent productions from third-party funding sources. Includes certified Canadian independent production funds, the Canada Media Fund (CMF), and federal and provincial tax credits. Based on Knowledge Network's investment, funding is generated from independent production funds towards B.C. and Canadian projects.

³ Project budgets submitted by independent producers where Knowledge Network has issued Letters of Intent, short-form commission/lead agreements, or long form commission/lead agreements. It represents all contributions to independent production budgets, including those committed by Knowledge Network in a fiscal year (includes certified Canadian independent production funds, the Canada Media Fund, and federal and provincial tax credits).

Linking Performance Measures to Objectives:

3.1a Direct Investment in Multi-Platform Content reflects Knowledge Network's financial support for B.C. and Canadian stories.

3.1b Indirect Investment in Multi-Platform Content demonstrates how Knowledge Network's investment in B.C. and Canadian projects leverages funding for independent producers from certified Canadian independent production funds, the Canada Media Fund, and federal and provincial tax credits.

3.1c B.C. Independent Production Budgets Supported by Knowledge Network represents all contributions to independent production budgets, including those committed by Knowledge Network in a fiscal year. It demonstrates the economic activity generated by independent production projects supported by Knowledge Network. Independent production budgets are comprised of funding from many sources, including domestic and international broadcasters, the Canada Media Fund, independent production funds and B.C. and Canada tax credits.

Discussion:

The number of projects Knowledge Network commissions or pre-licenses varies significantly from year to year. It is dependent on when projects have completed development and when they are ready to move forward into production. Each documentary production is a unique creation, with many variables influencing timing: from developing the story to securing the financing. Production budgets also vary depending on the scale and nature of the project. There are significant variations with budgets for children's series due to the genre, volume and involvement of international partners. Typically, about half of projects in development move forward to production financing. As a result, targets are revised annually based on the most recent information we have on the status of independent production projects.

Knowledge Network receives an allocation from the Canada Media Fund each year for the creation of Canadian programming. The amount of this allocation varies depending on a number of factors, which are not within our control.

Independent production financing is often dependent on Knowledge Network's annual Canada Media Fund allocation; they also require funding from other public and private independent production funds, as well as federal and provincial tax credits. The independent production budgets reflects the total budgets of B.C. productions where Knowledge Network has made an investment. These budgets generate economic activity by supporting B.C. talent including directors, producers, editors, production crews, animators, graphic artists, writers, and musicians.

3.1b and 3.1c forecasts for 2018/19 far exceed that year's targets. This is a result of a significant budget for an international, animated children's production based in BC and supported by Knowledge Network. Projects of this scale are not the norm and targets for these measures will vary based on the non-cyclical nature of content productions.

Goal 4: Connect with more viewers to enlarge the donor base and grow the Endowment Fund.

Knowledge Network's current donor base is both loyal and generous. It is, however, vital to our long-term sustainability that we continue to attract new donors, as well as increase donations and long-term support through legacy giving in the Knowledge Endowment Fund.

Objective 4.1: Attract new donors to offset attrition and to increase donations and long-term support for B.C.'s public broadcaster.

Key Strategies:

- Increase the number of new donors through a fundraising campaign across B.C. that celebrates Knowledge Network's 40th anniversary, in 2021.
- Utilize the capabilities of the newly launched Knowledge.ca website to cultivate viewers and convert them to donors.
- Host an estate planning seminar series for Knowledge Partners.

Performance Measures	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
4.1a Knowledge Partner Donations ¹	\$4,530,238	\$4,635,000	\$4,635,000	\$4,675,000	\$4,725,000
4.1b Legacy Circle Donors ²	675	750	800	850	900

Data Sources: Blackbaud donor database.

¹ Tracks total Knowledge Partner donations received each year.

² Tracks total number of individuals who have notified us that they have left a gift to Knowledge Network in their will each fiscal year (cumulative).

Linking Performance Measures to Objectives:

4.1a Knowledge Partner Donations performance measure reflects donations to the Annual Fund received from new, renewing and recovered donors in a fiscal year.

4.1b Legacy Circle Donors performance measure reflects a commitment from donors to support the long-term sustainability of Knowledge Network through bequests.

Discussion:

Gifts to the Knowledge Endowment Fund are an investment in the future of public broadcasting in British Columbia. Due to the nature of endowment revenue, it is difficult to predict the annual pace of growth. However, growth of donors who have made a commitment to leave a gift is the best indicator for measuring growth in legacy giving. Legacy Circle Partners are donors who have made a provision in their will to leave a bequest to Knowledge Network.

Knowledge Network has seen moderate but consistent growth in annual donations. To continue this positive trend, our strategies are designed to attract new donors and steward the current donor base to increase levels of giving.

Financial Plan

Summary Financial Outlook

(Consolidated, Reported in \$000)	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
REVENUE				
Province of BC Operating Grant	6,611	6,708	6,708	6,708
Specified Grant for BC 150 History Project	250	450	150	-
Deferred Special Grant	(250)	(450)	(150)	-
Donations and Sponsorships	4,660	4,819	4,845	4,895
Revenue from Subsidiary Operations	517	-	-	-
Amortization of Deferred Contributions	320	320	403	486
Endowment Investment Income	200	250	275	300
Other Revenue ¹	100	25	-	-
Total Revenue	12,408	12,122	12,231	12,389
EXPENSES				
Programming and Presentation	2,107	2,257	2,287	2,267
Marketing and Development	2,248	1,932	1,982	1,972
Broadcast Platforms and Web Channels	2,037	2,032	2,052	2,052
Amortization of Broadcast Rights	3,537	3,757	3,994	4,180
Expenses from Subsidiary Operations	696	200	-	-
General ²	360	410	410	410
Administration:				
President's Office	350	347	347	347
Board of Directors	33	33	33	33
Finance	467	481	481	481
Facilities	264	264	264	264
Human Resources	197	190	190	190
Other Expenses ³	112	219	143	143
Total Expenses	12,408	12,122	12,183	12,339
Annual Surplus (Deficit) from Operations	(0)	(0)	48	50
Endowment Contributions Received (held in trust) ⁴	800	900	900	900
Annual Surplus	800	900	948	950
Total Liabilities	1,573	1,703	1,450	964
Accumulated Surplus (Invested in Broadcast Rights & Capital Assets, Endowment Fund)	20,638	21,538	22,485	23,435
Capital Expenditures	5,920	4,250	3,681	3,324

¹ Includes realized investment income and other income.

² Includes amortization of equipment.

³ Includes employer health tax and other expenses.

⁴ Endowment contributions are held in trust and not treated as operating revenue.

Key Forecast Assumptions, Risks and Sensitivities

Knowledge Network has experienced an upward trend in charitable donations, even as charitable giving in Canada continues to decline amidst a growing number of charities seeking support⁵. Combined with changing demographics and viewing habits, we expect donations to Knowledge Network's annual fund to eventually plateau. However, legacy giving to endowments in Canada is experiencing an opposite trend, with growth expected to continue for the next decade or more.

After seven successful years of operations, the Knowledge-West Communications Corporation (KWCC) Board of Directors agreed to wind down the BBC Kids channel on December 31, 2018. Profitability of the service was impacted by a number of factors including changes in CRTC policies that disadvantage independent programming services such as BBC Kids.

There are four primary risks that may have an impact on our public service in 2019/20:

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
Multi-platform Broadcast Rights (medium risk)	The growth in online streaming and video on demand (VOD) services is creating increased competition for programs and their multi-platform rights, increasing costs and availability of content.	Expand the number of curated collections and individual programs for video on demand, with an emphasis on arts and culture documentaries. Increase Knowledge Network original programming to ensure extended streaming rights. Increase international pre-license titles to ensure streaming rights.
Audience Behaviour: Knowledge Primetime (medium risk) Knowledge Kids (high risk)	Competition for audiences from an increasing number of streaming services. Significant migration of kids viewing away from scheduled television.	Invest in streaming platforms for adults and kids, as they are adopted by viewers. Promote and market content to capture audiences migrating from scheduled television.
Revenue from Charitable Giving (medium risk)	Charitable giving in Canada continues to decline amidst a growing number of charities seeking support.	Steward the current donor base to increase levels of giving. Build the legacy giving program to secure a greater number of bequests.
New Donors (medium risk)	Fewer people are giving to charities in Canada.	Increase investment in donor acquisition to offset attrition of the donor base. Develop a special acquisition campaign to mark the 40 th anniversary of Knowledge Network in 2021. Leverage customized features of streaming services to convert online viewers to donors.

⁵ Blackbaud Index Canada has noted a 1.4% decrease in overall charitable giving as of November 2018.

The strategies identified in our Service Plan and 2018/19 – 2020/21 Strategic Plan will help mitigate these risks within our operating environment.

Management's Perspective on the Financial Outlook

Knowledge Network's success is built on a foundation of support from our 39,000 donors and the Government of British Columbia.

Contributions to the Knowledge Endowment have been steadily increasing with the fund currently valued at \$8.6 million. Gifts to the fund are an investment in the future of public broadcasting in British Columbia. It was established with a long-term view to support new programming, including the creation of B.C. stories. Due to the nature of endowment revenue, it is difficult to predict the annual pace of growth.

Amortization expenses will increase significantly over the next three years due to increased investment in original programming in recent years. We are required to capitalize our investment in programming, with amortization of broadcast rights typically spread out over four to six years.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

Organizational Overview

Appendix B: Subsidiaries and Operating Segments

Active Subsidiaries

Knowledge-West Communications Corporation (KWCC) was incorporated in 1981. KWCC owns and operates BBC Kids, a Canadian children's subscription channel. The CRTC approved KWCC's acquisition of assets for BBC Kids in April 2011. KWCC financial results are proportionately consolidated under Knowledge Network Corporation's audited financial statements.

The KWCC Board of Directors agreed to wind down the BBC Kids channel on December 31, 2018.

Summary Financial Outlook Table

Reported in \$000	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Total Revenue	517	-	-	-
Total Expenses	697	200	-	-
Net Income (Loss)	(180)	(200)	-	-
Dividends Paid to Knowledge Network Corporation	400	400		

PAVCo PROFILE

Statutory Authority: BC Business Corporations Act and British Columbia Enterprise Corporation Act

Type of Organization: Crown Corporation

Appointment Process: Shareholder Consent Resolution

Note: Board Members are appointed by Shareholder Consent Resolution which requires the Minister's signature.

Program Objectives:

- B.C. Pavilion Corporation's (PavCo) mandate is to generate economic and community benefit for the people of British Columbia through the prudent management of BC Place Stadium and Vancouver Convention Centre.

Program Description:

- PavCo owns and operates two public facilities located in downtown Vancouver: BC Place and the Vancouver Convention Centre.
- These iconic venues host a range of events from international meetings to world-class sporting competitions, in addition to large scale arts, culture and community gatherings. As a result, PavCo contributes significantly to the business success of BC and the continued growth of the tourism and hospitality industries, as well as trade development.
- The Vancouver Convention Centre is the provincial flagship for conventions, trade and consumer shows and meetings. BC Place is the largest indoor gathering place in British Columbia, and provides support to industry as a venue for consumer shows, as well as being a major sports and entertainment centre.
- Both of PavCo's facilities have undergone extensive renovations, and now offer the most sophisticated technology and architecture in their respective fields.
- Maintaining high customer service levels continues to be a strong focus for PavCo. Both BC Place and the Convention Centre have met and exceeded their targets for client and guest satisfaction and loyalty. The teams at each facility continue to implement changes that will further enhance the event experience for clients and guests alike.
- Additionally, attaining high levels of employee engagement remains a significant priority for PavCo. Its employees are crucial to its success as a world-class organization.

Financial Overview:

In 2019/20, PavCo and its facilities are forecasted to generate over an estimated \$430 million of economic benefit for the people of British Columbia through the prudent management of its public facilities.

Overall operating results for 2019/20 are budgeted to reflect a net loss of \$7.13 million, which is higher than the 2018/19 forecasted loss of \$3.38 million. Within these results, Pavco continues to manage interest costs on debt repayable to government of \$4.48 million per year.

In fiscal 2019/20, Vancouver Convention Centre is budgeted to achieve an operating profit, generating positive earnings of \$0.918 million.

s.13; s.17

Key Accomplishments and Awards:

- In 2018/19, PavCo generated over \$450 million in economic benefit for the province. PavCo has created an estimated economic impact of \$2.4 billion over the past five years for the people of B.C.

Vancouver Convention Centre

- The Vancouver Convention Centre again received the honour of 'Best Convention Centre Service in North America' by the Watkins Research Group in its 2018 Meeting Planners report that surveys nearly 1,000 North American meeting and convention organizers. This is a second consecutive honour for the Convention Centre in this biennial report considered the most comprehensive and authoritative ranking in the industry.
- The Vancouver Convention Centre was the recipient of the Gold award for Best Convention Centre, International in the 2018 Prevue Visionary Awards.
- In 2017, the Convention Centre further cemented its global leadership in environmental sustainability, earning LEED Platinum certification for Operations and Maintenance (version 4), complementing its LEED Platinum award for Construction and Design received in 2010. The Vancouver Convention Centre is the world's first double LEED Platinum certified convention centre.
- Vancouver was ranked North America's highest-rated destination for a business meeting, according to STR's 2017 Destination MAP (Meeting Assessment Program), a comprehensive study of meeting professionals and the meetings market in North America. In the same study, the Vancouver Convention Centre ranked #1 in many venue attributes, including: state of the art technology, quality of on-site food, walkability near venue, fast internet, easy to work with staff, and attractive conference hotels nearby.

- The Convention Centre was the recipient of Canada Green Building Council's inaugural 2017 Green Building Excellence award for Existing Building, where the facility was recognized for going "above and beyond in daily operations to create a spectacular environment that visitors from around the world want to experience" and for operating "44 per cent more efficiently than a typical Canadian convention centre" as a result of numerous features and best practices.
- In 2018, the Convention Centre was honoured with the Canadian Association for Exposition Management's (CAEM) Give Back Award for community service.
- In 2016, the Convention Centre was the first facility in Canada and only one of two facilities worldwide to earn the Venue Level Four certification from the Convention Industry Council's Accepted Practices Exchange (APEX) and American Society for Testing and Materials – the highest standard for sustainability in the meetings and convention.

BC Place

- Pollstar, the leading trade publication covering the worldwide concert industry, ranked BC Place the #1 Stadium in Canada in its 2017 Year-End Worldwide Ticket Sales for Stadium Venues. BC Place was also ranked #9 among venues in North America, and #27 out of all Stadium Venues worldwide.
- BC Place Stadium was also ranked as one of the "Top 100 Stadium Experiences of 2017" by Stadium Journey.
- In 2018 the Canada Sevens at BC Place was recognized with the Tournament Award from World Rugby Sevens Series. The tournament received the **highest** ranking on the 10-stop tour of the 2018 HSBC Men's Sevens Series. Vancouver's victory was the result of having the highest category score in 5 of the 9 categories, based on input from players and team managers from all 16 competing nations.
- BC Place's onsite hospitality team from Centerplate was awarded **Best Sports Venue** out of nearly 100 venue throughout North America and the UK at the 2018 Centerplate Awards. The culinary team set a sales and profitability record in 2017, while garnering rave reviews from guests and clients.
- In 2017, BC Place set a number of **attendance records** for sporting events in Canada, including:
 - **Record attendance with 28,017 fans** at the Canada vs USA Women's National Soccer Match on February 4, 2017.
 - **Record attendance with 77,096 fans** for the 2017 HSBC Canada Sevens tournament on March 11 and 12, 2017.
 - **Record attendance for a 15-a-side rugby match in Canada with 29,480 fans** at the Canada vs Maori All-Blacks match on November 3, 2017.
- Following a series of highly successful international events at BC Place in 2015 & 2016, Vancouver won two consecutive awards for **Best Quality of Life and Economic Impact** in the SportsBusiness Ultimate Sports Cities Awards 2016 and

2017.

- PavCo is a founding partner of Sport Hosting Vancouver and works closely with the team at BC Place in securing major events including the HSBC Canada Sevens tournament. Sport Hosting Vancouver was named the Canadian Sport Tourism Alliance's (CSTA) 2017 **Sport Tourism Organization of the Year**.
- The 2015 FIFA Women's World Cup Canada was recognized as a landmark event for sport in Canada, receiving multiple awards including '**Event of the Year**' at the **2016 Canadian Tourism Awards**. The award celebrated the event for best practices in all aspects of its operations, serving as an example of excellence to other events and festivals and the greater tourism industry.

2019/20 Priorities/Key Initiatives:

PavCo's main strategic goals are to:

- Create economic and community benefit while optimizing corporate profit.
- Provide exceptional customer service.
- Build a highly engaged workforce.

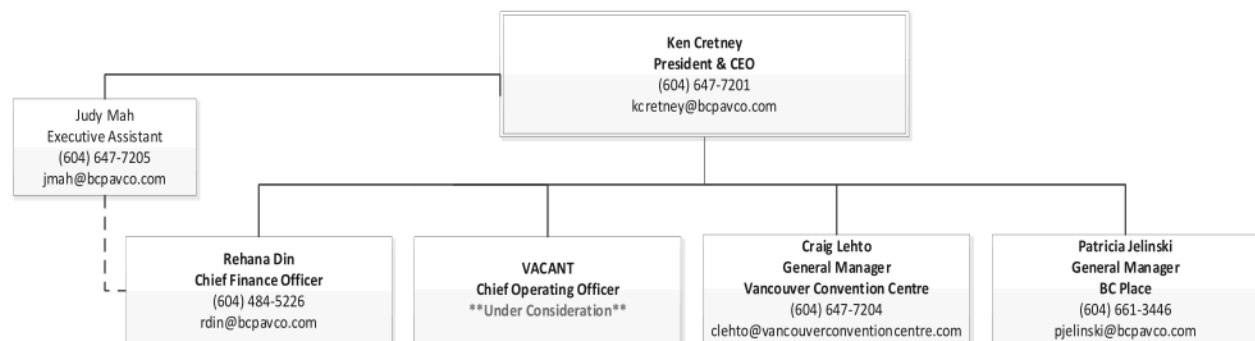
Legislative Priorities:

- Nothing currently identified

Governing Legislation:

- British Columbia Enterprise Corporation Act

Organizational Chart:



Board Composition:

Name	Position	Term Expiry
Ian Aikenhead	Chair	At Pleasure
Dan Chahill	Director	At Pleasure

Name	Position	Term Expiry
Flavia Coughlan	Director	At Pleasure
Carla Guerrero	Director	At Pleasure
Rod Harris	Director	At Pleasure
Gwen Point	Director	At Pleasure
Jatinder Rai	Director	At Pleasure

Appointments Required:

- No Board appointments are set to expire within the next 90 days

Website: <http://www.bcpavco.com/>

Contacts:

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Rehana Din	Chief Financial Officer	P: 604 484-5226 C: ^{s.22} E: rdin@bcpavco.com



Ref: 35299

January 16, 2019

Mr. Ian Aikenhead
Chair
Board of Directors
B.C. Pavilion Corporation
Suite 200 - 999 Canada Place
Vancouver, BC V6C 3C1

Dear Mr. Aikenhead:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a B.C. context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

B.C. Pavilion Corporation generates significant economic and community benefit for the people of B.C. through hosting global meetings, world class sporting and entertainment events, and the prudent management of its public facilities.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

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- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew B.C.'s public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for B.C. Pavilion Corporation, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Ensure PavCo's programs and investments are aligned with provincial tourism priorities and other emerging government priorities.
- Continue to maximize private sector revenue for the public facilities owned and managed by PavCo through implementation of the *5-year Attendance and Economic Benefit Target Plan*.
- Continue to support and promote community events and business opportunities that attract and benefit British Columbians through execution of the *PavCo Engagement Strategy*.
- Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore opportunities for environmental improvement in all facilities.
- Continue to explore options for additional revenue streams that align with PavCo's mandate and Government's priorities, while working collaboratively with Indigenous and community partners.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019 to coincide with the release of your organization's service plan.

Mr. Ian Aikenhead

Page 3

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Sincerely,



Lisa Beare
Minister of Tourism, Arts and Culture



Ian Aikenhead
Chair, B.C. Pavilion Corporation

Clifford Cahill
Director, B.C. Pavilion Corporation

Flavia Coughlan
Director, B.C. Pavilion Corporation

Carla Guerrero
Director, B.C. Pavilion Corporation

Roderick Harris
Director, B.C. Pavilion Corporation

Gwendolyn Point
Director, B.C. Pavilion Corporation

Jatinder Rai
Director, B.C. Pavilion Corporation

.../4

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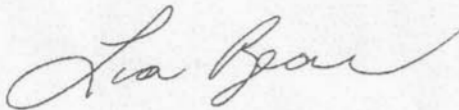
Gwendolyn Point
Director, B.C. Pavilion Corporation

Jatinder Rai
Director, B.C. Pavilion Corporation

Mr. Ian Aikenhead
Page 3

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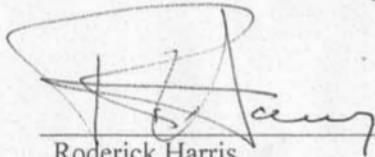


Ian Aikenhead
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Director, B.C. Pavilion Corporation

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Roderick Harris
Director, B.C. Pavilion Corporation

Gwendolyn Point
Director, B.C. Pavilion Corporation

Jatinder Rai
Director, B.C. Pavilion Corporation

.../4

pc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Sandra Carroll
Deputy Minister
Ministry of Tourism, Arts and Culture

Clifford Cahill
Director
BC Pavilion Corporation

Flavia Coughlan
Director
BC Pavilion Corporation

Carla Guerrero
Director
BC Pavilion Corporation

Roderick Harris
Director
BC Pavilion Corporation

Gwendolyn Point
Director
BC Pavilion Corporation

Jatinder Rai
Director
BC Pavilion Corporation

Ken Cretney
President and CEO
BC Pavilion Corporation

B.C. Pavilion Corporation

2019/20 – 2021/22 SERVICE PLAN

February 2019



For more information on the B.C. Pavilion Corporation contact:

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Board Chair Accountability Statement



The 2019/20 – 2021/22 B.C. Pavilion Corporation Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included in the plan and how it has been reported. I am responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, B.C. Pavilion Corporation's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of B.C. Pavilion Corporation's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink, appearing to read 'Ian Aikenhead'.

Ian Aikenhead, Q.C.
Board Chair

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Strategic Direction and Alignment with Government Priorities

B.C. Pavilion Corporation (PavCo) is aligned with the government's key priorities and will continue to meet its mandate of generating economic and community benefit for the people of British Columbia by focusing on initiatives to increase non-resident delegate and overall attendance at events, while balancing the need to prudently manage its public facilities – BC Place and the Vancouver Convention Centre.

As outlined in its 2019/20 Mandate Letter from the Minister of Tourism, Arts and Culture, PavCo will focus on five strategic priorities in the coming year:

- Ensure PavCo's programs and investments are aligned with provincial tourism priorities and other emerging government priorities.
- Continue to maximize private sector revenue for the public facilities owned and managed by PavCo through implementation of the 5-year Attendance and Economic Benefit Target Plan.
- Continue to support and promote community events and business opportunities that attract and benefit British Columbians through execution of the PavCo Engagement Strategy.
- Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore opportunities for environmental improvement in all facilities.
- Continue to explore options for additional revenue streams that align with PavCo's mandate and Government's priorities, while working collaboratively with Indigenous and community partners.

PavCo is aligned with the government's key priority to build a strong, sustainable economy for British Columbia:

Government Priorities	B.C. Pavilion Corporation Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Managing PavCo's facilities and assets prudently. (Goal 1) • Identifying opportunities to optimize operating costs and become more efficient. (Objective 1.1)
Delivering the services people count on	<ul style="list-style-type: none"> • Providing exceptional customer service. (Goal 2) • Ensuring event planning and operations provide superior value to clients. (Objective 2.1) • Providing an exceptional service culture that ensures PavCo and its suppliers' staff provide seamless superior service delivery. (Objective 2.1)
A strong, sustainable economy	<ul style="list-style-type: none"> • Creating economic and community benefit by generating in excess of \$450 million per year of economic benefit while minimizing its reliance on government funding. (Goal 1) • Executing sales and marketing initiatives through greater collaboration with partners and leveraging relationships with decision makers to attract events that will optimize economic benefit for B.C. (Objective 1.1)

Operating Environment

The Vancouver Convention Centre continues to actively pursue convention and event business from across British Columbia and around the world, attracting non-resident delegates and maximizing economic impact for the province. In a highly competitive marketplace with increasing hotel occupancy and accompanying rates, it is critical the Convention Centre targets high-yield business during periods with available occupancy. PavCo strives to ensure the optimum mix of business is booked to maximize revenue, while maintaining its mandate to generate economic and community benefit for the people of British Columbia.

Globally, competition to secure convention business remains intense as convention centre supply has outgrown demand, keeping the supply of meeting space choices high and applying pressure to the bidding process. Destination cities are offering rich incentives to attract convention business, requiring PavCo to develop new ways to provide added value to clients in an effort to remain competitive.

Attendance at BC Lions Football Club home games and Vancouver Whitecaps FC home matches has a direct impact on PavCo's financial results. BC Place remains committed to working collaboratively with the teams to build attendance and support initiatives that generate revenue. On dates that are not booked by the teams, BC Place continues to maximize event opportunities including regional, national and international championship sporting events, as well as live entertainment, special events, community gatherings, and film and television business.

Limited local hotel inventory coupled with increased hotel occupancy pose risks for PavCo as it becomes more challenging for clients to build significant room blocks at competitive rates. Further challenges faced by PavCo results from the tightened labour market in Vancouver.

Diversification of markets will continue to be a focus for PavCo to address potential risks in any one market. In addition, the organization will continue to monitor trends and risks and will shift its marketing and response efforts appropriately.

The Economic Forecast Council (EFC) expects B.C.'s real GDP to grow by 2.5 per cent in 2019 and 2.6 per cent in 2020. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2019 and 1.8 per cent in 2020. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. Risks to the economic outlook are weighted to the downside and include uncertainty regarding global trade policy, weakening global economic activity, as well as ongoing economic challenges in Asia and the euro zone. Additionally, there are risks related to monetary policy tightening and the volatility associated with commodity prices and the exchange rate outlook.

Major changes in the forecasted economic growth numbers and uncertainties surrounding trade and travel policies in the US may impact the ability to attract US events and delegates; however, the value of the Canadian dollar against the US dollar may present a value incentive for US-based customers.

Performance Plan

PavCo values the relationship it has with its responsible ministry, the Ministry of Tourism, Arts and Culture. PavCo regularly engages with the Ministry on strategic priorities and new opportunities and will continue to do so on future projects to deliver on its mandate, including aligning programs and investments with the strategies outlined by the Ministry as well as other emerging government priorities.

PavCo selected its goals to focus on the most significant areas of impact to its business and align with government's strategic direction. The objectives, strategies and performance measures used to evaluate progress on PavCo's strategic goals reflect the different types of business generated by each facility.

Goal 1: Create economic and community benefit while optimizing corporate profit

In 2019/20, PavCo is forecast to generate in excess of \$430 million per year of economic benefit and provide significant community benefit for the people of British Columbia through the prudent management of its public facilities. The events held at PavCo's facilities support British Columbia's tourism and hospitality industries, as well as trade development. PavCo's clients and guests procure hotel rooms, local hospitality services and goods and services produced by B.C.-based businesses.

PavCo's facilities are two of the largest community gathering places in the province of British Columbia and host events such as global summit meetings and world-class sporting, community, cultural and entertainment events. In addition, the events and conventions held at BC Place and the Vancouver Convention Centre provide a platform for an important exchange of information and knowledge across industry sectors, including medicine, education, technology and science. These events also advance business development opportunities for residents of B.C.

Objective 1.1: Improved attendance and economic benefits to province

PavCo strives to maximize the positive economic impact it brings to the province each year and minimize its reliance on government funding. This is achieved by balancing competitiveness within the marketplace, while managing the ongoing costs of operating two world-class facilities. PavCo continues to implement its 5-year Attendance and Economic Benefit Target Plan, which outlines the specific measures that will be undertaken to achieve attendance and economic benefit targets from events hosted at BC Place and conferences and events hosted at the Vancouver Convention Centre. PavCo also continues to execute its Engagement Strategy to enhance positive client interactions with major annual clients and anchor licensees.

Key Strategies:

- Execute sales and marketing initiatives, such as increased collaboration with partners and leveraging relationships with decision makers, to attract events that will optimize economic benefit for B.C.

- Engage with local community and other stakeholders to increase awareness of PavCo's activities and provide opportunities to enhance community benefit
- Pursue business development in international markets for long-term revenue growth and to generate economic benefit.
- Diversify markets to stabilize long-term business.
- Determine ways to reduce operating costs and improve efficiencies through a continual model of improvement throughout the organization.

Performance Measures		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
Total Economic Impact						
1.1a	Economic impact at Vancouver Convention Centre from all spending by visitors from outside Metro Vancouver ¹	\$304m	\$337m	\$333m	\$316m	\$300m
1.1b	Economic impact at BC Place from all spending	\$165m	\$130m	\$100m	\$100m	\$100m
Economic Impact from out of province (non-resident) attendance						
1.1c	Economic impact at Vancouver Convention Centre from spending by visitors from outside British Columbia ¹	\$252m	\$280m	\$285m	\$271m	\$250m
1.1d	Economic impact at BC Place from spending by visitors from outside British Columbia ¹	\$33m	\$26m	\$22m	\$22m	\$22m
1.1e	Delegate days to Vancouver Convention Centre by visitors from outside British Columbia ²	388,000	458,000	436,000	418,000	425,000
1.1f	Delegate days for all visitors outside Metro Vancouver to Vancouver Convention Centre ²	526,000	587,000	564,000	535,000	532,000
1.1g	Total attendance at BC Place events ³	1,160,000	1,030,000	1,000,000	1,000,000	1,000,000
1.1h	Operating deficit target, before government sustaining contributions ⁴	\$20.059m	\$12.673m	\$16.588m	\$18.179m	\$2.568m

Data Source:

¹ Economic impact is calculated using the BC Stats model and is based on estimated expenditures by organizers and visitors at events in the facilities; subsequent spending in the province following the event; the multiplier effect through the economy of such spending. Projections for 2018/19 and future years are based on calculated estimates by PavCo management. Metro Vancouver is a region within B.C. that encompasses Vancouver and surrounding communities.

² Delegate days for attendees at Vancouver Convention Centre for fiscal 2017/18 were actual days recorded in PavCo's event management system. Forecasted delegate days for fiscal 2018/19 and onward targets are based on confirmed and tentative bookings in the event management system.

³ Attendance at BC Place is the total of announced attendance by show managers for attendance at their events.

⁴ The corporate operating deficit before government contributions is the sum of: sales revenues, other revenues and deferred contributions, less total expenses. Operating (gains/losses) before proceeds of a potential land sale, interest, amortization, redevelopment, grants to third parties and contributions are: 2017/18 \$0.226m, 2018/19 (\$1.035m), 2019/20 (\$5.385m), 2020/21 (\$6.252 m) and 2021/22 (\$8.982m). Fiscal Year 2018 included a one time First Nations accommodations payment of \$8.5 million related to the development of lands around BC Place

Linking Performance Measures to Objectives:

PavCo contributes significantly to the growth of the tourism and hospitality industries, as many out-of-town patrons travel throughout British Columbia before and after attending events at its facilities.

1.1a – 1.1d The economic impact measurement is a standard indicator for understanding economic benefits for the province.

1.1e – 1.1f Delegate days – the number of attendees at conferences – is a useful measure in understanding attendance levels and contributes to the economic benefit for the province.

1.1g Total attendance at BC Place events contributes to the economic benefit for the province.

1.1h Meeting operating deficit targets, before government sustaining contributions, is an indication that PavCo is optimizing corporate profit.

Discussion:

PavCo is on-track to meet its attendance and economic impact targets for 2018/19. For 2019/20 forward, PavCo will continue to focus on improvements to its internal operating environment, concentrating its efforts on streamlining operations, and identifying further opportunities for revenue generation and cost savings at both the Vancouver Convention Centre and BC Place.

Vancouver Convention Centre

The Vancouver Convention Centre creates economic impact by attracting delegates and exhibitors to the Convention Centre from outside Metro Vancouver, with the largest contribution to overall economic impact from attendees who come from outside of British Columbia (non-resident delegates) to attend events that would not have been hosted in the province if the Convention Centre did not exist. A non-resident delegate day is a day when a non-British Columbian attended an event at the Convention Centre, and likely stayed at a local hotel and visited restaurants, retailers or other hospitality businesses. The majority of delegates have multiple delegate days per visit.

As verified through delegate surveying, the average non-resident delegate spends \$1,434 (per visit) as a result of attending an event at the Vancouver Convention Centre, the majority of which is spent on accommodations, meals, retail and transportation.

Changes in projections from previously reported amounts reflect greater certainty around upcoming forecast periods. As projected periods get closer, greater reliance is placed on actual events booked and less so on assumptions around pick-up events for the year.

Large convention bookings are often cyclical in nature and, as many larger groups confirm years in advance. PavCo balances long-term bookings with business that have a shorter booking window, targeting corporate, symposia, culture, entertainment and film as well as new trade and consumer shows. This approach ensures an optimum mix of business to maximize revenue and space utilization, while meeting PavCo's mandate to generate economic and community benefits.

BC Place Stadium

As the largest multipurpose facility of its kind in the region, BC Place provides a venue for sport, entertainment and cultural activity that would not otherwise take place in British Columbia. Revenues at BC Place are primarily driven by event attendance, advertising and sponsorship activity. Increased attendance drives higher sales of stadium services, primarily food and beverage. BC Place will

continue to implement initiatives for attendance building through joint marketing programs with its primary tenants, as well as initiatives aimed at increasing in-stadium food and beverage sales per person (per capita sales).

BC Place aims to manage the events schedule to achieve the best possible yield from key business sectors. Throughout the calendar year, a significant number of prime dates (specifically weekend dates) are either confirmed as occupied or tentatively held by resident sports teams. To operate efficiently and maximize revenues from the limited date availability, sales efforts focus on high-margin event opportunities, including regional, national and international championship sporting events, as well as live entertainment, special events and film and television business. The live entertainment market remains very cyclical in nature; revenue from these events is projected only when there is high certainty they will transpire.

There are no substantive changes to this goal or associated performance measures since PavCo's 2018/19 – 2020/21 Service Plan. This goal supports government's priorities to build a strong and sustainable economy and to make life more affordable for British Columbians. PavCo will continue to pursue high quality, national and international events.

PavCo expects to meet its 2018/19 targets as outlined in its previous Service Plan. Projections for 2019/20 and future years have been prepared by PavCo management based on anticipated attendance and activity. These projections are derived from the events confirmed on BC Place and Vancouver Convention Centre's books, clients' attendance forecasts and a forecast of future events that are expected to occur.

Goal 2: Provide exceptional customer service

PavCo continues to build its reputation as an organization capable of hosting world-class events. Exceptional client and guest satisfaction elevates PavCo's reputation among industry stakeholders, drives future attendance levels and attracts new clients. This ensures PavCo achieves its goal of maximizing economic benefit and corporate profit.

Objective 2.1: Deliver exceptional customer service to support growth

Key Strategies:

- Ensure event planning and operations provide superior value to clients.
- Provide an exceptional service culture that ensures PavCo and its suppliers' staff provide seamless, superior service delivery.

Performance Measures	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a Service Quality - Loyalty Index, Convention Centre ¹	9.4/10	9.2/10	Maintain or improve	Maintain or improve	Maintain or improve
2.1b Client Satisfaction, BC Place ²	4.8/5	4.1/5	Maintain or improve	Maintain or improve	Maintain or improve
2.1c Guest Satisfaction, BC Place ³	4.1/5	4.1/5	Maintain or improve	Maintain or improve	Maintain or improve

¹ Data Source: At the Vancouver Convention Centre, a Client Loyalty Index is used to measure service quality. This combines overall satisfaction with the client's likelihood to rebook and recommend the facility as measured by surveys conducted by Sentis Market Research. The survey, which is sent to all clients, also includes questions on: true value for price, event planning process and event execution. Results are combined to determine an overall Loyalty Index that is measured as a score out of 10.

² Data Source: A comprehensive on-line Client Satisfaction Survey was developed in 2013 and is sent to all clients who hold events at BC Place. Data from the survey measures client experience from the time of booking up to the preparation of the final billing for the event. Year-over-year variability is anticipated due to the limited sample sizes available for the Client Satisfaction Survey. Client Satisfaction scores in fiscal year 17/18 was an anomaly year given a smaller than usual sample size and fewer comparable events. The fiscal year 19/20 forecast score returns to more historical and anticipated levels. Scores are from a total out of 5.

³ Data Source: Guest satisfaction surveys are regularly undertaken at BC Place, including capturing results collected via touch-screen stations distributed throughout the Stadium. Results are collected during BC Lions games, Whitecaps FC matches and other public events. Data from the survey measures guest satisfaction in guest service, food and beverage and overall experience at the facility. Scores are from a total out of 5.

Linking Performance Measures to Objectives:

2.1a – 2.1c Meeting client loyalty index, and client and guest satisfaction is an indication that the facility is providing exceptional customer service to support growth.

Discussion:

PavCo's customer service measures supports government's priority to deliver services British Columbians can count on. Surveys are conducted with clients and guests to determine their satisfaction levels and expectations. Results and feedback from surveys are reviewed across departments to discuss and evaluate successes and identify areas for improvement.

PavCo is on-track to meet its customer service targets for 2018/19.

Goal 3: Build a highly engaged workforce

PavCo recognizes the importance of attracting and retaining high quality employees and sustaining an effective environment for producing a highly engaged workforce. Employees play a vital role in meeting organizational objectives, especially related to client and guest experience. Engaged employees are also more productive, more collaborative, more committed to their work and more innovative.

Objective 3.1: Attract and retain a highly engaged workforce

The PavCo management team has developed a people strategy for the organization that is designed to support a high level of employee engagement. The key strategies are outlined below.

Key Strategies:

- Enable employees to be dynamic and productive and contribute to our positive work culture through industry-leading policies, employee programs and practices, and technology infrastructure.
- Modernize our total compensation and wellness programs to attract good candidates, retain top performers and maintain employee well-being while also ensuring financial prudence.

- Optimize leader and employee effectiveness by investing in talent management programs, including leadership development, succession planning, career and professional development, and performance management.
- Ensure our employee relations climate remains respectful, fair and is always being refined.

Performance Measures		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a	Employee Engagement - Score on Annual Employee Survey, PavCo- wide ¹	n/a (new measure)	64%	Maintain or improve	Maintain or improve	Maintain or improve
3.1b	Employee Engagement - Score on Annual Employee Survey, BC Place ²	3.8/5	3.7/5 57% ⁴	Maintain or improve	Maintain or improve	Maintain or improve
3.1c	Employee Engagement - Score on Annual Employee Survey, Convention Centre ³	4.0/5	4.1/5 73% ⁴	Maintain or improve	Maintain or improve	Maintain or improve

¹ Data Source: As of 2018-19, all full-time and part-time PavCo employees (at BC Place, the Vancouver Convention Centre and PavCo Head Office) were invited to participate in an annual employee engagement survey, conducted by Great Place to Work[®].

² Data Source: As of 2018-19, all full-time and part-time PavCo employees at BC Place were invited to participate in the organization-wide annual employee engagement survey described in Note #1 above.

³ Data Source: As of 2018-19, all full-time and part-time PavCo employees at the Vancouver Convention Centre were invited to participate in the organization-wide annual employee engagement survey described in Note #1 above.

⁴ Employee engagement was formerly expressed as a mean score out of five on a subset of Employee Engagement Survey questions. Starting in FY2018/19, this measurement will be expressed as an overall “percentage favourable”. During this transition year, both the subset mean and the overall percentage favourable results are reported. Targets for future years are based on the overall percentage favourable results.

Linking Performance Measures to Objectives:

3.1a – 3.1c Employee engagement scores are direct indicators of a highly engaged workforce.

Discussion:

PavCo’s employees are its greatest resource; engaged employees are a crucial factor in achieving PavCo’s strategic goals. By soliciting feedback and ensuring two-way communication, PavCo enhances employee trust, develops an engaged workforce and builds a positive culture. This goal links to government’s priority to support a strong, sustainable economy.

For previous years up to FY2017-18, Employee Engagement Survey scores reflect the results of the BC Place-specific annual employee engagement survey of all full-time and part-time employees, including event and non event staff. The previous target was to reach and maintain a positive Employee Engagement Index of 4 out of 5. Each fiscal year, departments create individual responses and plans, with the goal to maintain or improve the annual employee engagement survey scores.

Beginning FY2018-19, all full-time and part-time PavCo employees (at BC Place, the Vancouver Convention Centre and PavCo Head Office) were invited to participate in an annual employee

engagement survey, conducted by Great Place to Work[®]. A single engagement measure across PavCo allows management to compare the results internally and externally. It also gives leadership the ability to update the overall People Strategy based on employee feedback and prioritize actions and investments that will have the greatest positive impact on employees. The use of the Great Place to Work[®] annual survey also allows PavCo to benchmark engagement scores to those of other organizations.

Based on the results of the former Employee Engagement Survey (eliminated from FY2018-19), the Vancouver Convention Centre is on track to exceed its 2017/18 results for employee engagement (4.0/5), with an Employee Engagement Index of 4.1/5; however, it will not meet its employee engagement targets for 2018/19 (4.4/5). BC Place's employee engagement score for 2018/19 is forecast to be 3.7/5, below this fiscal year's target of 4.0/5 and last year's score of 3.8 – due in part to the transition to the new survey format which resulted in a lower response rate among Event staff who historically have responded with higher engagement compared to other staffing groups.

Under the new annual employee engagement survey, conducted by Great Place to Work[®], the overall PavCo employee engagement score was 64% favourable, with the Vancouver Convention Centre scoring 73% favourable and BC Place scoring 57% favourable. These will be the new baseline scores for future measurements, and PavCo is in the process of building action plans to maintain or improve upon these scores for future years.

In 2019/20, PavCo will focus on initiatives to improve employee engagement across both facilities and head office. The annual survey, conducted by Great Place to Work[®], measures the average percentage of favourable employee ratings on the following dimensions:

- Credibility – open, accessible leadership, competence in coordinating human and material resources, and integrity in carrying out vision with consistency
- Respect – support for professional development, showing appreciation, collaboration with employees on relevant decisions, caring for employees as individuals with personal lives
- Fairness – balanced treatment for all in terms of rewards, absence of favoritism and discrimination
- Pride – in personal job and individual contributions, in work produced by one's team or work group, and in the organization's products and standing in the community
- Camaraderie – Ability to be oneself, a socially friendly and welcoming atmosphere, a sense of "family" or "team".

PavCo has eliminated 'Retention of BC Place Event staff' as a Performance Measure as it has not been found to be effective measurement of a highly engaged part time workforce. Retention rates for entry level and part time positions are more strongly correlated to external factors such as the local labour market conditions than to internal factors such as employee engagement and culture, which continue to be strong for the Event staff group at BC Place.

Financial Plan

Summary Financial Outlook

PAVCO				
(\$m)	2018/19	2019/20	2020/21	2021/22
	Forecast	Budget	Budget	Budget
Revenues				
Sales	74.473	72.230	69.601	72.406
Other Revenues	3.360	3.060	3.015	18.016 ⁽¹⁾
Amortization of Contributions:				
Sustaining	9.286	9.455	9.501	9.501
Deferred	35.414	36.141	36.845	36.677
Total Revenue	122.533	120.886	118.962	136.600
Expenses				
Cost of Sales	37.279	35.538	33.726	35.100
Staff	21.178	23.133	23.595	24.195
Operating	14.274	14.499	14.715	15.013
General and Administration	3.846	4.355	4.433	4.522
Business Development	0.605	1.069	1.111	1.120
Fees	1.629	2.001	2.031	2.064
Redevelopment	0.320	0.000	0.000	0.000
Government transfers	0.000	0.000	0.000	0.000
Loan Interest	4.580	4.488	4.435	4.252
Amortization	42.209	42.936	43.594	43.401
Total Expenses	125.920	128.019	127.640	129.667
Net Income / Deficit	-3.387	-7.133	-8.678	6.933
Total Debt	137.719	134.898	131.984	128.973
Retained Earnings	-22.566	-29.699	-38.377	-31.444
Capital Expenditures	14.836	10.000	10.000	10.000

Notes:

(1) Amount includes \$15m of net proceeds related to a potential land sale

Key Forecast Assumptions, Risks and Sensitivities

Revenue estimates are based on confirmed bookings and expected pick-up business. These estimates could change if there are world events during the period that impact business travel and tourism. Estimates will be monitored and adapted as conditions change.

Management's Perspective on the Financial Outlook

PavCo recognizes that global economic conditions are unstable. In response, PavCo is implementing new marketing strategies designed to leverage the outstanding reputations and operational capabilities of both facilities.

The Vancouver Convention Centre continues to receive international acclaim and recognition for excellence. In 2018/19, the Convention Centre again received the honour of 'Best Convention Centre Service in North America' by the Watkins Research Group in its 2018 Meeting Planners report that surveys nearly 1,000 North American meeting and convention organizers. This is a second consecutive honour for the Convention Centre in this biennial report considered the most comprehensive and authoritative ranking in the industry. PavCo will leverage this recognition in sales and marketing initiatives to further enhance the Convention Centre's reputation.

BC Place is implementing aggressive marketing strategies to build on the success of hosting major international events, including the FIFA Women's World Cup, the Canada Sevens, FIFA World Cup Qualification matches and other championship sporting events. In addition to major sporting and entertainment events, there will be an increased focus on attracting a diverse range of special and emerging events that showcase the versatility of the Stadium.

PavCo maintains its focus on continuous improvement and internal efficiency to enhance profitability without diminishing service levels to its clients and guests.

PavCo continues to pursue development of surplus lands and increase advertising revenues to optimize corporate profits.

Sensitivity Analysis

Hydro costs are a major component of facility operating costs. Fluctuating fuel and energy usage can significantly impact costs during the winter months. In addition, fluctuations in the value of the Canadian dollar against other currencies could affect the amount of out-of-country business attracted to PavCo's facilities.

Local hotel market conditions continue to pose a threat to PavCo. It is increasingly difficult for clients to secure long range hotel room blocks at a reasonable rate, coupled with limited hotel inventory and high occupancy. This could pose challenges for the Convention Centre to effectively book events into the future. The tightening labour market, increases in the minimum wage and the resulting compression effect on salaries and wage costs to all levels will also impact overall staffing costs at PavCo through the Service Plan period.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

[B.C. Pavilion Corporation \(PavCo\)](#)

[Board of Directors](#)

[Board Committees](#)

[PavCo Senior Management](#)

[BC Place Senior Management](#)

[Vancouver Convention Centre Senior Management](#)

[Board Governance Principles](#)

Board governance information on the corporation's website includes all information required for BC Public Sector Organizations.

Organizational Overview

B.C. Pavilion Corporation was formed under the *British Columbia Business Corporations Act*, and acts as an agent of the government under the *British Columbia Enterprise Corporation Act*. B.C. Pavilion Corporation registered 'PavCo' as a business name under the *Partnership Act* (British Columbia).

PavCo's shareholder is the Government of British Columbia.

PavCo owns and operates two world-class public facilities located in downtown Vancouver: [BC Place Stadium](#) and the [Vancouver Convention Centre](#).

Vision

To be the global leader in outstanding venues and events.

Mission

To deliver inspiring and sustainable experiences for our clients, guests and our community, by hosting conventions, entertainment, sporting and related events that meet their highest expectations.

Economic and Community Benefit

PavCo contributes significantly to the growth of the tourism and hospitality industries, as many out-of-town patrons travel throughout British Columbia before and after attending events at its facilities. The Vancouver Convention Centre is the provincial flagship for conventions and meetings. BC Place is the largest indoor venue of its kind in British Columbia and provides support to industry as a venue for consumer shows and special events, as well as being a major sports, entertainment and community gathering centre.

Stakeholders

BC Place is proud to be the home of the Canadian Football League's (CFL) BC Lions Football Club, Major League Soccer's (MLS) Vancouver Whitecaps FC, and the BC Sports Hall of Fame.

PavCo stakeholders also include but are not limited to: Tourism Vancouver, as a contributing partner to the expanded Convention Centre; the city, businesses and associations representing the tourism and hospitality industry; clients leasing space for commercial activity and renting space for events; suppliers of goods and services to events; neighbours and the general public.

Services at PavCo's facilities are delivered by employees, official suppliers as well as suppliers of goods and services to events.

Appendix B: Subsidiaries and Operating Segments

Operating Segments – Vancouver Convention Centre and BC Place Stadium

Summary Financial Outlook Table for Vancouver Convention Centre

VCC				
(\$m)	2018/19	2019/20	2020/21	2021/22
	Forecast	Budget	Budget	Budget
Revenues				
Sales	57.111	56.888	55.812	57.812
Other Revenues	0.153	0.000	0.000	0.000
Amortization of Contributions:				
Sustaining	1.060	1.389	1.416	1.445
Deferred	19.207	19.859	20.233	20.739
Total Revenue	77.531	78.136	77.461	79.996
Expenses				
Cost of Sales	29.049	29.101	28.352	29.468
Staff	12.173	13.621	13.893	14.299
Operating	10.082	10.380	10.599	10.728
General and Administration	2.180	2.351	2.389	2.437
Business Development	0.513	0.648	0.682	0.682
Fees	0.804	0.961	0.970	0.982
Redevelopment	0.000	0.000	0.000	0.000
Government transfers	0.000	0.000	0.000	0.000
Loan Interest	0.000	0.000	0.000	0.000
Amortization	19.487	20.155	20.509	20.993
Total Expenses	74.288	77.217	77.394	79.589
Net Income	3.243	0.919	0.067	0.407
Capital Expenditures	5.200	5.000	5.000	5.000

Summary Financial Outlook Table for BC Place Stadium

BCP				
(\$m)	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Revenues				
Sales	17.362	15.341	13.789	14.594
Other Revenues	3.207	3.060	3.015	18.016 ⁽¹⁾
Amortization of Contributions:				
Sustaining	8.226	8.066	8.085	8.056
Deferred	16.207	16.282	16.611	15.940
Total Revenue	45.002	42.749	41.500	56.606
Expenses				
Cost of Sales	8.230	6.436	5.374	5.632
Staff	9.005	9.512	9.702	9.896
Operating	4.192	4.119	4.201	4.285
General and Administration	1.666	2.004	2.044	2.085
Business Development	0.092	0.421	0.429	0.438
Fees	0.825	1.040	1.061	1.082
Redevelopment	0.320	0.000	0.000	0.000
Government transfers	0.000	0.000	0.000	0.000
Loan Interest	4.580	4.488	4.435	4.252
Amortization	22.722	22.781	23.085	22.408
Total Expenses	51.632	50.801	50.331	50.078
Net Income / Deficit	-6.630	-8.052	-8.831	6.528
Capital Expenditures	9.636	5.000	5.000	5.000

Notes:

(1) Amount includes \$15m of net proceeds related to a potential land sale

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION PROFILE

Statutory Authority: *Museum Act*

Type of Organization: Crown Corporation

Appointment Process: Order in Council

Program Objectives:

- To promote an understanding of the living landscapes and cultures of British Columbia and engage people in a dialogue about their future.
- As the steward of the Province's human history and natural history collections, the Royal BC Museum:
 - secures, receives and preserves specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia;
 - preserves and manages the museum archives of government;
 - increases and communicates knowledge of the natural and human history of British Columbia by research, exhibits, publications and other means;
 - serves as an educational organization;
 - develops exhibits that are of interest to the public;
 - manages, conserves and provides access to the collection; and performs functions usually performed by a museum and archives.

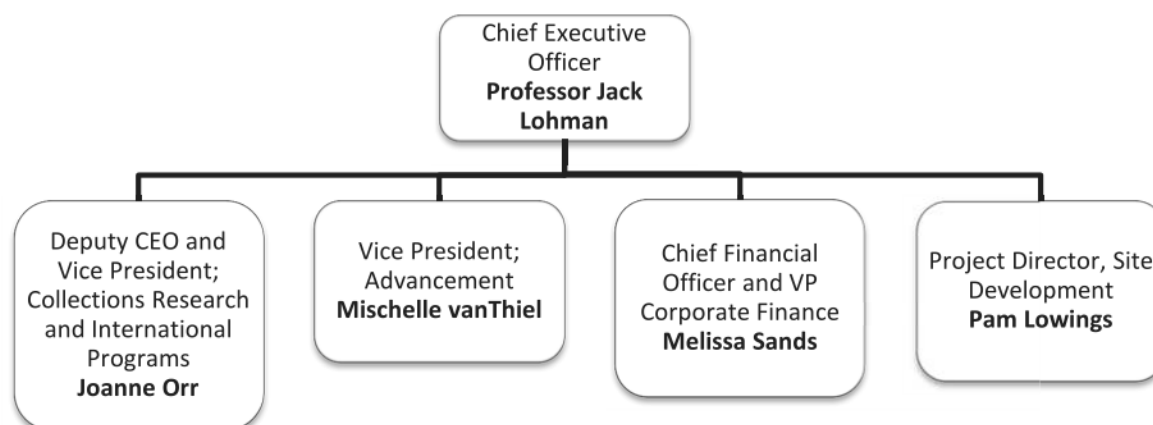
Program Description:

- The Royal British Columbia Museum Corporation (Royal BC Museum) was established as a Crown corporation in 2003 under the *Museum Act*.
- The Royal BC Museum Corporation oversees a unique 2.71 hectare cultural precinct in Victoria BC that includes the Royal BC Museum, the BC Archives, Helmcken House, the Netherlands Centennial Carillon, Thunderbird Park, Mungo Martin House (Wawadit'la) and St. Ann's Schoolhouse.

Governing Legislation:

- The Royal British Columbia Museum (Royal BC Museum) was established under section 2 of the *Museum Act*. (2003).
- The *Museum Act* establishes the purpose and powers, governance, and financial administration and describes and defines conflict of interest for the Royal BC Museum.

Organizational Chart:



Client Profile:

- Visitors from British Columbia and around the world
- Communities throughout the province
- Educators and students
- Researchers
- Tourism Industry
- Corporate Partners (onsite and through sponsorship/partnerships)
- Federal, provincial and municipal institutions and ministries
- International museums and archives through research, sharing of collections and exhibitions
- People worldwide seeking information via the website and publications

Legislative Priorities:

- Nothing currently identified.

Board Composition:

According to the *Museum Act*, the Board of Directors consists of 11 members, all of which are appointed through an Order in Council. There are currently 7 members on the board.

Name	Position	Appointment Date	Term Expiry
Raymond Protti	Chair	31-Jul-14	31-Jul-19
Peeter Wesik	Director	27-Jul-15	31-Jul-19
David Adams	Vice Chair	08-Nov-12	31-Dec-19
Edward (Michael) O'Brien	Director	09-Jun-16	31-Jul-20
Anuja Varshney	Director	31-Jul-16	31-Jul-20

Name	Position	Appointment Date	Term Expiry
Joseph Tewanee	Director	21-Oct-16	31-Dec-19
Ratana Stephens	Director	1-Oct-18	31-Jul-20
Nika Collison	Director	18-Jun-18	31-Dec-19
Wendy King	Director	18-Jun-18	31-Dec-19
Daniel Muzyka	Director	31-Dec-18	31-Dec-19

Appointments Required:

- No Board appointments are set to expire within the next 90 days

Website: www.royalbcmuseum.bc.ca

Contacts: Claire Avison, Assistant Deputy Minister, 250 217-9059



Ref: 35408

January 30, 2019

Mr. Raymond Protti
Chair, Board of Directors
Royal BC Museum
675 Belleville Street
Victoria, BC V8W 9W2

Dear Mr. Protti:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a BC context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

As British Columbia's provincial museum, the Royal BC Museum has a mandate to collect artifacts, documents, archival material and specimens of BC's natural and human history, safeguard them for the future, and share them with the world.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released 10 Draft Principles to Guide the

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Province's Relationship with Indigenous Peoples, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.

- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.
- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew BC's public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

As the Minister Responsible for Tourism, Arts and Culture, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures included in your Service Plan:

- Continue to address the Truth and Reconciliation Commission (TRC) Calls to Action in the areas of: professional development and training for public servants (#57); education for reconciliation (#62. i); museums and archives (#69. i, ii); and business and reconciliation (#92. i, ii, iii).
- Work closely with First Nations to advance cultural reconciliation by supporting Indigenous peoples seeking the return of ancestral remains and cultural objects to their communities.
- Continue to take a leadership role by increasing the Royal BC Museum's presence across the province with regional outreach – with the goal of making the museum and archives more available to all British Columbians by:
 - continuing to provide support to other heritage, scientific and cultural institutions with curatorial, scientific and archival expertise; and
 - acting as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens.

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- Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs, including:
 - Maya: The Great Jaguar Rises;
 - Wildlife Photographer of the Year 2019;
 - The Pocket Gallery; and
 - Delivering the 2019/20 learning programs.
- Continue to work with the Ministry of Tourism, Arts and Culture to adopt a Capital Maintenance Framework and develop, at minimum, a 3-year Capital Maintenance Plan.
- Work with the Ministry of Tourism, Arts and Culture to develop options for the safeguarding and storage of the RBCM's collections to better protect the artifacts that are not currently on display.
- Work with the Ministry of Tourism, Arts and Culture to develop a business case for the RBCM's facilities.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website on Budget Day on February 19, 2019 to coincide with the release of your organization's service plan.

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Sincerely,



Lisa Beare
Minister of Tourism, Arts and Culture



Raymond Protti
Chair, Royal BC Museum

David B. Adams
Vice Chair, Royal BC Museum

Nika Collison
Director, Royal BC Museum

Tewanee Rangiira Rongonui Joseph
Director, Royal BC Museum

Wendy King
Director, Royal BC Museum

Daniel Muzyka
Director, Royal BC Museum

E. Michael O'Brien
Director, Royal BC Museum

Ratana Stephens
Director, Royal BC Museum

Anuja S. Varshney
Director, Royal BC Museum

Peeter Wesik
Director, Royal BC Museum

pc: Honourable John Horgan
Premier

Mr. Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Ms. Lori Wanamaker
Deputy Minister
Ministry of Finance

Ms. Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Mr. David B. Adams
Vice Chair
Royal BC Museum Board of Directors

Ms. Nika Collison
Board Member
Royal BC Museum Board of Directors

Mr. Tewanee Rangiira Rongonui Joseph
Board Member
Royal BC Museum Board of Directors

Ms. Wendy King
Board Member
Royal BC Museum Board of Directors

Mr. Daniel Muzyka
Board Member
Royal BC Museum Board of Directors

Mr. E. Michael O'Brien
Board Member
Royal BC Museum Board of Directors

Ms. Ratana Stephens
Board Member
Royal BC Museum Board of Directors

Ms. Anuja S. Varshney
Board Member
Royal BC Museum Board of Directors

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Mr. Peeter Wesik
Board Member
Royal BC Museum Board of Directors

Mr. Jack Lohman
Chief Executive Officer/President
Royal BC Museum

Royal British Columbia Museum

2019/20 – 2021/22 SERVICE PLAN

February 2019



For more information on the Royal British Columbia Museum contact:

675 Belleville Street, Victoria B.C. V8W 9W2

250 356-7226

receptionist@royalbcmuseum.bc.ca

Or visit our website at
royalbcmuseum.bc.ca

Board Chair Accountability Statement



The 2019/20 - 2021/22 Royal British Columbia Museum Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 7, 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the Royal British Columbia Museum's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the Royal British Columbia Museum's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink, appearing to read 'Ray Protti', written over a light background.

Raymond Protti
Board Chair

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Strategic Direction and Alignment with Government Priorities

Under the *Museum Act* (2003), the Royal British Columbia Museum, which includes the BC Archives, is required to fulfil government's fiduciary role of public trustee; its purposes are:

- to secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia;
- to preserve and manage the museum archives of government;
- to preserve and manage information archived with the museum by the courts;
- to increase and communicate knowledge of the natural and human history of British Columbia by research, exhibits, publications and other means;
- to serve as an educational organization;
- to develop exhibits that are of interest to the public;
- to manage, conserve and provide access to the collection;
- on the request of the government, to manage cultural and heritage facilities designated by the government; and
- to perform functions usually performed by a museum and archives.

Furthermore, as the archives of government, the Royal British Columbia Museum also falls under the *Information Management Act* (2015).

In its 2019/20 *Mandate Letter*, government directed the Royal British Columbia Museum to continue its focus on the following strategic priority actions:

- Continue to address the Truth and Reconciliation Commission (TRC) recommendations in the areas of: professional development and training for public servants (#57); education for reconciliation (#62.i); museums and archives (69.i,ii); and business and reconciliation (#92.i,ii,iii).
- Work closely with First Nations to advance cultural reconciliation by supporting Indigenous peoples seeking the return of ancestral remains and cultural objects to their communities.
- Continue to take a leadership role by increasing the Royal British Columbia Museum's presence across the province with regional outreach – with the goal of making the museum and archives more available to all British Columbians by:
 - Continuing to provide support to other heritage, scientific and cultural institutions with curatorial, scientific and archival expertise; and
 - Acting as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens.
- Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs, including:
 - *Maya: The Great Jaguar Rises*
 - *Wildlife Photographer of the Year 2019*
 - The Pocket Gallery
 - Delivering the 2019/20 learning programs
- Continue to work with the Ministry of Tourism, Arts and Culture to adopt a Capital Maintenance Framework and develop, at minimum, a 3-year Capital Maintenance Plan.

- Work with the Ministry of Tourism, Arts and Culture to develop options for the safeguarding and storage of the Royal British Columbia Museum's collections to better protect the artifacts that are not currently on display.
- Work with the Ministry of Tourism, Arts and Culture to develop a business case for the Royal British Columbia Museum's facilities.

Furthermore, the Royal British Columbia Museum is aligned with government's key priorities:

Government Priorities	The Royal British Columbia Museum and Archives Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Continuing to offer access to low-income British Columbians through events such as Community Days and the Greater Victoria Public Library pass program. (Strategy within Objective 2.1)
Delivering the services people count on	<ul style="list-style-type: none"> • Creating dynamic and relevant visitor experiences. (Goal 2) • Making our Indigenous and totem collections available online, facilitating better access to the collections for Indigenous and non-Indigenous audiences anywhere in BC. (Strategy within Objective 2.4) • Increasing the Royal British Columbia Museum's presence across the province with regional outreach, to make the museum and archives more available to all British Columbians. (Strategy of Objective 1.2)
A strong, sustainable economy	<ul style="list-style-type: none"> • Continue to host feature exhibitions (developed in-house and loaned) that draw local and international audiences. (Strategy of Objective 1.1)

Operating Environment

On behalf of government, the Royal British Columbia Museum manages \$72 million of building assets and a further \$56 million in contents (exclusive of collections) located in Victoria, B.C. It also cares for more than seven million objects, records and specimens, insured at \$150 million.

The museum and archives receives an annual grant from the government of \$11.866 million, which represents approximately 54 per cent of its operating budget. Combined with operational revenues, the Royal British Columbia Museum presents high profile and visitor-acclaimed initiatives such as learning programs and new exhibition development.

Approximately 46 per cent of the Royal British Columbia Museum's operating budget is funded by admissions revenue and philanthropic contributions, both of which are variable funding sources. Shifts in the global economy, and uncertainty about visitor numbers and the discretionary spending of those visitors, make financial planning challenging. That is why the museum and archives continue to seek ways to diversify and increase these revenue sources, including hosting engaging exhibitions that appeal to a wide audience. Many of these exhibitions take several years to develop. The tourism industry in British Columbia continues to grow; the museum and archives will continue to capitalize on that trend during 2019/20.

Key financial and operational challenges include the costs of maintaining and repairing the museum and archives' aging infrastructure (which puts collections at risk), and the costs of collections storage and digitization.

Performance Plan

This Service Plan outlines the Royal British Columbia Museum's goals for the 2019/20 to 2021/22 fiscal years and the strategies to achieve them. During the course of this Service Plan, the museum and archives will employ a number of protocols and mechanisms to facilitate strategic, proactive engagement with the Ministry of Tourism, Arts and Culture, including quarterly meetings of the Minister and the Board Chair, and monthly meetings between the Deputy Minister and the CEO, to discuss strategic priorities, performance measures and emerging opportunities.

Goal 1: Contribute to creating a strong sustainable economy by increasing the Royal British Columbia Museum's financial stability

This Goal has been updated to better reflect the museum and archives' role in supporting a sustainable economy in British Columbia. Specifically, this goal is about building income, and securing long-term financial viability and flexibility for future investments in site development. Improving financial performance will allow for improvements to the museum's programming and infrastructure, thereby attracting more visitors to British Columbia and the museum and archives.

Objective 1.1: Generate revenue from operations to continue providing the level of service, access to collections and quality of feature exhibitions that British Columbians expect

The Royal British Columbia Museum will work to increase operational funding by diversifying and increasing its streams of self-generated revenue.

Key Strategies:

- Continue to host feature exhibitions (developed in-house and loaned) that draw local and international audiences.
- Strengthen and diversify its funding base:
 - Develop and implement business strategies for commercial opportunities.
 - Continue to enhance community spaces, generating revenue through venue rentals, special events like the Night Shift series and the Food Truck Festival.
 - Pursue new sources of research funding.
 - Increase philanthropic investment, including income from donations and grants.
- Continue to increase revenue by offering new online products.

Performance Measure	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.1a Revenue from operations, in millions (M) ¹	\$7.9 M	\$10.5M	\$9.6 M	\$9.5M	\$9.4M

¹ Data Source: Royal British Columbia Museum's financial reporting systems. Figures restated to reflect presentation changes in the Summary Financial Outlook to remove other Provincial funding. Projections allow for necessary additional revenues to cover inflation.

Linking Performance Measures to Objectives:

1.1a These figures are a measurement of the Royal British Columbia Museum's ability to generate revenue from operations.

Discussion:

Revenue from operations includes admission fees, memberships, and lease and licensing revenue. It also includes donated collections and artifacts, sponsorships, and donations received to offset program expenditures incurred in the fiscal year.

The primary factors for estimating revenue are the types and topics of scheduled exhibitions. The \$1.2 million increase for the 2018/19 Forecast is primarily due to higher admission revenues (i.e. for the *Egypt* exhibition). The Targets for 2019/20 onward are conservative and based on results over the past four years in addition to estimates about the popularity of each exhibition.

Objective 1.2: Develop and grow strategic connections to leverage community support

Recognizing that admissions sales alone cannot guarantee long-term financial stability, the Royal British Columbia Museum will also continue fostering strategic connections and support from other resources: voluntary human capital, mutually beneficial relationships, coverage earned from the news media, and donations and grants.

One major contributing factor to meeting this objective is the museum and archives' presence throughout the province. Activities such as travelling exhibitions, engagement with Indigenous communities, and fieldwork in remote locations amplifies the Royal British Columbia Museum's voice and relevance across B.C. and paves the way for media coverage, marketing partnerships, fundraising and future relationships.

Key Strategies:

- Build community support:
 - Ensure the Volunteer Program meets the needs of the organization by maintaining a qualified, dedicated and diverse group of volunteers.
 - Increase earned media coverage and in-kind advertising.
 - Continue to raise awareness of the value of the museum and archives collections, in particular the art and writing of Emily Carr and Indigenous objects, languages and cultures.
 - Strengthen and grow relationships in communities throughout British Columbia; through travelling exhibitions and by providing expertise to the BC Museums Association, the Archives Association of British Columbia and other related organizations.
- Increase the Royal British Columbia Museum's presence across the province with regional outreach, to make the museum and archives more available to all British Columbians.
 - Continue to develop travelling exhibits and/or programs for regions outside Vancouver Island and the lower mainland.
 - Provide continued support to other heritage, scientific and cultural institutions with curatorial, scientific and archival expertise.
 - Act as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens.
 - Support government objectives (e.g. the Royal British Columbia Museum is the official repository for material arising from the Fossil Management Framework, an initiative led by the Ministry of Forests, Lands, Natural Resource Operations & Rural Development).

Performance Measures		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.2a	Number of volunteer hours in thousands (K) ¹	46.3	46.2	46.2	46.2	46.2
1.2b	Value of media, both in-kind and earned, in millions (M) ¹	in-kind: \$0.84	in-kind: \$0.84	in-kind: \$0.84	in-kind: \$0.84	in-kind: \$0.84
		earned: \$5.6	earned: \$6.0	earned: \$6.1	earned: \$6.2	earned: \$6.3
1.2c	Donations (cash & in-kind) and grants, in millions (M) ¹	\$1.2	\$0.90	\$0.90	\$0.95	\$1.0

¹ Data Source: Royal British Columbia Museum's Volunteer, Marketing, Communications and Development records.

Linking Performance Measures to Objectives:

1.2a Volunteers contribute significant support, enabling the Royal British Columbia Museum to carry out programs and exhibitions, freeing up staff to tackle priority files and cementing the sense of community investment in the organization's future.

1.2b Media value—which is both the result of media relations coverage and leveraging of paid-for advertising—reflects public engagement with Royal British Columbia Museum's initiatives. Earned media value is based on the amount it would cost to purchase the equivalent space/time for a published press article/broadcast (no multipliers included). In-kind media refers to the value of all additional advertisements or advertorials negotiated with media for no cost. The ad equivalency formula is the readership of the publication (based on unique monthly visitors) times the potential viewership (assuming that not everyone on the site reads the article) times the average ad cost (a proprietary and constant value).

1.2c Donations, which assist with financial sustainability for the museum, reflect grants from public and private foundations, and private philanthropy.

Discussion:

Since the 2017/18 - 2019/20 Service Plan the Royal British Columbia Museum now employs a more accurate way to calculate earned media coverage, provided by a third party media monitoring company. The earned media actual results for 2017/18, as reported in the 2017/18 Annual Service Plan Report, reflect this more accurate and comprehensive approach to calculation. Future targets have been updated accordingly. Targets for 1.2a remain stable; as noted in the 2016/17 Annual Service Plan Report, the Royal British Columbia Museum is enhancing the quality (rather than quantity) of the program, through such means as recruiting more youth volunteers and working with more community partners in the youth sector. The incremental rise in Targets for 1.2b (earned) throughout 2019/20 to 2021/22 reflects a realistic expectation that the Royal British Columbia Museum will continue to generate strong earned media results, but also that many factors contribute to this measurement and the determination of future targets should therefore be approached conservatively.

Goal 2: Create dynamic and relevant visitor experiences, in order to attract more visitors to British Columbia and the museum

Achieve exceptionally high levels of satisfaction from local, provincial and international visitors and users through temporary exhibitions, programs and events, digital content and publications.

Objective 2.1: Maintain on-site visitor volume numbers by delivering exceptional experiences that both new and repeat visitors can count on

The annual number of paying visitors is a clear indication of the relevance of the Royal British Columbia Museum, the strength of its brand and its attractiveness as a must-see travel destination, hub of immersive learning and originator of innovative special events.

As the provincial museum and archives of B.C., the Royal British Columbia Museum is committed to creating experiences visitors would not find anywhere else in the world. This sets the museum and archives apart, enabling it to attract and engage more visitors.

Key Strategies:

- In collaboration with stakeholders, continue to provide world-class visitor experiences by promoting feature and travelling exhibitions and museum sector partnerships, including promoting the 2019 feature exhibitions *Maya: The Great Jaguar Rises* and *Wildlife Photographer of the Year*.
- Continue the museum and archives' partnership with the Social Sciences and Humanities Research Council-funded project *Landscapes of Injustice*, co-chairing the development of a national travelling exhibition. This exhibition¹ will open at the National Nikkei Centre in Burnaby in 2019, travel across Canada, ending in Victoria at the Royal British Columbia Museum in 2021.
- Continue to offer access to low-income British Columbians through events such as Community Days (20,754 people visited in 2018) and the Greater Victoria Public Library pass program, in which library patrons can check out a Royal BC Museum family pass (1,228 families visited in 2018).

Performance Measure	2016/17 Baseline	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.1a Number of visitors to main site, in millions (M) ¹	0.77 M	0.71 M	0.85 M	0.76 M	0.76 M	0.71 M

¹ Data Source: Royal British Columbia Museum Finance & Procurement reporting systems. Ticketed visitors to the museum and IMAX are counted automatically by entrance systems. Data is tightly controlled and reliable. Non-ticketed visitor numbers are recorded manually via registration for events/courses and by head counts at events. (Non-ticketed visitors accounted for about 10.5 per cent of the overall total in 2017/18.)

¹ Fabricated by Royal British Columbia Museum staff.

Linking Performance Measures to Objectives:

2.1a Visitor volume is a key indicator of effective and attractive museum and archives services.

The figure captures:

- Paid attendance: tickets sold; membership visits;
- Complimentary ticketed attendance;
- School groups, visits to the archives, tours, courses, lectures, and people attending private events in gallery-rented space;
- Visits to public programming events and events hosted by third parties; and
- IMAX Victoria Theatre visits (these account for about 350,000 visitors a year, for which we provide services and amenities); combined museum/IMAX tickets are counted as a single visit to the museum.

Discussion:

The Royal British Columbia Museum is on track for meeting its 2018/19 target of 0.73 million visitors to its main site. The 2018/19 forecast is based on actual 2018/19 Q2 year-to-date variance to the prior year, extrapolated to March 31, 2019. The targets for 2019/20 forward take into account market research, conducted annually with museum and archives members and the public as part of the exhibition planning process, and the current uncertainty regarding the degree of future tourism traffic.

Revenue is based on average attendance numbers for rented, feature exhibitions in fiscal 2019/20 with optimistic levels of ticketed visitor attendance. Revenue for 2020/21 and 2021/22 is based on in-house built and designed exhibitions.

Objective 2.2: Maintain visitor satisfaction levels

Visitor volume is important to the Royal British Columbia Museum, indicating that the museum and archives is indeed creating dynamic, relevant experiences—but the real impact of the previous measurement is amplified when viewed in the context of outstanding levels of visitor satisfaction. Matching and exceeding the expectations of the museum and archives' diverse audiences is a challenge; to meet this objective the museum and archives provides remarkable exhibitions, engaging learning experiences in its core galleries and thought-provoking programming centred on the histories of the peoples in B.C. from Indigenous peoples to modern immigrants.

The Royal British Columbia Museum's ongoing commitment to work closely and collaboratively with Indigenous communities in B.C. is a key contributor to this objective, as the perspective of Indigenous stakeholders is of paramount significance for the museum and archives. The Royal British Columbia Museum continues to work closely with Indigenous communities to advance cultural repatriation by supporting Indigenous peoples seeking the return of ancestral remains and sacred belongings to their communities.

Key Strategies:

- In collaboration with stakeholders, continue to provide world-class visitor experiences by promoting feature and travelling exhibitions and museum sector partnerships, including the 2019 feature exhibitions *Maya: The Great Jaguar Rises* and *Wildlife Photographer of the Year*.

- Continue to address the TRC recommendations in the areas of: professional development and training for public servants (#57); education for reconciliation (#62.i); museums and archives (69.i, ii); and business and reconciliation (#92.i, ii, iii).
- Support increased engagement by incorporating digital connections (and social media) into gallery and exhibition content.

Performance Measure	2016/17 Baseline	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.2a Per cent of visitors surveyed satisfied with services ¹	95%	95%	93% ²	93%	95%	95%

¹ Data Source: Royal British Columbia Museum Marketing & Business Development records. Data is gathered in comprehensive ICount surveys two times per year with a random sample of on-site visitors, and is reliable with 95% confidence, 19 times out of 20.

²The forecast for 2018/19 and target for 2019/20 (93%) are lower than the baseline, as they reflect ongoing escalator renovations, which have an impact on visitor satisfaction. Other future targets remain constant at 95% because renovations are expected to be complete at this stage and visitor satisfaction will rise again to typical levels.

Linking Performance Measures to Objectives:

2.2a To evaluate if the Royal British Columbia Museum is meeting its objective of commanding exemplary visitor satisfaction levels, the museum and archives conducts periodic evaluations to determine visitor composition, needs, interests and satisfaction, and feature a comprehensive Visitor Service Strategy in partnership with all visitor-facing service providers on site.

Discussion:

This performance measure evaluates visitors' perceptions of their experiences at the Royal British Columbia Museum, and reflects the organization's popularity. By offering a singularly compelling ("unique") experience, the museum and archives consistently attracts high numbers of visitors—who express high rates of satisfaction. The consequence is higher admissions revenues and increased success in attracting donors, sponsors and volunteers. The Royal British Columbia Museum anticipates meeting its 2018/19 forecast of 93 per cent.

Objective 2.3: Continue growing attendance numbers at learning programs and events

Royal British Columbia Museum programming constantly evolves, reflecting contemporary tastes, learning expectations and the adoption of new technologies. The following performance measure considers the response the museum and archives receives from learners of all ages in offering learning experiences that are inherently unique: as Royal British Columbia Museum programming is based on, and drawn from, the collections of the provincial museum and archives of B.C., no other institution can offer these types of programs.

Key Strategies:

- Provide curriculum support for students and teachers, including developing and crowd-sourcing resources on the online Learning Portal (Performance Measure 2.4b), teacher workshops, school tours, school partner projects, Digital Field Trips and school visits.

- Continue demographic and geographic outreach, consulting with diverse cultural groups to deepen the museum and archives' institutional knowledge and connecting with learners and educators throughout the province.

		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
Performance Measures						
2.3a	Numbers of people at our learning programs/events in thousands (K) ¹	147,713	171,250	171,500	176,000	190,000
2.3b	Learning program and event participants on site, in thousands (K) ²	34,442	27,000	27,000	30,000	35,000
2.3c	Outreach outside the Capital Region, in thousands (K) ³	9,936	5,250	5,500	7,000	16,000
2.3d	Animation participants, in thousands (K) ⁴	103,335	139,000	139,000	139,000	139,000

¹ Data Source: Data is compiled from head-count clickers operated by staff, photographs, third-party providers and the Human Resources Volunteer Impact database. Starting in 2017/18, the numbers have been broken out to increase transparency. The figure in row one represents the total of the three following measures.

² Data Source: Visitor numbers are recorded by security guards at Helmcken House/St. Ann's and by staff at programs and events, using head-count clickers, with some additional verification by photographs. The data is considered reliable.

³ Data Source: Data is supplied by third-party providers and is considered reliable.

⁴ Data Source: Data is compiled from the Human Resources Volunteer Impact database, which gives the number of people served by learning volunteers, or "animators," as recorded in their reports and verified by a second volunteer. The data is considered reliable.

Linking Performance Measures to Objectives:

2.3a This measure shows the extent to which Royal British Columbia Museum learning programs and events support its strategies, government's direction and the range of learning styles and approaches, both curriculum-driven and independent. This overarching measurement includes the following metrics (2.3b, 2.3c and 2.3d)—all measured at unticketed events—which provide a clear intention to grow attendance at learning programs year-over-year.

2.3b Unticketed learning programs and events at the Royal British Columbia Museum include gallery and behind-the-scenes tours, learning programs in Helmcken House and St. Ann's Schoolhouse, conferences and other presentations, National Aboriginal Day and Mother Languages Day activities, Wonder Sundays and kids' summer camps.

2.3c Unticketed learning programs beyond the museum and archives' physical footprint include travelling exhibitions and educational outreach kits, staff-led excursions, professional development opportunities with teachers province-wide and in-person consultations with the Punjabi community. This figure also includes digital outreach (e.g. Digital Field Trips and Google Hangouts).

2.3d "Animations" refers to volunteer-led, unticketed learning program activities in the museum galleries, including the Live @ Lunch series, Friends of the BC Archives talks, the Canada Day Penny Carnival, Remembrance Commemorations, wintertime Carol-along with the Carillon; and third-party events such as Astronomy Day.

Discussion:

The Royal British Columbia Museum is on track to meet its 2018/19 forecast for these performance measures. Fiscal 2020/21 and 2021/22 targets reflect an anticipated growth in on-site numbers, partially due to the roll-out of new learning programming and a steady push towards digital outreach.

The growth in targets from 7,000 (in 2020/21) to 16,000 (in 2021/22) in 2.3c reflects a pattern of growth in the popularity of digital outreach programming, particularly the steady increase in demand for Digital Field Trips and future opportunities to offer digital outreach to multiple classes simultaneously in collaboration with streaming education companies.

The relative flatness of 2.3d from 2018/19 to 2021/22 is partially a reflection of the organization's demands on its volunteer program (see 1.2a); the Learning team is presently overcapacity for volunteer sponsorship. Additionally, there are a finite number of off-site regional programs in which the Royal British Columbia Museum Learning team participates. The 2021/22 Target also mirrors the financial forecast for lower visitor attendance that year (see 2.1a and its attendant description in "Discussion").

Objective 2.4: Make the museum and archives more accessible to all British Columbians by increasing visitor volume online

The Royal British Columbia Museum's online presence is the digital face of the museum and archives, supporting its reputation and, by extension, that of British Columbia. Recognizing that not all British Columbians (or people around the world) are able to travel to Victoria to experience the Royal British Columbia Museum in person, this objective reflects the view that digital visits are as valuable and important as in-person, on-site visits.

A key component of this objective is to continue the steady digitization of the museum and archives collections, a process that helps to preserve fragile/at risk records and, provide users with a more durable medium online, to make the museum and archives more accessible to all British Columbians.

Key Strategies:

- Make the Royal British Columbia Museum's Indigenous and totem collections available online.
- Continue to support preservation and access:
 - Continue increasing the amount of collections and archives materials that have been digitized (for example the [100 Objects of Interest](#) and the [Emily Carr collection](#)).
 - Expand the [Research Portal](#), sharing museum and archives research initiatives.
 - Continue to enlarge the [BC Archives online catalogue](#) (also known as Access to Memory, or "AtoM"), complete development of Integrated Museum Management (IMM) (museum collection search) and explore alternatives for the current digital asset management system.
- Increase engagement, by supporting Learning goals through digital initiatives:
 - Continue the ongoing development of the [Learning Portal](#).
 - Build on the [Digital Field Trips](#) school program for teachers and students across the province, offering sessions with museum staff linked directly, through digital technology, to classrooms.
 - Continue annual teachers' professional development workshops focused on digital learning opportunities, offering online both live and recorded access.

- Continue to create partnerships to fill gaps in internal digital knowledge and to tap into innovation taking place outside of the museum and archives.

Performance Measures		2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.4a	Total visitors to website, in millions (M) (does not include Learning Portal) ¹	8.5 M page views 1.7 M sessions	5.4 M page views 1.7 M sessions	5.5 M page views 1.7 M sessions	5.6 M page views 1.8 M sessions	5.7 M page views 1.9 M sessions
2.4b	Total visitors to Learning Portal, in thousands (K) ²	86.5 K page views 20 K sessions	122.3 K page views 17.2 K sessions	122.3 K page views 17.2 K sessions	124 K page views 17.3 K sessions	126 K page views 17.4 K sessions

¹ and ² Data Source: The Royal British Columbia Museum collects web statistics through Google Analytics, which allows for detailed tracking of user behaviour and traffic volume across all web assets. Data is tightly controlled and reliable.

Linking Performance Measures to Objectives:

2.4a This measure reflects the growing number of visitors to the Royal British Columbia Museum's [corporate website](#), year-over-year. A session is defined as a group of interactions that takes place on a given site. A single session may contain a single page view, or multiple page views.

2.4b This measure reflects the growing number of visitors to the interactive [Learning Portal](#).

Discussion:

Online visitor volume is a strong measure of the strength of the Royal British Columbia Museum's digital infrastructure and reputation. The Royal British Columbia Museum website includes the interactive [Learning Portal](#), access to online experts, exhibitions and publications, shopping and ticket sales. As the gateway to archives and museum's collections data and genealogy data, the Royal British Columbia Museum website is the primary link to its digital records. The museum and archives is on track to meeting its 2018/19 targets for these performance measures.

Objective 2.5: Develop new international relationships to support government's goals for growing tourism in British Columbia

The Royal British Columbia Museum has a unique role in building mutually beneficial relationships with institutions worldwide, including museums, archives and academia. These relationships support government's goals to expand tourism-marketing efforts internationally to help to showcase B.C.'s rich diversity.

One key to long-term success is the museum and archives' ability to establish relationships with other cultural institutions and private collectors for general programming.

Key Strategies:

- Continue to exchange professional staff with other institutions in Canada and worldwide, to learn best practices and to share the Royal British Columbia Museum's world-leading knowledge with others.

- Continue to reach out and collaborate with cultural groups from Asia, especially China, and to share historical stories of settlement and immigration with all British Columbians.
- Continue to establish and maintain relations with international counterparts to share collections and exhibitions.
- Continue to develop and implement the Royal British Columbia Museum's international strategy, including the development of international partnerships and exhibitions.

Performance Measure	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
2.5a Number of people viewing RBCM travelling exhibitions and loaned artifacts/objects abroad, in millions (M) ¹	0.089 M	0.10 M	0.10 M	0.10 M	0.10 M

¹ Data Source: Royal British Columbia Museum's Registrar records.

Linking Performance Measures to Objectives:

2.5a The number of international visitors viewing Royal British Columbia Museum-designed travelling exhibitions (or smaller loans of artifacts, specimens or archival materials) is a direct measure of people abroad who are exposed to B.C.'s human history, natural history and culture. This helps to build awareness of and respect for the province and supports government's priority to expand tourism-marketing efforts internationally.

Discussion:

Targets going forward remain conservative, as plans for international exhibitions in 2019/20, 2020/21 and 2021/22 have not yet been finalized. These targets have been lowered to a figure more consistent with the baseline, but will be updated as required when international exhibits and significant loans of objects, artifacts, specimens and archival records are confirmed. The Royal British Columbia Museum will continue to work with foreign venues to develop more accurate future visitation modelling frameworks; the museum and archives has adjusted its 2018/19 Target recognizing that the quality and timeliness of registrar records from foreign venues varies greatly.

Goal 3: Effectively steward the Province's collections for today's audiences and for generations to come

The Royal British Columbia Museum will continue to develop and care for its museum and archives collections, ensuring its collections and knowledge remain relevant and accessible for audiences now and for generations to come.

This goal replaces the previous goal "Enable greater access to our collections and archives while improving their long-term care."

Objective 3.1: Continue the digitization of the Province's collections

The Royal British Columbia Museum's mandate is to fulfil government's fiduciary role as a public trustee of specimens, artifacts, archival records (government and private) and other materials that illustrate B.C.'s natural and human history, and to hold and make accessible these collections for

current and future generations. To do this, the museum and archives provides the necessary conservation, research, management, financial and environmental supports.

Digitization is a key aspect of preservation and access – capturing old and fragile archives materials like textual records, maps, paintings, photographs and audio and visual materials, and making them accessible to the public through AtoM (Access to Memory, the [BC Archives collection search website](#)). Growing access to digitized materials from the Royal British Columbia Museum’s natural and human history collections is provided by online exhibits, by the [Learning Portal](#), [Digital Field Trips](#) for schools and through the planned development of a new Research Portal.

Enabling access involves increasing regional outreach, providing access to experts on site, off-site and online, and connecting meaningfully with diverse cultural and demographic groups.

Key Strategies:

- Continue to increase the number and range of online exhibitions.
- Continue to enlarge the AtoM and IMM databases to provide resources for research and the sharing of knowledge about British Columbia; as well as provide a preservation method related to digitization of records.
- Continue to process and make publicly accessible government records transferred to the Royal British Columbia Museum.
- Continue to introduce new incremental preservation and conservation steps as budgets allow.
- Develop and publish the Royal British Columbia Museum’s Collection Strategy.
- Review and update the principles and guidelines of the Conservation Policy of June 2012.

Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
3.1a Collection Risk Management Index (CRMI) score ¹	80%	80%	80%	80%	80%	80%
3.1b Number of objects attached to AtoM, in thousands (K) ²	6K	22K	35K	40K	42K	42K
3.1c Number of boxes of government records processed, in thousands (K) ³	3K	3K	3K	3K	3K	3K
3.1d Number of records added to IMM, in thousands (K) ⁴	374K	386K	20K	25K	25K	25K

¹⁻⁴ Data Sources: The Royal British Columbia Museum.

Linking Performance Measures to Objectives:

3.1a This performance measure is a reflection of the risk to the material holdings of the Royal British Columbia Museum, identifying the predominant threats to our objective of safeguarding the province’s natural history and human history collections.

The CRMI refers to the number of outstanding risks to the collection as a percentage of those originally identified in the Royal British Columbia Museum’s comprehensive collections risk assessment. All of the outstanding risks pertain to the fabric, structure and environment of the collections building. To improve the CRMI score (and increase the figure above 80 per cent), earthquake and flooding risks and environmental conditions will be required to meet international

standards. All other incremental improvements that previously identified within the Collection Risk Management Plan have been completed.

3.1b This performance measure indicates the Royal British Columbia Museum's progress in digitizing BC Archives "objects" (photographs, digital files and PDFs of textual records), duplicating often fragile, one-of-a-kind material, thereby protecting the source material, enabling easier access to this area of its collection and lengthening the lifespan of the content (duplicated and digitized).

3.1c As above, this performance measure indicates the Royal British Columbia Museum's progress in digitizing original government records, duplicating often fragile one-of-a-kind material, thereby protecting the source material, enabling easier access to this area of its collection and lengthening the lifespan of the content (duplicated and digitized).

3,000 boxes have been identified as a target to be processed on an annual basis within the Service Level Agreement. "Processing" entails reviewing and describing the boxes, carrying out preservation assessments, carrying out basic preservation treatment and rehousing the records (as required), reviewing the records for access/FOI issues, making the descriptions available online for researchers, providing reference services and managing access to the records.

3.1d This performance measure indicates the Royal British Columbia Museum's progress in uploading records to IMM, the museum collection's online management system, a tangible way to protect material records.

The 2017/18 actual figure for 3.1d reflects the total number of records already converted since 2016/17, when the Royal British Columbia Museum implemented the program, focussing on the largest number of records. After this, targets reflect new data to be added to the program.

Discussion:

Records from the Royal British Columbia Museum that are processed, catalogued, digitized and uploaded to searchable website databases like IMM and AtoM benefit enormously from this process, because it helps ensure scientifically significant, historically valuable (and often fragile) material is conserved and public access to knowledge is secured. The IMM and AtoM data sets are a measure of the amount of historical material that is uploaded into museum and archives databases for the public. Targets set for these measures demonstrate the Royal British Columbia Museum's commitment to progress on the digital front, management of collections inventory control, and preservation. The museum and archives is on track to meeting its 2018/19 targets for these performance measures.

Financial Plan

Summary Financial Outlook

	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Total Revenue				
Province of British Columbia Operating Contributions	11,866,000	11,866,000	11,866,000	11,866,000
Other Provincial Funding*	1,550,598	400,000	400,000	400,000
Museum Admission Fees	7,478,568	6,415,257	6,415,257	6,000,000
Other Income	3,008,253	3,146,706	3,071,206	3,376,206
Total Revenue	23,903,419	21,827,963	21,752,463	21,642,206
Total Expenses				
Salaries and Benefits	10,752,509	11,132,397	11,019,897	11,019,897
Building	2,267,073	2,295,000	2,341,000	2,387,700
Grant - in lieu of taxes	650,000	665,000	672,000	678,400
Security	921,270	960,000	979,000	998,800
Amortization	1,007,232	979,052	1,041,988	1,071,187
Special Exhibitions	1,639,162	1,663,669	1,645,000	1,400,000
Other Operating Costs	5,210,821	4,131,999	4,050,500	4,084,290
Total Expenses	22,448,067	21,827,117	21,749,385	21,640,274
Annual Surplus	1,455,352	846	3,078	1,933
Accumulated Surplus	14,484,445	14,485,291	14,488,369	14,490,301
Total Liabilities	12,495,000	11,828,000	11,192,000	10,556,000
Capital Expenditures	1,129,000	555,000	500,000	60,500,000**

* Other Provincial Funding was previously reported in the Other Income line.

** Estimate is for planning purposes only. Preliminary cashflows are subject to change.

Key Forecast Assumptions, Risks and Sensitivities

- The Royal British Columbia Museum continues to develop strategies to manage expenditure growth while maximizing programs in order to meet its mandate in a cost-effective manner.
- Other income includes earned income, access services, related retail operations, corporate sponsorships and gifts in kind (donated collections and artifacts).
- During the past several years the Royal BC Museum Foundation has made significant financial contributions to the Royal British Columbia Museum through its established endowments.
- Other expenses include information systems, project specific expenditures, marketing and supplies.
- Royal British Columbia Museum operations are supported by a large and dedicated group of volunteers.
- There is no provision in the budget for the continuation of the First Nations Repatriation project beyond fiscal 2018/19.
- With increased staffing costs, the museum and archives is faced with growing pressures on the operational budget.

Management's Perspective on the Financial Outlook

Going forward, financial projections indicate modestly positive operating results. However, these projections depend to a large extent on revenues that are difficult to forecast and subject to changing external factors.

As admissions are a major revenue stream, the Royal British Columbia Museum is working to create more opportunities to attract visitors and enlist memberships, offering compelling reasons to visit the museum and archives.

The Royal British Columbia Museum is focusing on the growth of internal and external business channels and the continued growth of its online sales, publishing revenue and licensing of our image banks.

The future fundraising success of the Royal British Columbia Museum is necessary for the maintenance and growth of its business operations and revitalizing its galleries and buildings. The museum and archives' revised fundraising program and strategic initiatives are building on its foundation of success.

Government is developing a business case for a major capital project to modernize and renew the Royal BC Museum to preserve, protect, and provide access to the human and natural history collections of British Columbia. As part of its renewal effort, the Royal British Columbia Museum will continue to work with the Province to adopt a Capital Maintenance Framework, develop a 3-year Capital Maintenance Plan and develop options for the safeguarding and storage of the museum and archives collections.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

- [Board of Directors](#)
- [Board Committees](#)
- [Senior Management](#)
- [Governance Principles](#)
- [Key Accountability Relationships](#)

Organizational Overview

- [Enabling statute](#)
- [Mandate provided in enabling statute](#)
- [Vision and Values](#)
- [Business areas](#)
- [Benefit to the public](#)
- [Principal partners, clients and stakeholders](#)
- [How services are delivered](#)
- [Royal British Columbia Museum's Risk Register](#)