

Ministry of Tourism, Arts, Culture and Sport  
Ministry Transition Binder 2022

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## MINISTRY PROFILE

## Ministry:

We enrich community and economic wellbeing by creating the conditions for B.C.'s tourism, arts, culture, sport, creative, and heritage sectors to thrive.

We do this by developing and delivering policy, programs, legislation, and investments that support sector resiliency and provide residents and visitors with access to meaningful experiences, events, places, and programs that reflect B.C.'s demographic, cultural, and geographic diversity.

## Ministry Mandate:

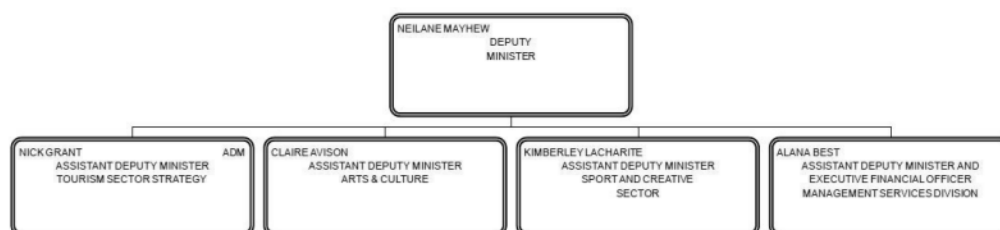
The Ministry oversees five Crown corporations: Destination BC, the BC Pavilion Corporation, the Royal BC Museum, the Knowledge Network, and the BC Games Society. The Ministry also provides oversight to the Office of the BC Athletic Commissioner.

The Ministry works with the BC Arts Council to support cultural and artistic diversity in the province and with Creative BC to grow the economic impact of B.C.'s creative sector, support sustainable employment, and showcase B.C. owned creative content and production capabilities on a global scale. The Ministry also works with viaSport to support quality, inclusive and accessible sport across B.C.

Delivery of the Ministry's mandate is guided by key legislation, including: the Arts Council Act, the Athletic Commissioner Act, the Destination BC Corp. Act, the Museum Act, the Pacific National Exhibition Enabling and Validating Act, the Knowledge Network Corporation Act, the Hotel Guest Registration Act, the Hotel Keepers Act, the Pacific National Exhibition Incorporation Act and the Tourism Act.

Current Full Time Equivalents (FTEs): 113

## Executive Organizational Chart:



## Budget:

Core Business Area	2021/22 Restated Estimates <sup>1</sup>	2022/23 Estimates	2023/24 Plan	2024/25 Plan
<b>Operating Expenses (\$000)</b>				
Tourism Sector Strategy	24,429	24,429	24,429	24,429
Arts and Culture	38,003	38,008	38,008	38,008
Sport and Creative Sector	24,698	25,517	25,517	25,517
Transfer to Crown Corporations and Agencies	76,851	78,271	78,271	78,271
Executive and Support Services	1,719	1,730	1,742	1,742
BC Arts and Culture Endowment Fund Special Account	4,230	4,230	4,230	4,230
Physical Fitness and Amateur Sports Fund Special Account	1,200	1,200	1,200	1,200
<b>Total</b>	<b>171,130</b>	<b>173,385</b>	<b>173,397</b>	<b>173,397</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	1	3	3	3
<b>Total</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Capital Plan (\$000)</b>				
BC Pavilion Corporation Capital Fund	10,000	10,000	10,000	10,000
Royal BC Museum Capital Fund	110,779	55,946	120,576	138,802
<b>Total</b>	<b>120,779</b>	<b>65,946</b>	<b>130,576</b>	<b>148,802</b>
<b>Other Financing Transactions (\$000)</b>				
Tourism Development Disbursements	600	600	600	600
<b>Total Net Cash Requirements</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

\* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

**Ministry of Tourism, Arts, Culture and Sport**  
**Mandate Letter Commitments**  
**Updated: October 19, 2022**

Mandate Letter Issued March 2022	Division Lead	Status
Minister Melanie Mark Mandate letter		
1. Support the tourism, arts, culture and sport sectors through the COVID-19 response and recovery, setting them up for success in the years ahead.	All	<b>Tourism:</b> <ul style="list-style-type: none"> <li>• Significant engagement with industry stakeholders, other ministries, and the federal government about COVID-19 relief measures, which fed into B.C.'s COVID-19 Action Plan and B.C.'s Restart Plan.</li> <li>• Budget 2021 committed an additional \$120M in supports for the tourism sector.</li> <li>• In Budget 2022, an additional \$25 million is committed to support the tourism sector's continuing recovery.</li> <li>• To date, a total allocation of nearly \$600 million<sup>1</sup> in direct support for the tourism sector has been provided through B.C.'s COVID-19 Economic Recovery Plan. Highlights include: <ul style="list-style-type: none"> <li>○ \$294 million through B.C.'s COVID-19 Economic Recovery Plan including the Small and Medium Size Business Recovery Program (\$214.2 million) and Circuit Breaker Business Relief Grants (\$79.7 million).</li> <li>○ Over \$109 million invested through StrongerBC in community-based tourism infrastructure and destination development projects<sup>2</sup>.</li> <li>○ Committing up to \$15 million for the Tourism Accommodation and Commercial Recreation Relief Fund to help offset certain fixed costs.</li> <li>○ \$36.8 million for major anchor attractions.</li> <li>○ Nearly \$30 million for fairs, festivals, and events.</li> <li>○ \$56 million in relief funding for BC Pavilion Corporation.</li> <li>○ \$8 million in relief funding for Indigenous tourism business in partnership with Indigenous Tourism BC.</li> <li>○ \$10 million to 61 Community Destination Marketing Organizations that participate in the MRDT program to support critical staffing and operations.</li> <li>○ \$1.3M in support for key tourism sub-sectors, visitor centres and the BC Tourism Resiliency Network.</li> </ul> </li> </ul>

<sup>1</sup>\$600 million in investments includes FY20/21 and FY21/22 TACS specific supports, Destination BC investments, and tourism related investments through other Ministries. List does not include investments projected for FY22/23 or FY23/24. (List above totals \$581.34 million).

<sup>2</sup> \$109 million in community tourism infrastructure includes \$20 million CERIP 1.0 DD stream, \$35 million CERIP 1.0 non-tourism streams. \$19.4 million Tourism Dependent Communities, \$13.6 million Regional Tourism Development Initiatives, \$21.3 million CERIP 2.0 DD stream (Total = \$109.3million).

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Minister Melanie Mark Mandate letter		<ul style="list-style-type: none"> <li>○ \$5 million through Destination BC's Co-operative Marketing Partnerships Program to directly fund hard-hit urban centers.</li> <li>○ \$5 million to restart the business events and conferences market.</li> <li>○ \$1.3 million for dedicated regional HR specialists to work with tourism operators to rebuild and strengthen the tourism workforce.</li> <li>○ \$3.7 million to Indigenous Tourism BC to support capacity and resiliency building within the sector.</li> <li>○ \$4 million for a Welcome to BC international marketing campaign via Destination BC</li> <li>○ \$2 million for tourism training grants for students.</li> <li>○ \$240,000 to partner with go2HR on delivering a BSAFE, a Safety Certificate Program for the tourism workforce.</li> <li>○ In addition, the Province has committed an additional \$30 million over two years for tourism infrastructure and destination development projects.</li> </ul> <p><b>Creative:</b></p> <ul style="list-style-type: none"> <li>• Successful three-year, \$22.5 million renewal of the Amplify BC music fund (April 2021): <ul style="list-style-type: none"> <li>○ Sector consultation on program design led by PS D'Eith in May/June 2021.</li> <li>○ Annual programs launched in May 2022.</li> <li>○ Expanded support for underrepresented artists across the province in Spring 2022.</li> <li>○ New artist Accelerator program through Music BC in 2022.</li> </ul> </li> <li>• Announced an additional \$2.5 million through Amplify BC to support recovery of live music and music companies on May 18, 2022.</li> <li>• Successful five-year renewal of the BC Book Publishing Tax Credit (March 2021).</li> <li>• Launched the \$2 million Reel Focus BC domestic film program (Fall 2021): <ul style="list-style-type: none"> <li>○ Emerging and Equity Seeking filmmakers stream targeted to assist with recovery (launched February 2021).</li> <li>○ Production Funding stream to assist B.C. filmmakers get their projects ready for broadcast, sale and distribution (launched July 2021 and August 2022).</li> </ul> </li> </ul>

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**Updated: October 19, 2022**

Mandate Letter Issued March 2022	Division Lead	Status
Minister Melanie Mark Mandate letter		<ul style="list-style-type: none"> <li>○ Slate Funding stream to support development of two or more film or television projects (launched December 2021)</li> <li>• Pivoted Creative BC programs to meet evolving sector needs: International Industry Initiatives; Interactive Fund; Passports to Markets; Domestic Industry Initiatives (2020, 2021, 2022).</li> <li>• Through funding from the Ministry of Advanced Education and Skills Training, Creative BC launched Creative Pathways to support the diversification of the motion picture workforce by providing pathways for people to enter the industry (2021).</li> <li>• Supported B.C. magazines to access federal supports, resulting in B.C. titles receiving a significant increase (32.5% of total) in COVID Relief through the Canada Periodical Fund (2020/21).</li> </ul> <p><b>Sport:</b></p> <ul style="list-style-type: none"> <li>• Developed Return to Sport guidelines to get people back to playing sports safely.</li> <li>• Worked closely with public health and professional sports teams including the Vancouver Canucks, BC Lions and Vancouver Whitecaps to develop COVID-19 safety protocols that allowed them to welcome fans back.</li> <li>• Supported identified high-performance athletes to continue safely training and competing throughout the pandemic. <ul style="list-style-type: none"> <li>○ At the 2020 Tokyo Olympic Games BC connected athletes won 50% of Team Canada's medals.</li> <li>○ BC connected athletes won 48% of the Team Canada's medals at the Paralympics, despite making up only 30% of the team.</li> </ul> </li> <li>• Provided \$1.5 million for a Local Sport Relief Fund to allow community sport organizations to remain sustainable. <ul style="list-style-type: none"> <li>○ 288 grants were provided in the first round of funding.</li> <li>○ A second round opened in March 2021, supported by federal funding, that provided just over \$1 million to 214 organizations.</li> </ul> </li> <li>• Launched a \$15 million Amateur Sport League Fund that supported 72 B.C. based amateur leagues and teams in communities across B.C.</li> </ul>

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**Updated: October 19, 2022**

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Minister Melanie Mark Mandate letter		<ul style="list-style-type: none"> <li>• Distributed more than \$5.5 million from the federal COVID-19 Emergency Support Fund for Sport Organizations, including support for provincial, disability and multi-sport organizations; the Indigenous Sport, Physical Activity and Recreation Council; and the BC Seniors Games Society.</li> <li>• To help sport events restart safely, in 2021/22 the BC Fairs Festivals and Events Program provided \$8.5 million in funding to 193 sport events.</li> <li>• Supporting rebuild of sport sector through new grant programs to increase membership and volunteerism (\$4 million)</li> </ul> <p><b>Arts and Culture:</b></p> <ul style="list-style-type: none"> <li>• In FY 2021/22, \$12.5 million in one-time funding was delivered: \$7.9 million in resilience supplements to organizations across the arts and culture sector, and a \$4.5 million increase to the BC Arts Council's new Arts Impact Grant. This funding provided critical support to the sector that was timely, responsive and flexible through 621 additional grants.</li> <li>• This builds on the \$40.19 million delivered in FY 2020/21 in additional pandemic support, including \$35 million in new StrongerBC funds and \$5.19 million of reallocated BCAC budget.</li> <li>• The BC Arts Council continued to be responsive to the affects of subsequent waves of the pandemic throughout 2021/22 by shifting deadlines and program criteria and reallocating budget to best support applicants and re-introducing the Professional Development program.</li> <li>• Funding will continue to be provided for operating assistance clients through a streamlined and simplified application process.</li> <li>• PS Bob D'Eith, and BC Arts Council Chair and Vice Chair hosted nine roundtables with 133 participants from B.C. arts and cultural organizations in the Spring of 2022 building on 23 roundtable meetings with the sector PS D'Eith hosted in the summer of 2021.</li> <li>• Council worked internally and with government to develop strategies and actions to address the barriers to funding, particularly those experienced by disproportionately</li> </ul>

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Minister Melanie Mark Mandate letter		
		<p>affected groups, for example by providing accessibility supports and re-affirming the longstanding partnership with the First Peoples' Cultural Council.</p> <ul style="list-style-type: none"> <li>• <i>Extending Foundations: Action Plan for the BC Arts Council 2022-24</i> launched to support the arts and cultural community through a period of renewal and recovery and addresses calls for social justice.</li> <li>• Ensured the voice of the sector was represented at the Industry Engagement Table with the Provincial Health Officer, and Ministers of Labour, Jobs Economic Recovery and Innovation and Tourism, Arts, Culture and Sport.</li> </ul>
<p>2. Work with the Tourism Task Force to bring together leaders from business, labour, First Nations and not-for-profits to support the tourism industry as it moves toward recovery from the COVID-19 pandemic, including by delivering the critical supports for the industry that are part of our government's economic recovery plan, StrongerBC.</p>	<p><b>Tourism Nick Grant, ADM</b></p>	<ul style="list-style-type: none"> <li>• The Province has taken action on all of the Tourism Task Force's recommendations, including: <ul style="list-style-type: none"> <li>○ Creating a tourism-specific stream under the Small and Medium Size Business Recovery Grant program.</li> <li>○ Investing \$70 million in community-based tourism infrastructure and destination development.</li> <li>○ Investing nearly \$30 million to support fairs, festivals, and events.</li> <li>○ Committing up to \$15 million for the new Tourism Accommodation and Commercial Recreation Relief Fund to help offset certain fixed costs.</li> <li>○ Allocating \$8 million in relief funding for Indigenous tourism businesses in partnership with Indigenous Tourism BC.</li> <li>○ Partnering with go2HR to create BSAFE, a COVID-19 Safety Certificate course, and the Student Tourism Training Fund.</li> <li>○ A few actions were reviewed and deemed no longer needed or impossible to implement.</li> </ul> </li> <li>• The Ministry also established the Tourism Sector Recovery Roundtable (Sector Roundtable), expanding on the Task Force's membership, to maintain ongoing two-way communications and address issues related to tourism sector recovery, re-opening, and resilience. This table has built significant rapport.</li> </ul>



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Minister Melanie Mark Mandate letter		
		<ul style="list-style-type: none"> <li>The Ministry updated the provincial tourism strategy in partnership with the Sector Roundtable. The result is the <i>Strategic Framework for Tourism 2022-2024: A Plan for Recovery and Resiliency</i> to ensure our priorities are aligned with the Task Force's recommendations to support recovery.</li> </ul>
3. Continue to collaborate with sport organizations on building a resilient recovery from COVID-19.	<b>Sport Kim Lacharite, ADM</b>	<ul style="list-style-type: none"> <li>The Province worked closely with viaSport and engaged in extensive sector consultations to craft Return to Sport guidelines to help sport gradually resume as public health measures permit.</li> <li>Working closely with viaSport, ISPARC, BC Games Society, Canadian Sport Institute Pacific and other professional sport partners to support the sector's restart and recovery. This included: <ul style="list-style-type: none"> <li>Working with key partners to confirm return to play plans for amateur and professional sport leagues;</li> <li>Working to help implement the BC Vaccine Card for the sport sector while also allowing for an exemption for indoor and outdoor youth sport programming;</li> <li>Continuing to work with the sport sector to better understand their needs and opportunities to build back a sport sector that is more inclusive, diverse, and affordable;</li> <li>Worked with the Office of the Provincial Health Officer to create an exemption for high-performance athletes so that individuals who have dedicated their life to sport can continue to do so here in B.C.; and</li> <li>Supporting rebuild of sport sector through new grant programs to increase membership and volunteerism (\$4 million).</li> </ul> </li> </ul>
4. Support the creation of dedicated arts and culture spaces by using capital funding through our new Recovery Investment Fund to expand our government's	<b>Arts and Culture Claire Avison, ADM</b>	<ul style="list-style-type: none"> <li>In FY 2020/21, the BC Arts Council implemented the Arts Infrastructure Program with a \$4 million budget, funding 97 projects.</li> <li>In FY 2021/22, the Arts Infrastructure Program expanded eligibility to include a planning stream and increased grant amounts for capital projects to a maximum of \$250,000.</li> <li>The FY2021/22 program saw significant interest, with 197 applicants, for an initial total funding ask of \$10,034,261. Available funds allowed for 84 grants to be awarded.</li> </ul>

**Ministry of Tourism, Arts, Culture and Sport**  
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<b>Mandate Letter Issued March 2022</b>	<b>Division Lead</b>	<b>Status</b>
<b>Minister Melanie Mark Mandate letter</b>		
Arts Infrastructure Program to help communities build new cultural spaces and renovate existing ones.		
5. Continue the redevelopment of the Royal BC Museum.	<b>Arts and Culture Claire Avison, ADM</b>	<ul style="list-style-type: none"> <li>On September 18, 2020, the Province announced the \$14 million purchase of an 8-acre parcel of land in Colwood for the construction of the Collections and Research Building.</li> <li>The 14,000 square-metre facility will use mass timber construction and meet CleanBC energy efficiency standards. Building construction will generate more than 950 direct and indirect good-paying jobs.</li> <li>Procurement for the Collections and Research Building is in the final stages with contract award anticipated in early 2023.</li> <li>On June 22, 2022, Premier John Horgan announced the Province will halt its plan for the redevelopment of the downtown museum site until broad public consultations lead by the RBCM can be undertaken.</li> <li>Phase one consultations are planned to launch <sup>Advice/Reco</sup> mmentations</li> </ul>
6. Work with the Minister of State for Trade to continue the development of the Chinese Canadian Museum.	<b>Arts and Culture Claire Avison, ADM</b>	<ul style="list-style-type: none"> <li>The Chinese Canadian Museum Society of B.C. was incorporated on March 13, 2020, as a not-for-profit society, and registered as a charity in July 2022 to support establishing and operating a Chinese Canadian Museum.</li> <li>The Province has invested more than \$38.5M in the Chinese Canadian Museum to date: <ul style="list-style-type: none"> <li>\$1 million to the City of Vancouver to support the planning and activation of the museum;</li> <li>An \$8 million endowment and \$2 million to support the development of the Society and for museum planning; and</li> <li>\$25.5 million for the purchase of a permanent site, along with an additional one-time investment of \$2 million to support ongoing planning and operating costs.</li> </ul> </li> <li>The permanent museum location is expected to open in July 2023 in the Wing Sang building in Vancouver Chinatown.</li> </ul>

**Ministry of Tourism, Arts, Culture and Sport**  
**Mandate Letter Commitments**  
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<b>Mandate Letter Issued March 2022</b>	<b>Division Lead</b>	<b>Status</b>
<b>Minister Melanie Mark Mandate letter</b>		
7. Start work to create a first-of-its-kind museum to document the history, art and contributions of South Asian people in BC	<b>Arts and Culture Claire Avison, ADM</b>	<ul style="list-style-type: none"> <li>• This new museum will build on the South Asian Canadian Legacy Project (2020-2022) lead by the South Asian Studies Institute at the University of the Fraser Valley, funded in part by the Province with a \$1.14 million commitment made in September 2020.</li> <li>• Cabinet Confidences; Advice/Recommendations</li> <li>• Engagement with the South Asian Studies Institute are ongoing.</li> <li>• The Minister provided an update to the Government Caucus Committee on Social Initiatives in September 2021.</li> <li>• Minister and staff early engagement with select stakeholders and Surrey caucus members initiated.</li> </ul>
8. With support from the Attorney General and Minister responsible for Housing, the Minister of Municipal Affairs, and the Minister of State for Child Care, provide provincial funding to support the redevelopment of the Jewish Community Centre of Greater Vancouver, delivering a new state-of-the-art community centre along with hundreds of new child care spaces.	<b>Arts and Culture Claire Avison</b>	<ul style="list-style-type: none"> <li>• In 2018 and 2019, the Province provided \$400,000 in planning funding for this project.</li> <li>• The Province provided \$3 million in support for continued planning in 2020/21 with conditional approval for \$22 million to further support the cultural component of the project.</li> <li>• A cross-ministry ADM committee was established to support review and endorsement of the business case and ultimately make recommendations on release of the remaining \$22 million to respective Deputy Ministers.</li> <li>• The full \$25 million funding was announced in April 2022 via news release.</li> <li>• Funding was further echoed by JWest on September 28, 2022, alongside a new \$25 million donation from the Diamond Foundation.</li> <li>• While the Federal Government has committed to support the JCC redevelopment no dollar figure has been announced.</li> </ul>
9. Continue the development and implementation of tangible and intangible heritage policy and programs related to geographical	<b>Tourism</b>	<ul style="list-style-type: none"> <li>• Transfer of programs to TACS complete (effective April 1, 2022).</li> <li>• The branch's operational focus is currently on maintaining legislative requirements including maintaining the BC Register of Historic Places, geographical names and fossil management offices and managing provincially owned assets and Heritage properties.</li> <li>• Progress on the mandate commitment will be achieved by:</li> </ul>

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Mandate Letter Issued March 2022	Division Lead	Status
Minister Melanie Mark Mandate letter		
naming, heritage capacity building, historic places recognition, fossil management and the stewardship of physical heritage resources.		<ul style="list-style-type: none"> <li>○ Reporting on projects funded as part of the \$30M BC 150 Time Immemorial program and \$20M Unique Heritage Infrastructure stream of the Community Economic Recovery Infrastructure Program;</li> <li>○ Completing cost and operational review of staffed provincial heritage sites;</li> <li>○ Implementation of the recently completed fossil management policy – signed in February 2022;</li> <li>○ Focus on removing derogatory geographical names, and alignment with the Geographical Names Board of Canada’s strategic plan;</li> <li>○ Working with communities (indigenous and non) on sites of heritage significance, geographical naming and fossil areas’</li> <li>○ Ongoing <i>Heritage Conservation Act</i> and <i>Land Act</i> permitting; and</li> <li>○ Engaging with Arch branch on the modernization of the <i>Heritage Conservation Act</i> (Arch Branch, Min of Forests is lead).</li> </ul>
10. Work with the Minister of Land, Water and Resource Stewardship to ensure the tourism, cultural, recreational and economic benefits from heritage and historic places, mountain resorts, and adventure tourism are integrated into modernized land use policy and planning.	<b>Tourism</b>	<ul style="list-style-type: none"> <li>• Transfer of programs to TACS complete (effective April 1, 2022).</li> <li>• TACS is actively collaborating with the Ministry of Forests and Ministry of Land, Water and Resource Stewardship on policy regarding tourism and recreation values on the land, including adventure tourism policy.</li> <li>• TACS is working with LWRS on addressing permitting backlogs across the Natural Resource Sector through policy reviews and targeted resourcing, including permits issued under the resort and heritage programs.</li> <li>• Further specific actions to be defined as the new LWRS ministry advances work on develops land use planning priorities.</li> </ul>

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**Updated: October 19, 2022**

Mandate Letter Commitments 2020	Division Lead	Status
Parliamentary Secretary for Arts and Film Bob D'Eith Mandate letter		
1. Work with the creative sector to identify strategies to drive a strong recovery from the impacts of the COVID-19 pandemic.	<b>Creative Kim Lacharite, ADM</b>	<ul style="list-style-type: none"> <li>• Successful three-year, \$22.5 million renewal of the Amplify BC music fund (April 2021): <ul style="list-style-type: none"> <li>○ PS D'Eith led sector consultation on program design in May/June 2021;</li> <li>○ Annual programs launched in May 2022;</li> <li>○ Expanded support for underrepresented artists across the province in Spring 2022; and</li> <li>○ Ran new artist Accelerator program ARC through Music BC in 2022.</li> </ul> </li> <li>• Announced an additional \$2.5 million through Amplify BC to support recovery of live music and music companies on May 18, 2022.</li> <li>• Successful five-year renewal of the BC Book Publishing Tax Credit (March 2021).</li> <li>• Launched three streams under the \$2M Reel Focus BC Domestic Fund (Fall 2021): <ul style="list-style-type: none"> <li>○ Emerging and Equity Seeking filmmakers stream targeted to assist with recovery (launched February 2021);</li> <li>○ Production Funding stream to assist B.C. filmmakers get their projects ready for broadcast, sale and distribution (launched July 2021 and August 2022); and</li> <li>○ Slate Funding stream to support development of two or more film or television projects (launched December 2021).</li> </ul> </li> <li>• Pivoted Creative BC programs to meet evolving sector needs: International Industry Initiatives; Interactive Fund; Passports to Markets; Domestic Industry Initiatives (2020, 2021, 2022).</li> <li>• Through funding from the Ministry of Advanced Education and Skills Training, Creative BC launched Creative Pathways to support the diversification of the motion picture workforce by providing pathways for people to enter the industry (2021).</li> <li>• Consultations with creative sector industry stakeholders to gauge ongoing impacts of the pandemic, and program options to address recovery. Key stakeholders engaged included: Music BC; Creative BC; CMPA-BC; DigiBC; and the Motion Picture Association of Canada.</li> </ul>

**Ministry of Tourism, Arts, Culture and Sport**  
**Mandate Letter Commitments**  
**Updated: October 19, 2022**

Mandate Letter Commitments 2020	Division Lead	Status
Parliamentary Secretary for Arts and Film Bob D'Eith Mandate letter		
		<ul style="list-style-type: none"> <li>Supported B.C. magazines to access federal supports, resulting in B.C. titles receiving a significant increase (32.5% of total) in COVID Relief through the Canada Periodical Fund (2020/21).</li> </ul>
<p>2. Support the Minister of Finance to re-establish the government-film sector task force to recommend the size and term of a new visual effects tax credit based on production costs</p>	<p><b>Creative Kim Lacharite, ADM (this is a FIN lead initiative)</b></p>	<ul style="list-style-type: none"> <li>On July 29th, MPPIA and the VFX Alliance formally withdrew their request for a COVID-19 Relief Fund for the VFX industry (via a letter to MSR and MMM) stating the VFX industry has withstood the impacts of the pandemic better than anticipated: <ul style="list-style-type: none"> <li>Industry is instead requesting to work with TACS and FIN to develop a competitive industry sustainability strategy that addresses competitiveness (i.e. higher tax credit incentives in other jurisdictions and a worldwide competition for talent as key factors).</li> </ul> </li> <li>On October 5, 2021, TACS meet with industry to explore their concerns and the opportunities. Challenges include immigration reform, training/micro credentialling and tax credit certainty.</li> <li>Next steps: TACS is working with key industry stakeholders and across government to leverage upcoming and underway initiatives that will support the VFX industry, including: <ul style="list-style-type: none"> <li>In November 2021, AEST approved a second Labour Market Partnership with DigiBC to increase sector visibility, increase collaboration between post-secondaries and industry and support diversity and inclusion;</li> <li>In December 2021, AEST approved funding for the development of five micro credential programs targeting the creative technology sector, four of which will directly support the VFX industry (totalling \$485,448); and</li> <li>In Winter 2022, JERI will be undertaking a skills gap study to identify common skills gaps across the creative technology sector that inform the development of training opportunities delivered through JERI. This work will include the VFX industry.</li> </ul> </li> </ul>



November 26, 2020

Bob D'Eith, MLA  
Parliamentary Secretary for Arts and Film  
Parliament Buildings  
Victoria, British Columbia V8V 1X4

Dear Parliamentary Secretary D'Eith:

Thank you for agreeing to serve British Columbians as Parliamentary Secretary for Arts and Film, supporting the Minister of Tourism, Arts, Culture and Sport. You are taking on this responsibility at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic.

COVID-19 has turned the lives of British Columbians upside down. None of us expected to face the challenges of the past number of months, yet British Columbians have demonstrated incredible resilience, time and time again. We will get through the pandemic and its aftereffects by building on this resilience and focusing on what matters most to people.

British Columbians voted for a government focused on their priorities: fighting the COVID-19 pandemic, providing better health care for people and families, delivering affordability and security in our communities, and investing in good jobs and livelihoods in a clean-energy future.

I expect you – and the work of your ministry – to focus on the commitments detailed in our platform, *Working for You*, along with the following foundational principles:

- **Putting people first:** Since 2017, our government has focused on making decisions to meet people's needs. That focus drove our work in our first term and will continue to be our priority. British Columbians are counting on the government to keep them safe and to build an economic recovery that works for everyone, not just those at the top. Keeping people at the centre of everything we do means protecting and enhancing the public services people rely on and working to make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. The unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey. True

.../2

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Office of the  
Premier

Web Site:  
[www.gov.bc.ca](http://www.gov.bc.ca)

Mailing Address:  
PO Box 9041 Stn Prov Govt  
Victoria BC V8W 9E1

Location:  
Parliament Buildings  
Victoria

reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move toward self-determination. Our government – and every ministry – must remain focused on creating opportunities for Indigenous peoples to be full partners in our economy and providing a clear and sustainable path for everyone to work toward lasting reconciliation.

- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. Our government has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every ministry has a role in this work. While our caucus elected a record number of women, more work remains to address gender equity. Delivering on our commitments to address racial discrimination will require a commitment by all of government to ensure increased IBPOC (Indigenous, Black and People of Colour) representation within the public service, including in government appointments. Our efforts to address systemic discrimination must also inform policy and budget decisions by reviewing all decisions through a Gender-Based Analysis Plus (GBA+) lens.
- **A better future through fighting climate change:** In 2018, our government launched our CleanBC climate action plan. CleanBC puts British Columbia on the path to a cleaner, better future by building a low-carbon economy with new clean-energy jobs and opportunities, protecting our air, land and water and supporting communities to prepare for climate impacts. It is every Minister's responsibility to ensure your ministry's work continues to achieve CleanBC's goals.
- **A strong, sustainable economy that works for everyone:** We will continue our work to support British Columbians through the pandemic and the economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. Our plan will train the workforce of tomorrow, help businesses hire and grow and invest in the infrastructure needed to build our province.

As Parliamentary Secretary, you will assist your Minister in carrying out their duties. You may be asked to represent the Minister at public events, deliver speeches on behalf of the Minister, or act as a spokesperson for the government's position. You will reach out to stakeholders, businesses, civil society and individuals across B.C. to better understand their perspectives and bring their views to the Minister.

You are also being given special responsibility to support your Minister in specific areas within their mandate. You will work with, and be supported by, B.C.'s professional public service in this role.

Over the course of our mandate, I expect you will make progress on the following items:

- Work with the creative sector to identify strategies to drive a strong recovery from the impacts of the COVID-19 pandemic.

.../3



- Support the Minister of Finance to re-establish the government-film sector task force to recommend the size and term of a new visual effects tax credit based on production costs.

Your Minister is ultimately responsible and accountable for their ministry and their mandate; thus, all key decisions will be made by them. Your role is to understand your Minister's policy goals, develop a deep understanding of the issues, participate in consultations with key stakeholders, Indigenous peoples and the broader public, in order to give your best advice to the public service as it develops options for a decision by the Minister.

You will collaborate with your Minister, Ministry and the Premier's Office to develop a workplan to guide your efforts, including detail on how the professional public service will support your work through briefings, supporting consultations, and keeping you apprised of policy development.

All members are expected to review, understand and act according to the *Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a Parliamentary Secretary, your conduct will reflect not only on you, but on your Minister and our government.

You are accountable for providing strong, professional and ethical leadership. I expect you to establish a positive, respectful and collaborative working relationship with your Minister, their staff and the public servants who provide the professional, non-partisan advice fundamental to delivering on our government's priorities.

My commitment to all British Columbians is to do my level best to make sure people's lives are better, safer and more affordable. I believe the challenges we face can and will be overcome by working together. By way of this letter, I am expressing my faith that people can expect the same commitment from you.

Sincerely,

A handwritten signature in dark ink, reading "John J. Horgan". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John Horgan  
Premier



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
DEPUTY MINISTER'S OFFICE

DM Responsible: Neilane Mayhew

Core Business/ Program Area Description/Critical Business Processes:

The Deputy Minister's Office (DMO) is responsible for all aspects of information that flows from Elected Officials and the Executive Council (Cabinet) to the ministry by acting as the touchpoint between the elected arm of government and the public service. The office provides strategic advice on issues management, oversees the development of Cabinet material, and provides strategic direction to staff. The DMO also ensures the ministry is in compliance with Cabinet approved mandates, Treasury Board directives and other specific issues. The DMO builds strategic alliances across government and works with the Executive team and ministry staff to ensure efficient collaboration, the flow of information and increased integration within the Ministry to support the achievement of the Ministry's strategic direction and government's overall objectives.

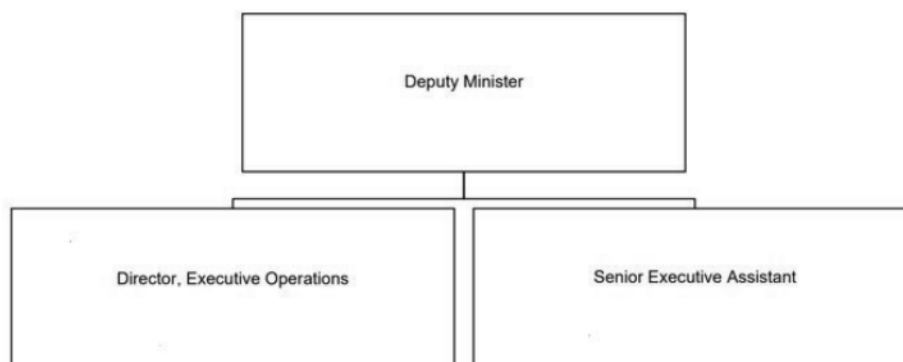
Budget:

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
Deputy Minister's Office	623	623	623	623

Full Time Equivalents (FTEs): 3 FTEs

Related Legislation: N/A

Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY



Neilane Mayhew  
Deputy Minister  
Deputy Minister's Office  
Ministry of Tourism, Arts, Culture and Sport

Neilane Mayhew was appointed Deputy Minister of the Ministry of Tourism, Arts, Culture & Sport on November 26, 2020.

Prior to this appointment, Neilane was with the Ministry of Mental Health and Addictions (MMHA), which she joined in October 2017, serving first as Associate Deputy Minister and Chief Operating Officer before being appointed Deputy Minister in June 2018.

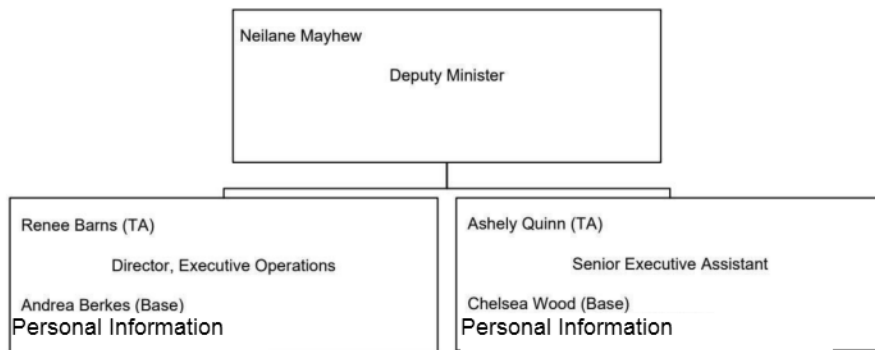
Before moving to MMHA, Neilane was with the Ministry of Indigenous Relations and Reconciliation (MIRR), in roles which included Assistant Deputy Minister, Strategic Initiatives Division and Assistant Deputy Minister and Executive Financial Officer (ADM/EFO). She was appointed Associate Deputy and COO for the Ministry in October 2014.

Neilane has also worked in tax administration, serving in a variety of roles for the Ministry of Finance including Executive Director of the Appeals and Litigation Branch, Executive Director of the Property Taxation Branch, and Executive Director of the Consumer Taxation Programs Branch.

Neilane has a Bachelor of Arts from the University of Calgary and a Bachelor of Laws from UVic. After graduation, she practiced law with a small firm in Victoria before joining the BC Public Service in 2001.

Ministry of Tourism, Arts, Culture and Sport

Deputy Minister's Office



## CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

## Arts and Culture Division

Assistant Deputy Minister (ADM) Responsible: Claire Avison

Core Business/ Program Area Description/Critical Business Processes:

The Arts and Culture Division is responsible for developing provincial arts and culture policies and programs, managing major projects, administering grant programs and providing secretariat to the BC Arts Council. The Division is also responsible for the Royal BC Museum and mandate commitments related to arts and culture.

The Division administers all functions of the BC Arts Council, an advisory body established by the *Arts Council Act*. This includes managing the day-to-day operations, including communications, programming, policy development, grant administration, financial oversight and secretariat of the BC Arts Council with a budget of just over \$38 million. This includes several programs delivered in collaboration with the First Peoples' Cultural Council, the BC Touring Council, ArtStarts in Schools, and Creative BC. The Division also supports Provincial arts and cultural policy and services such as Family Day, Culture Days, BC Museums Week, Artsvest, After-School Sports and Arts Initiative, Federal Cultural Heritage tables, the Arts Legacy Fund, and the B.C. Art Collection.

The Division also oversees the Royal BC Museum (RBCM) Corporation, established as a Crown corporation in 2003 pursuant to the *Museum Act*, which receives \$11.866M in annual operating funding from the Ministry of Tourism, Arts and Culture. The Division is responsible for supporting the RBCM modernization project, which aims to protect the museum's over seven million artifacts and government archives and provide better access to its collections as well as tell more inclusive stories reflecting BC's diverse natural and human history.

The Division is also responsible for arts and cultural infrastructure commitments including, supporting museums, arts and cultural centers, such as the Jewish Community Centre of Greater Vancouver, Vancouver Art Gallery, Art Gallery of Greater Victoria, establishing a South Asian Museum and the establishment of the Chinese Canadian Museum (CCM) which is the first museum in Canada dedicated to sharing the stories of the perseverance and resilience of Chinese Canadians and their shared history with Indigenous communities. The ADM and the Executive Director are appointed to the board of the Chinese Canadian Museum Society of BC (CCMSBC).

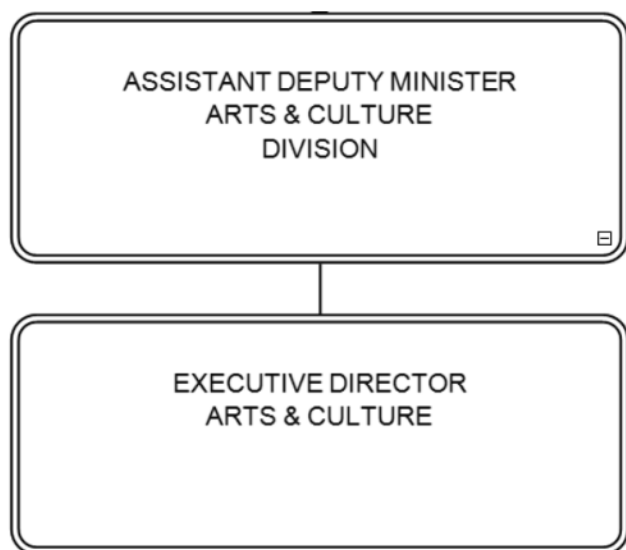
Advice/Recommendations;  
Budgetary  
Government

Full Time Equivalents (FTEs): 33

Related Legislation:

- *Arts Council Act*
- *Special Accounts Appropriation and Control Act* – Section 9, governing the BC Arts and Culture Endowment
- *Museum Act*

Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY



Claire Avison  
Assistant Deputy Minister  
Arts & Culture Division  
Ministry of Tourism, Arts, Culture and Sport

Claire was first appointed as an Assistant Deputy Minister in 2011 with the Ministry of Education and has since served as Assistant Deputy Minister with Ministry of Advanced Education and in her current role at the Ministry of Tourism, Arts, Culture and Sport since 2017.

Claire joined the BC Public Service in 2001, and prior to being appointed as an Assistant Deputy Minister, she held a variety of leadership roles in the Ministry of Health and Ministry of Education including policy, program, operations, legislation and governance responsibilities.

During her 21 year career in the BC Public Service, Claire successfully managed several large change initiatives for Government in the education and advanced education sectors. Most recently, Claire has delivered two mandate commitments, the Royal BC Museum modernization project and the establishment of the Chinese Canadian Museum.

Claire holds a Bachelor of Arts (Honours) and maintains a Chartered Directors Designation (C.Dir).



## ARTS AND CULTURE DIVISION SECTOR OVERVIEW

Core Business Area/Sector: Arts and Culture

### General Description:

- The Arts and Culture sector is largely comprised of individual artists, practitioners and non-profit organizations engaged in the creation of artistic work and the provision of cultural experiences that contribute to healthy and vibrant communities.

### Key Facts / Statistics:

- B.C. has the third largest culture GDP and employment in Canada, after Ontario and Quebec.
- Jobs in the cultural domain accounted for 4.2% of all jobs in the province.
  - There were 102,579 culture jobs in British Columbia in 2020, 9.2% lower than the previous year. Economy-wide jobs decreased by 9.9% in the same time period.
- Based on the 2016 census, Statistics Canada reports that B.C.'s labour force is composed of:
  - 1.18% artists<sup>1</sup>, the highest concentration in Canada; and
  - 4.7% culture workers<sup>2</sup>, the second-highest concentration in Canada, next to the Yukon.
- In B.C. cultural GDP (including the creative industries) totaled 2.8% of B.C.'s total GDP or \$8.0 billion in 2020, a 4.7% decrease from the previous year.
  - The largest contributors to this decrease were live performance (-\$146.5 million or -30.0%) and audio-visual and interactive media (-\$112.5 million or -3.5%) sub-sectors, these impacts were due in part to COVID-19 related measures.
  - Offsetting those decreases was an increase in culture governance, funding, and professional support (+\$60.4 million or +4.5%).
- Pre-COVID-19, British Columbia had the third-highest performing arts attendance rate in the country (38.9%), just below the levels in Quebec (39.8%) and Ontario (39.6%). B.C. residents lead the country in theatre attendance (25.6%).
- Organizations, artists, and cultural workers in performing arts have encountered distinct challenges during the pandemic due to the nature of their work and the sector did not experience significant recovery in 2021.
- The arts and culture sector is composed almost exclusively of non-profit organizations of which approximately 60% are small (under \$500,000 annual operating budget).
  - These organizations are highly dependent on public support for sustainability.

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<sup>1</sup> Nine occupational categories are grouped into "artists", including actors, authors, artisans, composers, dancers, musicians, other performers, directors, and visual artists.

<sup>2</sup> Fifty occupational categories are grouped into "culture workers", including job categories in sound recording, publishing, journalism, printing, libraries, architecture, and design (web, graphic, and industrial).

#### Top 3 Issues:

- Workforce, affordability and housing are key issues affecting the sustainability of the sector and individual organizations.
- Additional funding is required for organizations to pay a living wage to staff, attract and retain talent and keep pace with increases to operating and lease costs for venues and studios.
- Aging, inadequately funded and capacity constrained infrastructure no longer meets the needs and expectations of a growing and diversifying creative cultural economy and population.

#### Top 3 Opportunities:

- *Extending Foundations: Action Plan for the BC Arts Council 2022-2024* , launched April 8, 2022, extends the BC Arts Council's current strategic plan and will guide policy and program development for the next two years to support reconciliation, equity, diversity, inclusion, and accessibility through to the next phase of strategic visioning.
- New funding opportunities to support flexibility, responsiveness, capacity building, equity and access, specifically Arts Impact Grant (launched Fall 2021) and Accelerate (launched Fall 2021) supported by expanded outreach.
- Advice/Recommendations

## Arts and Culture Executive Director Biography

### Arts and Culture Branch

is responsible for empowering the arts and culture sector in B.C through Provincial policies, programs and projects, and leverages its role in the sustainable growth of the sector to increase supports for equity, diversity and inclusion and further reconciliation with Indigenous Peoples. The Branch has two main taskforce areas: 1) Cultural Services, which leads corporate supports, sector policy, and delivery of strategic mandates and initiatives; and 2) BC Arts Council teams that deliver programs and funding that provide critical supports for the sector and administer the BC 150 Endowment and secretariat functions of the BC Arts Council, an advisory body established by the *Arts Council Act*. The Branch also provides oversight of the Province's major cultural Crown the Royal BC Museum, and supervises its modernization and the development of a new Collections and Research building. Beyond this, the Branch is responsible for strategic mandate commitments related to arts and culture infrastructure including establishing the Chinese Canadian Museum, supporting redevelopment of the Jewish Community Centre of Greater Vancouver, starting work to establish a South Asian Museum, as well as administering funding for flagship capital projects such as a new Art Gallery of Greater Victoria and Vancouver Art Gallery. To further support reconciliation, the Branch leads significant DRIPA actions on behalf of the Ministry that require engaging across Government to:

- a) 3.5: Provide resources to Indigenous organizations to improve public understanding of Indigenous histories, rights, cultures, languages and the negative impacts of Indigenous-specific racism.
- b) 4.33: Co-develop a policy framework to support repatriation initiatives.
- c) 4.34: Reset the relationship between the Royal BC Museum and Indigenous Peoples in B.C. by ensuring that Indigenous voices are prioritized and inform the development of narratives, exhibitions and learning programs.

- Executive Director: Brian Jonker
- Started in Government: 1997
- In Current Position Since: 2018

## MINISTRY ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport

Issue: The February 2022 Minister of Tourism Arts Culture and Sports Mandate Letter and Minister of Trade Mandate Letter include the commitment to continue the development of the Chinese Canadian Museum (CCM).

### Background:

- The Province committed to establishing a CCM during the 2017 election.
- In September 2018, the Province and the City of Vancouver signed a Memorandum of Understanding to work together to have Vancouver Chinatown designated as a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site and to establish a CCM.
- A public consultation was held in 2019/20 with the results supporting establishment of a dedicated museum to tell Chinese Canadian stories.
- The Chinese Canadian Museum Society of BC was incorporated on March 13, 2020 as an independent not-for-profit organization with a 20-member board (including two Ministry staff and one appointee from the City of Vancouver staff) to advance establishing and operating the museum.
- In 2019, the Province provided a \$1 million grant to the City of Vancouver to support museum planning and early related activations.
- Since the Society was formed in 2020, the Province has provided \$37.5 million to support establishing the museum:
  - i. \$10 million in March 2020 to establish the CCM. This funding included an \$8 million endowment and \$2 million to establish the Society including administrative and operational capacity;
  - ii. \$25.5 million in February 2022 million towards the purchase of the Wing Sang Building; and
  - iii. \$2 million in February 2022 for continued planning and operations.
- The following are a few key accomplishments:
  - July 2020: hired first museum staff;
  - August 2020: launched *Seat at the Table*, a temporary exhibition in the Hon Hsing Building;
  - September 2020: launched the Museum's 3-year strategic plan;
  - May 2021: launched CCM logo, brand, and refreshed website;
  - June 2021: awarded *Public History Prize* from Canadian Historical Association;
  - June 2021: exhibition refresh at Hon Hsing with Dragon Boat Festival displays;
  - July 2021: launched volunteer program;
  - August 2021: established fundraising action plan. Implementation ongoing;
  - September 2021: updated Business Case;
  - September 2021: launched collaborative school program with Dr. Sun Yat-Sen Garden and UBC;
  - November 2021: completed a thematic plan for the museum, after a 6-month consultation with the board and CCM stakeholders;
  - February 2022: opened temporary exhibition space in Victoria Chinatown Fan Tan Alley;

- April 2022: attained CRA charitable status;
  - May 2022: opened two exhibitions: *Seeds to Success: Story of the H.Y. Louise Family and A Tale of Two Families: Generations of Intercultural Communities and Family* in Hon Hsing;
  - June 2022: purchased the historic Wing Sang Building as the permanent site for the new museum;
  - August 2022: completed a curatorial plan for the core exhibitions in the Wing Sang Building; and
  - October 2022: Inaugural CEO hired.
- August 2020 the CCM launched *Seat at the Table* temporary exhibition in the historic Hon Hsing Building in Vancouver Chinatown.
  - In May 2022, the CCM opened two exhibitions: *Seeds to Success: Story of the H.Y. Louise Family and A Tale of Two Families: Generations of Intercultural Communities and Family* in Hon Hsing Building.
  - In June 2022, CCM took possession of the Wing Sang Building with renovations expected to start in Fall 2022 to support a July 2023 opening.
  - CCM has made a public commitment to open the Wing Sang Building in July 2023 with a temporary exhibit titled *The Paper Trial* commemorating the 100<sup>th</sup> anniversary of the *Chinese Immigration Act*.
  - CCM's first CEO was hired in October 2022; official announcement is planned for late October.

Issue/Opportunity:

Advice/Recommendations; Business Information

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- CCM has developed a \$25 million fundraising plan with the Discovery Group, a Vancouver based consultancy, Advice/Recommendations; Business Information
- Fundraising efforts to date Advice/Recommendations; Business Information other than the Rennie Foundation which provide \$7.8 million as part of the property purchase and a recent and still confidential donation of over \$1 million from the Board Chair and her family. Advice/Re Advice/Recommendations; Business Information

Advice/Recommendations; Business Information

Other funding raising efforts include:

- A \$1 million gift agreement with the Chinese Canadian Heritage and Future Foundation has been signed with a July 2023 target for the funds;
- Several proposals have been sent to targeted high net worth individuals and Foundations;
- The SPARK community dinner raised over Advice/Recommendations;
- Advice/Recommendations; Business Information

Advice/Recommendations; Business Information

- 
- All board members are encouraged and expected to also contribute to the fundraising target. Confidentially, as yet to be announced publicly, the CCM Society Board Chair and her husband will be donating \$1million dollars over a 10-year period.

Next Steps:

- Advice/Recommendations; Cabinet Confidences; Government Financial Information

Key Contacts:

Melissa Lee  
CEO  
604-818-4803

Grace Wong  
Board Chair  
778-386-8546

Claire Avison  
ADM, Arts and Culture Division  
250-217-9059

## CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

## Sport and Creative Division

ADM Responsible: Kim Lacharite

Core Business/ Program Area Description/Critical Business Processes:

The Division supports the development of a strong and sustainable creative sector, which includes the motion picture, music, book and magazine publishing and digital interactive media industries. Together, the sector provides a \$5.4 billion contribution to the provincial economy and creates over 74,500 total jobs for British Columbians and employs more than 119,000 people across the four industries when gig work is included. The Division is responsible for supporting the creative sector through strategic policy, partnership development and program support; intergovernmental coordination; as well as providing oversight and strategic direction for Creative BC and the Knowledge Network.

The Division also supports amateur sport and active living, which contributes to the health and wellness of British Columbians and the vibrancy of communities. Funding is provided to support participation in organized sport; facilitate the development of internationally competitive athletes, coaches, officials, volunteers and sport administrators; and support the social and economic development of communities throughout British Columbia through hosting major sport events. The division provides oversight and strategic direction to viaSport and the BC Games Society (BCGS) as well as funding support to the Indigenous Sport, Physical Activity and Recreation Council (ISPARC). A new Marquee Sport Event team is being established in the division to focus on major international events requiring significant provincial financial and human resources to ensure government's investments realize the intended benefits.

The division includes the BC Athletic Commissioner, who provides the provincial oversight and regulatory compliance for combat sports, including, professional Boxing, Mixed Martial Arts, Kickboxing as well and Amateur Kickboxing, Muay Thai and Pankration events. The Athletic Commissioner is committed to ensuring the safety and integrity of combats sports in the province.

To achieve its objectives, the Creative Sector Branch, and Sport Branch works across all levels of government and with the following key agencies: Creative BC, Knowledge Network, viaSport, BC Games Society and ISPARC.

Budget: \$25.517M

Full Time Equivalents (FTEs): 21

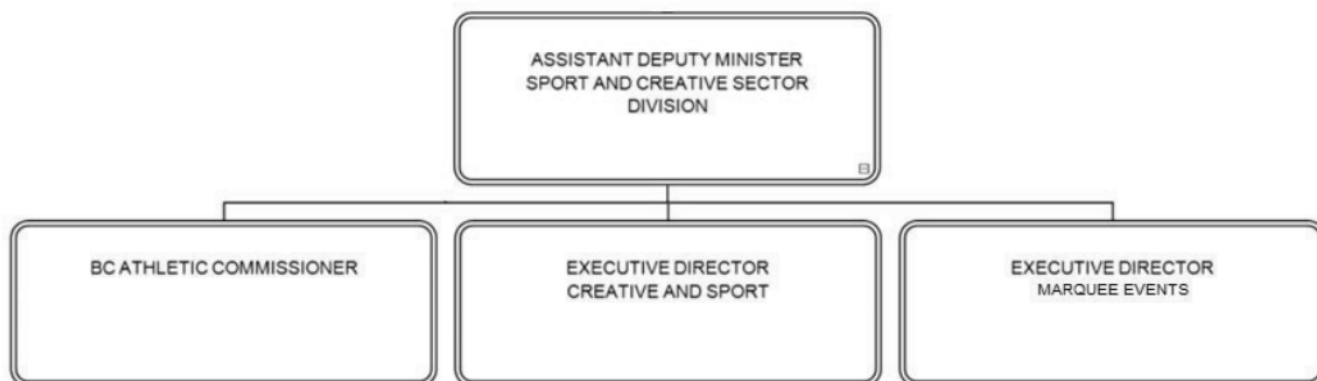
Related Legislation:

*The Knowledge Network Corporation Act*

*Athletic Commissioner Act*

- *Ministers Athletic Commissioner Regulation*
- *Athletic Commissioner Regulation*

Organizational Chart:





## EXECUTIVE MEMBER BIOGRAPHY



Kim Lacharite  
Assistant Deputy Minister  
Sport & Creative Sector Division  
Ministry of Tourism, Arts, Culture and Sport

Kim Lacharite was appointed Assistant Deputy Minister for the Sport and Creative Sector Division on January 2022. Kim is an experienced leader with over 20 years in the provincial government developing and delivering multiple programs and services, leading large-scale transformation initiatives, and establishing provincial strategies to help government achieve its vision.

Previously, Kim worked with Government Digital Experience Division at the Ministry of Citizen Services' where she was responsible for government's public engagement and design programs. She played a key role in the digital response to COVID-19, leading teams that support ministries to move their programs online and centralizing critical information and supports for citizens on [gov.bc.ca/COVID19](https://gov.bc.ca/COVID19).

Kim is passionate about improving government programs and policy through engagement and collaboration with the people and organizations they impact. She has a diverse skill set that includes program, policy and partnership development, stakeholder engagement, communications, change and issues management, strategic planning, building and leading diverse teams as well as financial and information technology management.

She holds a master's degree in public administration, a bachelor's degree in political science and change management certification.

## CREATIVE SECTOR SECTOR OVERVIEW

Core Business Area/Sector: Creative Sector

### General Description:

- The creative sector includes: the motion picture, music and sound recording, interactive and digital media, book and magazine publishing industries.
  - B.C. is the largest motion picture hub in Canada, and the third largest motion picture hub in North America.
  - B.C. is home to one of the world's largest animation/visual effects cluster, and has the second largest video games workforce in Canada.
  - B.C. has Canada's second largest English-language book publishing market and is the third largest center for music in Canada.
  - B.C. is Canada's third largest music center.

### Key Facts / Statistics:

- In 2021, B.C.'s creative sector contributed \$5.4 billion total GDP to the economy, providing more than 74,500 full-time jobs and employing more than 119,000 workers when gig work is included:
  - Motion Picture industry - contributed more than \$2.4 billion in total GDP (up 8.58% from 2020), and 40,517 total jobs.
  - Music and Sound Recording industry - contributed \$286 million in total GDP (up 13.49% from 2020) and 5,534 total jobs.
  - Interactive and Digital Media - the gaming industry alone in B.C. contributed approximately \$1.48 billion in total GDP (up 6% from 2020) and approximately 13,512 total jobs.
  - Book and Magazine Publishing - contributed \$190 million in total GDP (down 17% for books and down 1% for magazines from 2020) and supported 1,761 total jobs.
  - Multi-Creative Industry Services (serving all four sectors) - contributed \$1.04 billion in total GDP and accounted for 13,208 total jobs such as agents, artist managers and independent writers.
- In 2021, B.C.'s creative sector total GDP increased by 8.15%.
  - The Creative Industries Economic Results Assessment (CIERA) is a measurement tool that provides the B.C. Government with creative sector indicators, including total gross domestic product (GDP), Output and Jobs, derived from public datasets published by Statistics Canada.
  - CIERA data shows a 7.15% decrease in 2020 (due to shutdowns during the pandemic).
- 2021 sector growth was more than total sector contraction in 2020, indicating that overall, the sector is recovering well from the impacts of the pandemic. However, each industry is experiencing a different rate of recovery depending on audience demand, continuing public restrictions and safety protocols and rising costs.

### Top 3 Issues:

- **Support for the Interactive Digital Media (IDM) sector in B.C.:** The IDM sector includes video games, applications, virtual/augmented reality. The two main sources of funding for the IDM sector are pending renewal in the year ahead - the Interactive Digital Media Tax Credit (IDMTC) and the Interactive Fund. The IDMTC is a key factor in attracting and retaining IDM companies in B.C. It is up for renewal on September 1, 2023.

Advice/Recommendations

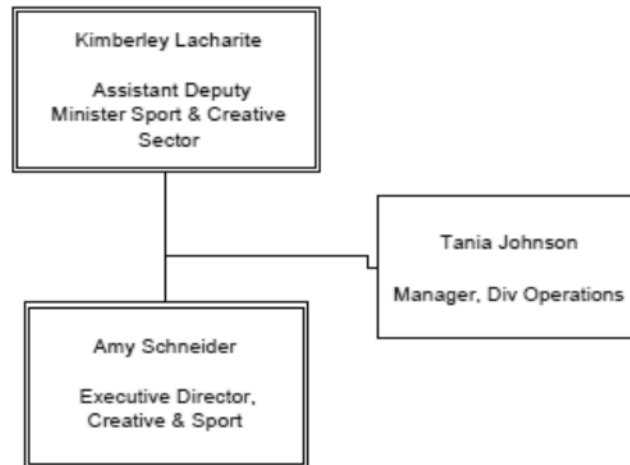
- **Support for domestic motion picture production** – B.C.-based productions have struggled to recover from the impacts of the pandemic. Domestic production is down, evidenced by a decrease in tax credits for the domestic sector in 2021/22. The B.C. government's initial \$2M investment in the Domestic Motion Picture Fund in 2020 has been fully allocated. <sup>Advice/Recommendations; Government Financial Information</sup>  
Advice/Recommendations; Government Financial Information
- **Renewal of Amplify BC funding (beyond 2023/24):** The B.C. government created Amplify BC, the Province's music fund, to support the growth and development of B.C. music sector in 2018 (building on the success of the BC Music Fund 2016-18). The music sector was hard hit by the impacts of COVID, and live music, especially music festivals, have been slow to recover. Committed funding will end in 2023/24. <sup>Advice/Recommendations; Government Financial Information</sup>  
Advice/Recommendations; Government Financial Information

#### Top 3 Opportunities:

- **Motion Picture Trade Mission to Los Angeles, California** – The Motion Picture Production Industry Association (MPPIA) is leading a trade mission to L.A. November 12-18. MPPIA has invited the Minister of Tourism, Arts, Culture and Sport and the Parliamentary Secretary for Arts and Film to participate in client meetings, studio tours and a reception at the Consul General November 15-18.
- **Champion Equity, Diversity, and Inclusion (EDI) in Motion Picture industry** – B.C.'s motion picture industry is actively working to improve workforce diversity across the industry. There is an opportunity for government to champion the ongoing roll-out of Creative Pathways, an industry-led initiative to help people, especially from underrepresented groups, find their way into the motion picture industry. <sup>Advice/Recommendations</sup>  
Advice/Recommendations
- **Creative Industries Week** – The creative industries organize an annual awareness week each spring in Victoria at the Legislature to promote the creative industries in B.C. and their impact on the economy.

Ministry of Tourism, Arts, Culture and Sport

Creative



## Creative Sector Branch Division Executive Director Biography

### **Creative Sector Branch**

The Creative Sector Branch supports the development of a strong and sustainable creative sector, which includes the motion picture, music, book and magazine publishing and digital interactive media industries. The Branch is responsible for supporting the creative sector through strategic policy, partnership development and program support; intergovernmental coordination; as well as providing oversight and strategic direction for Creative BC and the Knowledge Network.

- Executive Director: Amy Schneider (Note: Amy is also the Executive Director of the Sport Branch)
- Started in Government: 2001
- In Current Position Since: 2018

## SPORT SECTOR SECTOR OVERVIEW

Core Business Area/Sector: Sport

### General Description:

- Government invests just under \$50 million annually to make sure everyone has safe and equal opportunities to participate in and experience the benefits of sport.
- With that investment, British Columbia (B.C.) is a recognized leader in sport participation, excellence, and event hosting.
- Sport and active living make a positive difference in people's lives and contribute to individual health and wellness, promote mental health, and contribute to the economic vibrancy of our communities.
- More than 500,000 British Columbians participate in sport, with many more pursuing active living and recreational sport.

### Key Facts / Statistics:

- Sport makes an important economic contribution to our province:
  - The sector contributed \$990 million to GDP in 2019<sup>1</sup>;
  - This puts our province with the highest Sport GDP per capita in Canada; and
- Throughout the pandemic, the Ministry has worked to support the sport sector so people can continue to benefit from sports providing:
  - \$8.5 million in funding to 193 sport events through the Fairs, Festival and Events Program.
  - \$1.5 million from the Local Sport Relief Fund so community organizations can continue to offer sport in a safe way.
  - \$11.1 million to 72 B.C.-based amateur leagues and teams to ensure they could continue playing through the pandemic.
- Of the approximately \$50 million invested annually in sport,
  - The Ministry of Tourism, Arts, Culture and Sport (TACS) provides \$22 million annually to the sport sector.
  - The Ministry of Municipal Affairs' Community Gaming Grants provides approximately \$27 million.
- The Province's funding goes to key partners in the sector and supports diverse groups like the Indigenous Sport Physical Activity & Recreation Council (ISPARC), the Canadian Sport Institute Pacific, the BC Sports Hall of Fame and Museum, SportMed BC, viaSport, KidSport BC and the BC Winter and BC Summer Games.

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<sup>1</sup> Source: <https://www150.statcan.gc.ca/n1/daily-quotidien/210527/t001b-eng.htm> Data released May 2021.

### Top 3 Issues:

- **Marquee Events Resourcing Costs**

- Marquee events have the potential to create positive impacts and lasting legacies for communities across the province and contribute to B.C.'s international profile and reputation.
- The Province has committed to hosting two marquee events – 2025 Invictus Games (\$15M) and the 2026 FIFA World Cup (costs to be determined but estimated at \$240-260M)
- The Province is also engaged in work to explore supporting a bid for the 2030 Olympic and Paralympic Winter Games. If the bid proceeds, government-wide resourcing will be required.
- Other marquee events under consideration include the 2024 Grey Cup <sup>Advice/R</sup> and the 2027 North American Indigenous Games <sup>Advice/R</sup> <sup>ecomme</sup> <sup>ecomme</sup>.
- Incremental capacity across government, in terms of financial and staff resources, is required to plan and host these events successfully.

- **Maltreatment in Sport**

- Abuse and maltreatment happen at all levels of the sport system. One in five athletes training at the national level have experienced psychological, physical, or sexual maltreatment. There has been a number of recent high-profile sexual abuse, misconduct and harassment issues at the national sport level (e.g., Hockey Canada, Soccer Canada, Gymnastics Canada, Bobsleigh Canada Skeleton, etc.)
- Government is partnering with viaSport to lead work in B.C. to address and prevent harassment, abuse, and discrimination in sport. This work is being done in coordination with other jurisdictions and linked to Federal-Provincial/Territorial (F-P/T) Ministers' Red Deer Declaration, which calls for a coordinated response to addressing and preventing harassment, abuse, and discrimination in sport.
- The B.C. Universal Code of Conduct (BCUCC) was adopted by the sector in October 2021. The BCUCC is a powerful tool to prevent and address harassment, abuse and discrimination and any form of maltreatment in sport by outlining expected and prohibited behaviors, but more work is needed to protect participants in the sport sector.
- In June 2022, the federal government established the Office of the Sport Integrity Commissioner (OSIC) with the intention of providing a safe and independent place for victims and witnesses of abuse to report incidents. Provinces can sign onto OSIC services, but B.C. does not currently have funding allocated for this purpose.

- **Sport Sector Funding**

- The pandemic has highlighted the importance of physical activity and sport, to maintain physical and mental health during a period of increased stress, anxiety and/or financial burden.
- Declining membership and volunteers combined with fewer opportunities for sponsorships and large fundraising events due to public health restrictions have impacted the short and

long-term sustainability of provincial and local sport organizations and the affordability of sport.

- On September 23, 2022, *Rally Together* grant programs were launched. Totaling \$4M, these grants will support sport organizations to address declining numbers of participants and volunteers across the sector. Advice/Recommendations
- Advice/Recommendations

#### Top 3 Opportunities:

- **North American Indigenous Games**

- The North American Indigenous Games (NAIG) Council has launched the bid process to determine which Province or Territory in the Western Canada region (BC, AB, SK, YK, NWT) will host NAIG 2027
- The Indigenous Sport, Physical Activity and Recreation Council (ISPARC) will select one BC community with Letter of Intent due to NAIG Council by November 25, 2022.
- If a B.C. community is interested in bidding and can demonstrate that it meets ISPARC's minimum criteria for hosting, a funding request to the Province would likely be made prior to the November 25th date.
- Advice/Recommendations; Cabinet Confidences; Government Financial Information
- Advice/Recommendations

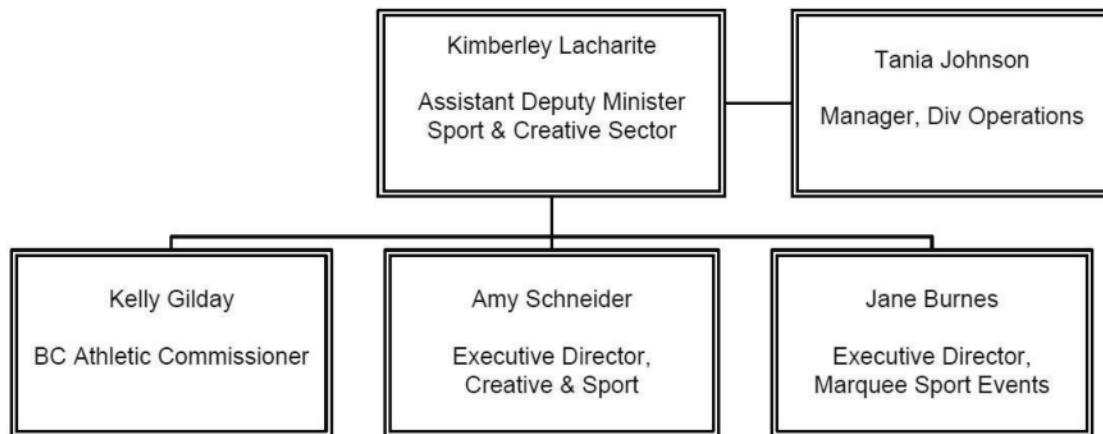
- **2024 Grey Cup**

- The BC Lions submitted a bid to host the CFL's 2024 Grey Cup.
- The Province provided letters of support indicating a willingness to consider a financial contribution of Advice/Recommendations; Government Financial Information
- Advice/Recommendations; Cabinet Confidences
  - The CFL will announce the winning city in November 2022.



Ministry of Tourism, Arts, Culture and Sport

Sport



## Sport Branch Executive Director Biographies

### Sport Branch

The Sport Branch provides resources and leverages partnerships to increase participation and achieve excellence in sport and physical activity in British Columbia through the development of public policy, inter/intra governmental partnerships, performance measurement, and sport programs (either directly delivered or through funded agencies). Key objectives are to increase participation in sport, thereby contributing to healthy, vibrant communities and families, and overall positive health, economic and social outcomes, sustain and increase excellence in sport and to position British Columbia as a sport event hosting destination, thereby contributing to sport, economic, tourism and community development across the province.

- Executive Director: Amy Schneider
- Started in Government: 2001
- In Current Position Since: 2018
  
- Executive Director: Jane Burnes, Marquee Events
- Started in Government: N/A
- In Current Position Since: 2022

### BC Athletic Commissioner

The British Columbia Athletic Commissioner oversees the conduct of professional boxing, kickboxing and mixed martial arts (MMA) as well as amateur kickboxing, MMA, Muay Thai and pankration events throughout the Province of British Columbia. The Athletic Commissioner is committed to ensuring the safety and integrity of combat sports in the province.

- Commissioner: Kelly Gilday
- Started in Government: 2019
- In Current Position Since: 2019

## MINISTRY ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport (TACS)

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental  
Issue: Communications

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Background:

- In June 2022, the City of Vancouver (Vancouver) was selected as a Host City for FWC 2026.
- Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

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Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Issues:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Next Steps:

- Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications
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## CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

## Tourism Division

ADM Responsible: Nick Grant

Core Business/ Program Area Description/Critical Business Processes:

The Tourism Sector Strategy Division supports the alignment of provincial tourism priorities and sets the strategic direction for tourism in BC, while working collaboratively with the tourism industry and other parts of the provincial government that deliver tourism-related activities. The Division leads the implementation of the *Strategic Framework for Tourism 2022 – 2024: A Plan for Recovery and Resiliency* and sets provincial priorities for tourism in B.C. A strong tourism industry is identified as a key pillar of the StrongerBC Economic Plan, and the division develops policies and programs that encourage sustainable economic growth for the travel and tourism industry. Key programs include resort municipality development, community tourism marketing, tourism and business travel events, and tourism infrastructure development.

Through the Heritage Branch, the division supports the conservation of heritage values in B.C. through policies, programs, stewardship of provincially designated sites and administration of provincially owned heritage properties and collections. The Branch is responsible for the BC Register of Historic Places, the Fossil Management Office and the BC Geographical Names Office. The authorities and policy flow from the *Heritage Conservation Act* (HCA) and *Land Act*. The branch holds management responsibility for provincial heritage sites including 63 provincially designated sites (protected) and 116 officially recognized (acknowledged as significant and monitored, but not protected) historic sites under the HCA. Heritage Branch is also responsible for 22 provincially owned heritage properties of which seven are staffed (including Barkerville and Fort Steele).

The Division also provides a one window approach for resort development and community ski area administration through the Mountain Resorts Branch. The branch ensures that the establishment and ongoing operation of all-season resorts and community ski areas provides economic, social, recreation and tourism benefits to the Province and the local communities. Specifically, the Branch conducts major project reviews and evaluates the phased development of existing resorts, ski areas, and non-ski resort projects. Staff provide permitting and authorizations by authorities under the *Land Act*, *Forest Act*, *Resort Timber Administration Act*, *Ministry of Lands, Parks and Housing Act*, and the *All-Season Resort Policy*. The branch currently oversees 13 International Destination Resorts, five Regional Destination Resorts, 15 Community Ski Areas, and reviews new ski and non-ski resort development proposals.

2022/23 Budget: \$24.429M base + \$23.05M contingencies

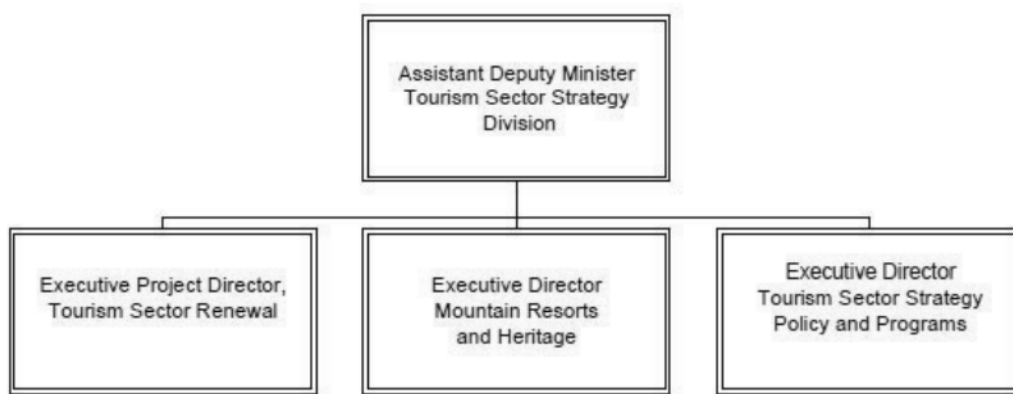
Full Time Equivalents (FTEs): 52

Related Legislation:

- *Tourism Act*
- *British Columbia Enterprise Corporation Act (the Act as it relates to the B.C. Pavilion Corporation)*
- *Destination BC Corp. Act*
- *Hotel Guest Registration Act*

- *Hotel Keepers Act*
- *Land Act*
- *Heritage Conservation Act*
- *Forest Act*
- *Resort Timber Administration Act*
- *Ministry of Lands, Parks, and Housing Act*

Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY



Nick Grant  
Assistant Deputy Minister  
Tourism Sector Strategy Division  
Ministry of Tourism, Arts, Culture and Sport

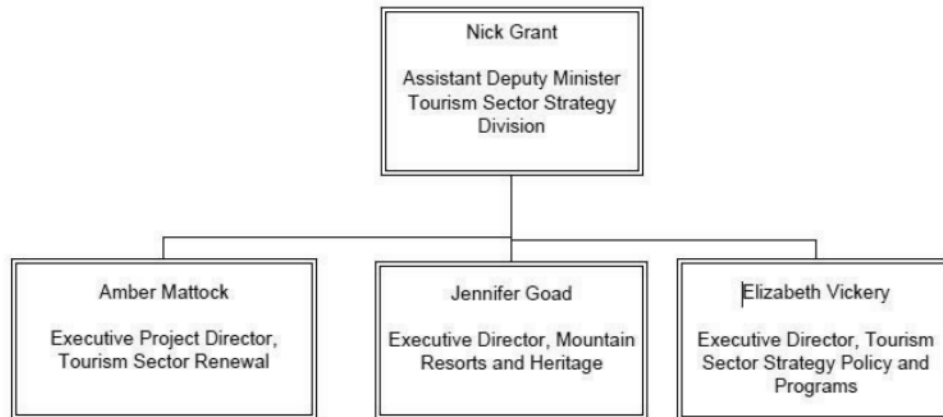
Nick was appointed as Assistant Deputy Minister, Tourism Sector Strategy, in October 2021. He has had responsibility for the design and implementation of tourism sector initiatives, including several new funding programs, to keep the sector viable through the pandemic and led development of a renewed Strategic Framework for Tourism 2022-2024, to guide the sector's recovery. In April 2022, the Mountain Resorts Branch and the Heritage Branch were transferred to the Ministry and added to Nick's responsibilities under the Tourism Sector Strategy Division.

Previously, Nick served three years as Assistant Deputy Minister of Strategic Policy and Planning with the Ministry of Mental Health and Addictions. In that role he led the development and implementation of A Pathway to Hope, the B.C. Government's mental health and addictions strategy, with a particular focus on improving the system of care for children and youth and supporting innovative approaches to Indigenous partnerships.

Nick has been with the BC Public Service for 30 years and has held senior positions in the Ministry of Health and the Public Service Agency, spanning strategic planning, information technology and analytics, negotiations, policy, legislation and intergovernmental relations.

Ministry of Tourism, Arts, Culture and Sport

Tourism Sector Strategy Division





## Tourism Sector Strategy Division

### **Tourism Sector Strategy**

Provides strategic direction and develops policy and frameworks for provincial wide coordination and integration of activities in tourism; addresses key policy barriers to growth; provides governance oversight of Destination BC and BC Pavilion Corporation; collaborates with other ministries, governments, and organizations to maximize program and infrastructure investments to support tourism development; supports pandemic and climate emergency recovery efforts; and creates metrics and reporting.

- Executive Director: Elizabeth Vickery
- Started in Government: 1998
- In Current Position Since: 2021

## MINISTRY ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport

Issue: Tourism Sector Recovery

### Background:

B.C.'s tourism industry was devastated by the impacts of the Covid-19 pandemic and recent climate change events. The Province has supported the industry through a series of recovery initiatives and the 2022 summer season has shown strong signs toward recovery. B.C. is well positioned for recovery as a world-class destination but there is more work to do to rebuild the tourism industry to pre-pandemic levels and meet the Province's goals of a cleaner, more inclusive and sustainable visitor economy.

Government investment in pandemic supports for the tourism sector was made early and continues with the sustained rollout of new recovery investment programs spanning the breadth of tourism recovery – from employee recruitment and retention, to resuming large-scale conferences and events, and furthering destination development.

The Ministry of Tourism, Arts, Culture and Sport along with other ministries, has worked to support B.C.'s tourism industry with significant investments. To date, a total allocation of nearly \$575 million in direct support for the tourism sector has been provided through B.C.'s COVID-19 Economic Recovery Plan. Highlights include:

- More than \$250 million to support tourism business recovery through the Small and Medium Sized Business Recovery and Circuit Breaker Grants programs.
- Over \$109 million invested through StrongerBC in community-based tourism infrastructure and destination development projects.
- Committing up to \$15 million for the Tourism Accommodation and Commercial Recreation Relief Fund to help offset certain fixed costs.
- \$36.8 million for major anchor attractions to stay operational.
- Nearly \$30 million for fairs, festivals, and events to resume safely.
- \$56 million in relief funding for the BC Pavilion Corporation.
- \$8 million in relief funding for Indigenous tourism businesses in partnership with Indigenous Tourism BC (ITBC).
- \$10 million to 61 Community Destination Marketing Organizations that participate in the MRDT program to support critical staffing and operations.
- \$1.3 million in support for key tourism sub-sectors, visitor centres and the BC Tourism Resiliency Network.
- \$5 million through Destination BC's Co-operative Marketing Partnerships Program to directly fund hard-hit urban centers.
- \$5 million to restart the business events and conferences market.
- \$1.3 million for dedicated regional HR specialists to work with tourism operators to rebuild and strengthen the tourism workforce.
- \$3.7 million to ITBC to support capacity and resiliency building within the sector.
- \$5 million for domestic marketing support and an additional \$4 million for a Welcome to BC international marketing campaign via Destination BC.

- \$2 million for tourism training grants for students.
- \$240,000 to partner with go2HR on delivering a BSAFE, a safety certificate program for the tourism workforce.
- In addition, the Province has committed an additional \$30 million over two years for tourism infrastructure and destination development projects.

#### Current Work and Next Steps:

- **Strategic Framework:** In March 2022, the Ministry launched *The Strategic Framework for Tourism 2022 – 2024: A Plan for Recovery and Resiliency*. It was developed on recommendations from the Tourism Task Force in 2020 and advice from the Tourism Sector Recovery Roundtable in 2021. The Framework is built on three pillars: People, Planet and Prosperity rooted in reconciliation with Indigenous peoples, and forms the basis for the work of the ministry and sector in recovery.
- **Funding for continued recovery:** Budget 2022 includes \$25 million in funding to support the tourism sector’s continuing recovery. Initiatives include destination development, the Business Conferences and Events fund, training grants for students looking to join tourism, and building resilience and future-proofing in the sector.
- **Continued investments in marketing:** several campaigns are being supported through Destination BC to bring visitation back, including “Welcome to B.C.” and campaigns in target markets such as the “BC Effect” campaign which helps highlight Indigenous tourism, and “Explore BC” campaign delivered across Canada, the UK and Australia.
- **Sport hosting:** The Province has supported successful bids for internationally recognized sporting events such as the Invictus Games and FIFA World Cup. These bring world-wide attention to B.C.’s ability to host large-scale events and the attraction of participants, officials, and fans to the events that will boost B.C.’s tourism sector.
- **Tourism Renewal and the Future of Tourism in B.C.:** Using lessons learned through the pandemic and recognizing the opportunity to improve tourism as we build back, the Ministry is engaging the sector about the future of tourism and which enabling factors are needed for success. Starting this fall, the Ministry is conducting a series of regional roundtables on the future of tourism in B.C., to discuss what is working well, what is needed to generate greater coordination, resiliency and prosperity, and how B.C.’s visitor economy can proactively adapt to meet the tourism challenges and opportunities of the future.

## TOURISM SECTOR STRATEGY DIVISION MOUNTAIN RESORT SECTOR OVERVIEW

Core Business Area/Sector: Mountain Resort

B.C. has some of North America's most recognizable and successful ski resorts and these resorts provide significant economic and social benefits to British Columbia (BC). There are 35 operating all-seasons resorts and community ski areas on provincial Crown land, as well as three ski areas within Provincial Parks (Seymour, Cypress and Manning) and two ski areas on private land (Mount Washington and Grouse Mountain). Every ski area and resort in BC is represented by the Canada West Ski Areas Association (CWSAA).

Of the active resorts, 13 stand out as attracting the greatest number of skier visits, particularly from the international market. These resorts, defined as destination resorts, are primarily defined as having commercial overnight accommodations. In BC, Whistler Blackcomb dominates in terms of skier visits (approximately 40 percent of all skier visits in BC) and revenues (60 percent of all ski resort revenues in BC). Other destination resorts include Big White, SilverStar, Sun Peaks, Panorama, Kicking Horse and Revelstoke.

Prior to the COVID-19 pandemic, the sector had been experiencing accelerated investment in lift infrastructure, residential and commercial development, and future expansion planning. In 2019, the resort sector invested over \$100 million directly into Crown land recreational improvements. In 2018-19 the Province benefited from an all-time high with the total economic contribution by BC ski areas surpassing \$2 billion. The associated effects generated \$328 million in taxes paid, 21,184 jobs and 6.8 million skier visits. Mountain Resorts Branch (MRB), government's one window agency for resort management on Crown land, collected \$9 million in direct revenue from its resorts in the 2019.

Over the last two years, the resort sector has been significantly impacted by the pandemic through public health directives that have necessitated a pivot of operational protocols and resulted in visitation changes and impacts to revenues. Destination resorts that are dependent on international visitors experienced the most significant impacts from the pandemic. Whistler Blackcomb experienced a 53% decrease in direct revenues and other destination resorts saw a 27% decrease on average. Regional resorts have been less impacted with a slight 2% decrease in revenues, while local community ski areas have seen an increase in visitors resulting in an increase in direct revenue trending at 56%. The impact can be reflected by the revenues acquired by the Province with \$7.8M in 2020 and \$5.9M in 2021.

At the onset of the pandemic, there was a pause in construction and capital investment at resorts and a shift of focus to planning for future development. The pandemic has driven an increase in the number of people seeking outdoor recreation opportunities and a demand in recreational property. The result is an increase in applications from the resorts that are focused on meeting market demand for residential housing and improving or expanding recreation infrastructure to offer a better visitor experience and year-round recreational opportunities.

Through the pandemic, MRB's focus has been to engage with the resort sector on planning and development priorities as well as connecting resorts to funding and grant opportunities for economic recovery and destination development. Ski resort communities saw approximately \$6.5 million in funding for direct investment in infrastructure through the Community Economic Recovery Infrastructure Program (CERIP) in 2021 and another \$4.5 million from CERIP was announced in early 2022 that would benefit resort communities.

#### Key Facts / Statistics:

- 2020/2021 Ski Season – 5.4 million skier visits in BC (+0.4% from 2019/20 and -20.4% from 2018/19)
- 10,845 jobs in 2020/21 (-38% from 2019/20 and -49% from 2018/19)
- 2020/2021 Total direct revenues from ski area operations and incremental visitor spending in BC- \$1,024 billion (-40% from 2019/20, -49% from 2018/19)
- Resort sector continues to be a lead driver of winter tourism and increasingly a driver of summer tourism in BC
- Crown Land Tenure Administration in 2021/22
  - 79 New Tenures or Amendments
  - three Crown Grant/Land Sales
- Forestry activity 2021/22
  - 6631 m<sup>3</sup> Timber Volume Harvested
  - 25 New Harvesting Permits/Amended Authorizations

#### Top 3 Issues:

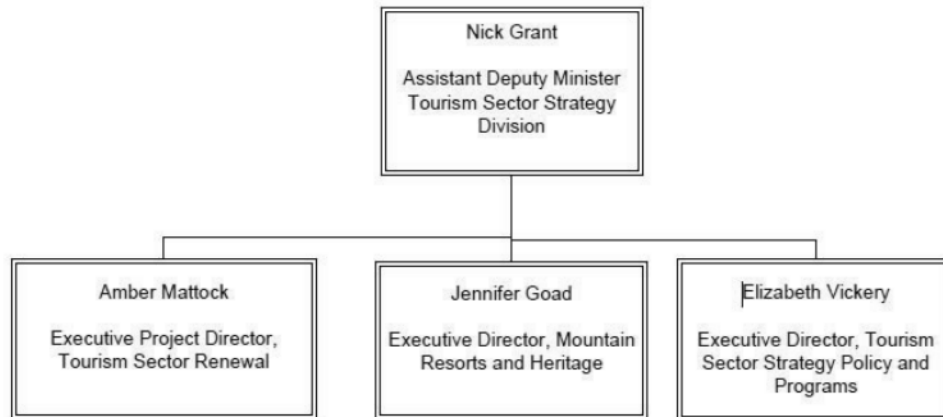
- Ongoing trends that impact the sector including:
  - Staffing shortages and the need for foreign workers.
  - Insurance and liability changes
  - Employee housing and affordable housing strategies.
  - Increased pressure on the land base by public and commercial recreation interests.
  - Changes to natural resource policy that affects resort operators
- Maintaining core delivery of timely authorizations and a responsive regulatory environment in light of increasingly complex land base decision making environment.
- Climate change impacts and adaptation: climate change is having an impact on recreational infrastructure with a need for new focuses on all season use and land management, including wildfire risk reduction.

#### Top 3 Opportunities:

- Working with the sector to increase participation of indigenous communities and governments in resort development.
- Working with sector to modernize tenures and seek to maximize visitation, public benefit and access and revenues to the province through all season activities.
- Maintaining investor confidence in recreational infrastructure on Crown Land and residential and commercial development within resort areas.

Ministry of Tourism, Arts, Culture and Sport

Tourism Sector Strategy Division



## Mountain Resorts and Heritage Executive Director Biography

### **Mountain Resorts and Heritage**

Responsible for two provincial programs that hold policy and operational delivery related to resort, recreation and heritage values, Mountain Resorts and Heritage. Mountain Resorts Branch is the Provincial program that leads a one window approach for resort development, community ski area administration and the review and authorization of expansions and new proposals on Crown Land across BC. Heritage Branch is the Provincial program that oversees the conservation of heritage values on the land base in BC including the identification, recognition, commemoration, and protection of heritage and fossil sites. The Heritage branch also responsible for the management of the BC Register of Historic Places, the Fossil Management Office and the BC Geographical Names Office. The branches joined the ministry as part of the changes made to the Natural Resource Sector in government effective April 1, 2022.

- Executive Director: Jennifer Goad
- Started in Government: 2009
- In Current Position Since: 2017

## TOURISM SECTOR STRATEGY DIVISION

### SECTOR OVERVIEW

Core Business Area/Sector: Heritage Branch

#### General Description:

- Heritage is a broad concept that is not universally defined and touches on a wide range of places and experiences. It encompasses any aspect of the past that British Columbians continue to value and is vital to individual and community identities.
- Heritage includes tangible, physical remnants of the past such as buildings, landscapes, and objects, as well as society's intangible values, beliefs, customs, and traditions. These can take the form of stories, language, place names, music, dance, food, ceremonies, or anything we do that is part of a tradition extending into the past.

#### Sector organizations:

- **Heritage Branch**, part of the Ministry of Tourism, Arts, Culture and Sport (TACS) since April 2022, supports and facilitates the conservation of heritage values in B.C. through policies, programs, partnerships and stewardship of provincial sites. The branch administers several provincially owned heritage properties and associated collections.
- Major stakeholders and partner organizations include:
  - **Heritage BC**, a charitable not-for-profit organization supporting heritage conservation across British Columbia. This organization administers the Heritage Legacy Fund (HLF) to support the sector address conservation of heritage resources, awareness-building, heritage planning and Indigenous partnerships. With the recent deposit of \$5M, the fund's capital is over \$10M.
  - **First Peoples' Cultural Council (FPCC)**, an Indigenous-led Crown corporation responsible for revitalizing First Nations languages, arts, and cultural heritage in BC.
  - **Columbia Basin Trust** supports efforts by the people of the Basin to create a legacy of social, economic and environmental well-being in the Canadian portion of the Columbia River Basin.
  - **Community Futures Network of British Columbia**, a federally funded, community driven, non-profit business loan and business development organization.

#### Key Facts / Statistics:

- In 2020, direct heritage-related tourism activities in British Columbia (BC) contributed nearly \$37M to B.C.'s GDP.
- Estimated expenditure on preservation, conservation and restoration of heritage buildings owned by local governments was \$9.6M.
- In 2021 Heritage Branch partnered with Heritage BC and FPCC to deliver heritage infrastructure funding to support economic resilience, tourism, heritage, and economic development projects:
  - The Community Economic Recovery Infrastructure Program included a dedicated stream for Unique Heritage Infrastructure projects, providing a total of \$20 million to conserve, repair, rehabilitate, and develop cultural heritage in BC.
  - 150 Time Immemorial – this \$20M program administered by Heritage BC and FPCC,



aims to advance reconciliation and learning; promote a diverse and inclusive society including honouring underrepresented and marginalized communities in our history (Indigenous people, black people, and people of color (IBPOC), members of the LGBTQ2S+ community, people with disabilities, and women), and support resiliency into the next 150 years. Successful projects were announced May 2022.

#### Top 3 Issues:

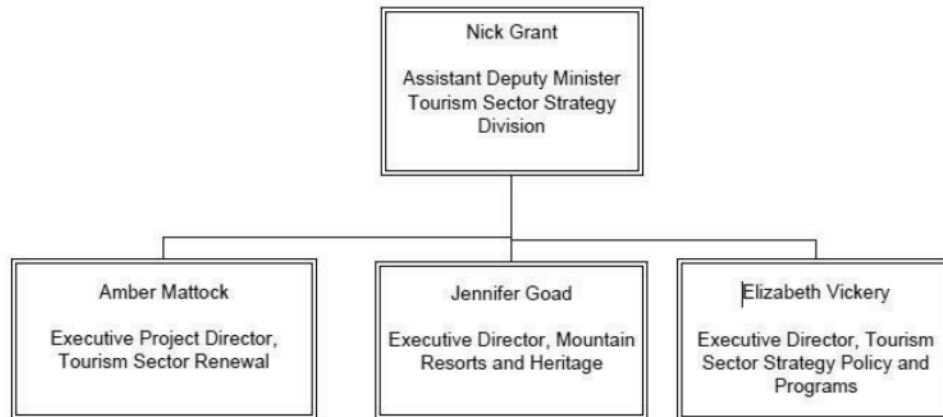
- Repatriation of artifacts to Indigenous communities: Repatriation is informed by Article 11 of UNDRIP. Collections across the province and beyond are working on repatriation issues and the need for new policy and best practices.
- Funding opportunities: Public engagement with the sector has identified a need for further investment in the Heritage Legacy Fund, as well as an assessment of existing fund programs to support core missions such as maintenance, collection and interpretation of heritage assets.
- Climate change impacts and adaptation: climate change is having an impact on culture and heritage resources across Canada.

#### Top 3 Opportunities:

- Expanding scope of heritage to align to tourism:
  - Heritage organizations and professionals have the potential to drive tourism and economic growth in their communities, but at times are challenged to realize this potential. Small-scale organizations and remote communities struggle to articulate the benefits of investment in heritage, and the enormous impact it has on community building, to the decision-makers in their community.
- Revisions to the *Heritage Conservation Act* (HCA):
  - A review of the *HCA* and related policies to recognize an Indigenous perspective of heritage.
  - Sector engagement has identified a need to develop new heritage tools to support the broad understanding and practice of heritage.
- Expanding heritage diversity and inclusion:
  - Opportunity to expand recognition of communities and people with a focus on all stories, both good and bad, and from all perspectives.

Ministry of Tourism, Arts, Culture and Sport

Tourism Sector Strategy Division



## (Division) Executive Director Biographies

### **Mountain Resorts and Heritage**

Responsible for two provincial programs that hold policy and operational delivery related to resort, recreation and heritage values, Mountain Resorts and Heritage. Mountain Resorts Branch is the provincial program that leads a one window approach for resort development, community ski area administration and the review and authorization of expansions and new proposals on Crown Land across BC. Heritage Branch is the provincial program that oversees the conservation of heritage values on the land base in BC including the identification, recognition, commemoration, and protection of heritage and fossil sites. The Heritage branch also responsible for the management of the BC Register of Historic Places, the Fossil Management Office and the BC Geographical Names Office. The branches joined the ministry as part of the changes made to the Natural Resource Sector in government effective April 1, 2022.

- Executive Director: Jennifer Goad
- Started in Government: 2009
- In Current Position Since: 2017

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
MANAGEMENT SERVICES DIVISION

ADM Responsible: Alana Best (Ministry of Municipal Affairs and Ministry of Tourism, Arts, Culture and Sport);  
Joanna White (Ministry of Jobs, Economic Recovery and Innovation and Ministry of Labour)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs; Jobs, Economic Recovery and Innovation; Tourism, Arts, Culture and Sport; and Labour. Lines of business include: Budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence, FOI and records management.

Budget:

Core Business Area	2021/22 Restated Estimates	2022/23 Estimates <sup>1</sup>	2023/24 Plan	2024/25 Plan
Management Services Division	11,138	12,540	12,540	12,540

1. The fiscal 2022/23 Estimates include \$ 5.502M from MUNI, \$ 5.636M from JERI, \$0.414M from LBR, and \$0.080M from TACS.

Full Time Equivalents (FTEs):

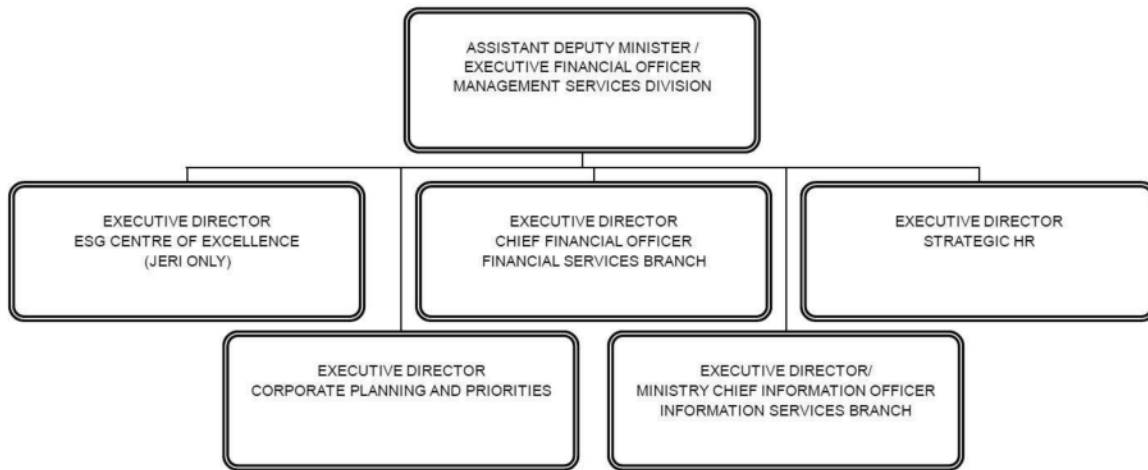
In this shared services model, FTES are distributed between JERI and MUNI pay-lists. However, staff provide support to program areas in all four Ministries. The below table summarizes JERI and MUNI FTEs for the period April 1 to August 31, 2022:

Average FTEs (2022/23 Q1) <sup>1</sup>	
MUNI	77
JERI	34
<b>Total Economy Sector FTEs</b>	<b>111</b>

1. FTEs presented include ADM offices for MUNI and JERI

Related Legislation: NA

Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY



Alana Best  
Assistant Deputy Minister and Executive Financial Officer  
Management Services Division  
Ministry of Municipal Affairs  
Ministry of Tourism, Arts, Culture and Sport

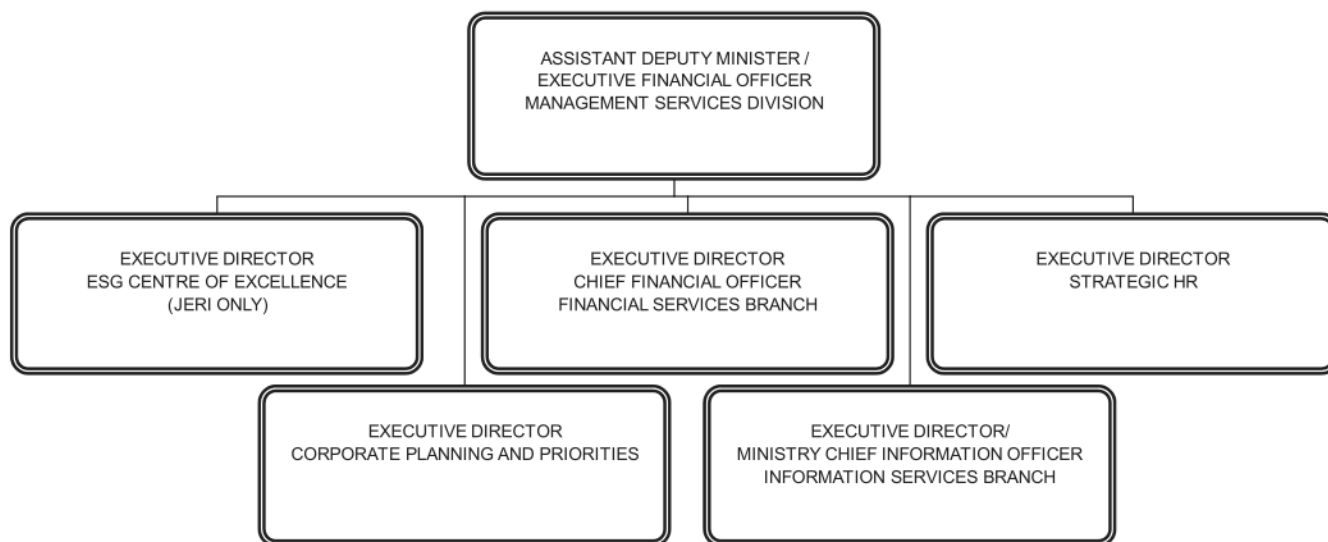
Alana is responsible for the Management Services functions that support both the Ministry of Municipal Affairs and the Ministry of Tourism, Arts, Culture and Sport.

Her BC Public Service career started over a decade ago with what was then Ministry of Jobs, Tourism and Innovation. She then moved to the Ministry of Agriculture where she held two Executive Director positions with responsibility for various programs, policy and legislation portfolios.

From December 2015 to November 2021, Alana worked in the Ministry of Public Safety and Solicitor General. For the first several years, she had a leadership role on RCMP Contract management, capital asset planning and financial administration. Following that, she served as Executive Director leading the work on reforming the Police Act, including reviewing the financial model, the role of police with respect to complex health and social issues; and the scope of systemic racism within B.C.'s police agencies.

Alana holds a Bachelor's degree in Geography and Political Science, a Post Graduate Certificate in quantitative and qualitative analysis, a Master of Leadership and also has a Chartered Professional Accounting designation. She is the chair of the Greater Victoria Women's Shelter Society board, where she has volunteered for the past several years.

## Management Services Division



## Management Services Division Executive Director Biographies

### Corporate Planning and Priorities Branch

This branch supports key corporate processes by providing support to Executive on major corporate projects; corporate and compliance reporting; support for Estimates debate; legislative portfolio management (Jobs, Economic Recovery and Innovation, Tourism, Arts, Culture and Sport); Crown portfolio management; risk management; business continuity planning; correspondence services (Jobs, Economic Recovery and Innovation, Tourism, Arts, Culture and Sport, Labour); FOI; records management and physical security facilities management.

- Executive Director: Jason Gabitous
- Started in Government: Jason joined the BC Public Service in 2001 as a senior writer for the Ministry of Transportation and has worked in a variety of roles across the public sector with policy positions in Advanced Education, Citizens Services and Children and Family Development, communication officer in the Public Affairs Bureau, as well a number of senior corporate positions with Children and Family Development. Jason joined the Economy Sector and the Corporate Planning and Priorities Branch in 2017.
- In Current Position Since: 2021

### Information Systems Branch

This branch supports the Ministry and the Office of the Chief Information Officer by overseeing the procurement, development, and deployment of technology solutions, ranging from workstations and mobile devices to large-scale business applications. Related responsibilities include information security and privacy protections.

- Chief Information Officer and Executive Director: Andreas Ritzer
- Started in Government: Andreas joined the BC Government in 2015 with the Information Systems Branch coming from the private sector where he enjoyed a 25-year career with a large IM/IT consulting firm delivering solutions to clients around the world.
- In Current Position Since: 2018

### Strategic Human Resources Branch

This branch provides strategic human resource management services which includes overseeing and providing expertise in the development of a broad range of human resource strategies for the client ministries including succession planning, recruitment and retention, employee relations, leadership development, employee development, HR analytics and other corporate initiatives.

- Executive Director: Rhonda McGinnis
- Started in Government: Rhonda joined the BC Public Service in 2010, previously being with a provincial crown corporation. She has over 20 years of experience in a broad range of human resource skills, having held roles in both centralized and ministry specific leadership positions.
- In Current Position Since: May 2021

### Financial Services Branch

This Branch provides strategic and operational financial functions for the four economy sector ministries. Responsibilities include: financial budgeting, forecasting and reporting; financial operations and accounting; and procurement and contract management.

- Executive Director & CFO (Municipal Affairs, Tourism, Arts, Culture and Sport): Sandy Leveque
- Started in Government: Sandy joined the BC Public Service in 2021, previously being with the



Federal Public Service. Sandy has over 21 years of experience featuring a broad range of leadership, financial management and audit skills having worked both the private and public sectors.

- In Current Position Since: February 2022

## MAJOR CORPORATE ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport

Issue: Request for Province to support an Indigenous-led bid for the 2030 Olympic and Paralympic Winter Games

### Background:

On February 1, 2022, a Collaboration Agreement was signed between the Canadian Olympic Committee (COC) and Canadian Paralympic Committee (CPC), the four Host First Nations (the Musqueam, Squamish, Tsleil-Waututh, and Lil'wat nations), the City of Vancouver and the Resort Municipality of Whistler. All parties agreed to work together on exploring a bid to host an Indigenous-led 2030 Olympic and Paralympic Winter Games (2030 Games).

The COC/CPC is leading and funding the exploratory work. The proposed 2030 Games would have essentially the same footprint as the 2010 Games except for the relocation of some events to Sun Peaks from Cypress and Whistler.

TACS has established regular discussions with all parties and the federal government (Sport Canada) and, at direction of Cabinet, formed a cross-government ADM committee to ensure there is appropriate awareness of the exploratory work and to better understand the estimated benefits, costs, and risks of hosting the 2030 Games.

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Issues:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

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Opportunities:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

- 

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Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

- 

Next Steps:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

## MAJOR CORPORATE ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport

Issue: Royal BC Museum

### Background:

- From April 1, 2019 to June 27, 2019, the B.C. Government held public engagement sessions on the Royal BC Museum's (RBCM) future. Feedback from these engagement sessions informed the RBCM Modernization project and business case.
- On September 18, 2020, the B.C. Government announced the first phase of the RBCM Modernization project, the construction of the Collections and Research Building. The RBCM purchased an 8-acre parcel of land in the Royal Bay development in Colwood for \$14.9 million. The approximately 13,000 square-meter facility will use mass timber construction and meet CleanBC energy efficiency standards. Building construction will generate more than 950 jobs.
- On November 3, 2021, RBCM announced that it would close sections of the third floor to start the process of deconstructing exhibitions and respond to calls for action from Indigenous leaders to increase cultural safety and ensure the museum is a welcome place for everyone. The announcement generated substantial negative media attention and public reaction suggesting the museum is attempting to erase European settler history, both in mainstream media and on social media platforms.
- Closure of the third floor occurred January 2, 2022.
- On May 13, 2022, Premier John Horgan, Minister Melanie Mark, along with RBCM CEO Alicia Dubois and Songhees and Esquimalt First Nations, announced that a new, state-of-the-art museum will be built with an investment of \$789 million from the Province. The announcement included a timeline of major milestones anticipated for the project, including the museum's closure on September 6, 2022 for 8 years.
- In response to public criticism, the Opposition, and others about government spending priorities and lack of transparency, government released the business case for the new Royal BC Museum via a technical briefing and Q&A with media on May 25, 2022.
- A public poll subsequently indicated that 70% of British Columbians did not support the current plan for modernization.
- On June 22, 2022, Premier John Horgan announced the Province will suspend its plan to modernize the downtown museum site until broad public engagement is complete.
- The Collections and Research Building procurement has been extended with efforts to mitigate cost pressures. Proponents have been invited to resubmit proposals based on revised requirements, with technical and financial submissions due November 3, 2022.

Issue/Opportunity:

- The renewed public engagement process is an opportunity to listen to the people of BC on the future of the Museum.
- The museum has developed a three-year engagement plan with year one focusing on regional outreach through 24 in-person sessions, 15 virtual sessions and 11 special interest group in-person sessions, including with indigenous communities. The objective of year one is to inform the approach to the downtown site for further consideration by Government.
- Concurrent to the broad public engagement, the Ministry is working with the museum to develop a three-year critical capital maintenance plan.

Next Steps:

- Advice/Recommendations; Cabinet Confidences; Government Financial Information
- 
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## MAJOR CORPORATE ISSUE NOTE

Ministry: Tourism, Arts, Culture and Sport

Issue: The February 2022 Minister Mandate Letter includes the commitment to: *“start work to create a first-of-its-kind museum to document the history, art and contributions of South Asian people in B.C.”*

### Background:

- There are two Provincial projects related to the history of the South Asian Canadian community that a new museum commitment would build upon: the Punjabi Canadian Legacy Project (2014-2021), and the South Asian Canadian Legacy Project (2020-2022), led by the South Asian Studies Institute (SASI) at the University of the Fraser Valley (UFV).
- In September 2020, the Multiculturalism Branch (AG) provided a \$1.14 million investment for the South Asian Canadian Legacy Project (SACLP) to produce materials that showcase the past and present contributions of South Asians to B.C.
- Minister Mark met with Surrey MLAs as well as Caucus to discuss the project and obtain early input and advice; and on November 12 attended the Sikh Heritage Museum and met with various project stakeholders at UFV.
- On March 29, 2022, Minister Mark met online with representatives of SACLP.
- On April 12, 2022, Minister Mark attended the official unveiling of the SACLP project products at Surrey City Hall. The project components unveiled included a book, website, exhibition and other educational materials.
- The lessons learned from the work to establish a Chinese Canadian Museum include:
  - the importance of an elected official to serve as a champion,
  - the need for the establishment of a community based working group with broad representation to inform the work,
  - the importance of broad public consultation,
  - the need for both internal and external resourcing for the concept plan and business plan development work and public consultation,
  - the community expectation that the museum will be publicly funded as part of historical wrongs redress.
- The South Asian community is very diverse. South Asian countries include India, Pakistan, Sri Lanka, Nepal, Afghanistan, Bangladesh, Bhutan and Maldives. Accordingly, engagement will be complex.

### Issue/Opportunity:

Advice/Recommendations; Government Financial Information

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-

• Advice/Recommendations

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Next Steps:

• Advice/Recommendations; Cabinet Confidences

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BRIEFING NOTE  
CROWN AGENCIES

Name: Destination BC

Legislative Authority: *Destination BC Corp. Act*

Mandate:

- Destination BC is a statutory Crown corporation established by the *Destination BC Corp. Act* on April 1, 2013. As outlined in the *Act*, Destination BC has a mandate to:
  - Market British Columbia domestically, nationally, and internationally as a tourist destination; and,
  - 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.
- Destination BC supports B.C.'s tourism industry through global marketing, destination development, industry learning, cooperative community-based programs, and visitor servicing.
- The 2021/22 Destination BC Mandate Letter from the Minister identifies the following priorities:
  - Ensure Destination British Columbia programs and investments, including its Pandemic Response, Recovery, and Resilience marketing approach, are aligned with the Strategic Framework for Tourism in B.C., and other emerging Government priorities.
  - Continue to create opportunities for strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities to drive long-term competitiveness of B.C.'s visitor economy.
  - Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Marketing Organizations to ensure that investments in destination development and tourism infrastructure align with provincial tourism priorities, support the industry's recovery from the COVID-19 pandemic, and increase the long-term global competitiveness of the B.C. tourism industry.
  - Support COVID-19 recovery efforts of the B.C. visitor economy by:
    - a) Working to deliver on the recommendations of the Tourism Task Force;
    - b) Promoting areas of greatest need to enable seasonal and geographic dispersion of visitors;
    - c) Enhancing industry's skills and capacity through the Industry Learning Centre and help businesses adapt their products and experiences;
    - d) Providing research and insights on tourism industry performance and outlook;
    - e) Implementing Destination British Columbia's Corporate Strategy; and;
    - f) Continuing to champion tourism as a leading export industry with diverse, well-paying jobs.
  - Continue to help make B.C. a more inclusive and accessible tourism destination, ensuring responsible travel, and addressing the Truth and Reconciliation Commission's calls for action and further UNDRIP.

## Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Blackeney	Amy	Member	Order in Council	2020-07-31	July 31, 2023
Wright	Randall	Member	Order in Council	2020-07-31	July 31, 2023
Fraser	Scott	Chair	Order in Council	2021-07-31	July 31, 2024
McKay	Joel	Member	Order in Council	2018-07-12	July 31, 2023
Jasra	Manoj	Director	Order in Council	2021-06-15	July 31, 2023
Wilson	Penny Roberta	Member	Order in Council	2017-12-31	December 31, 2023
Bouman	Sheila	Vice Chair	Order in Council	2018-12-10	December 10, 2022
McPhee	Annita	Director	Order in Council	2022-10-05	July 31, 2025
Simcox	Lori	Director	Order in Council	2021-06-15	July 31, 2023

## Appointments required:

- **60 Days:** Sheila Bouman's term expires December 10, 2022. She will not be reappointed. A candidate has been found and plans are to appoint them in December.

## Issues:

- **30 Days:**
  - New intake for the 2023/24 co-operative marketing partnerships program (B.C. wide) closes on November 30.
- **60 Days:**
  - Destination BC will sign a new MOU with Indigenous Tourism BC (ITBC) on December 1, 2022, at ITBC's AGM (Minister will be invited).
  - New members of Destination BC's regionally representative Tourism Marketing Committee will be appointed by early December.

## Key Contact:

Neil McInnes  
VP, Corporate Development  
778 572-5251



Ref: 42217

May 17, 2021

Dawn Black  
Chair, Board of Directors  
Destination British Columbia  
12<sup>th</sup> Floor-510 Burrard Street  
Vancouver, BC V6C 3A8

Dear Dawn Black:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Destination British Columbia, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Destination British Columbia about priorities and expectations for the coming fiscal year.

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Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
Victoria, BC V8W 9E2  
Phone: 250 953-0905

Location:  
Room 133  
Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey — one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of B.C. will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

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- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of B.C. within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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 in your 2021/22 Service Plan:

- Ensure Destination British Columbia programs and investments, including its Pandemic Response, Recovery, and Resilience marketing approach, are aligned with the Strategic Framework for Tourism in B.C., and other emerging Government priorities.
- Continue to create opportunities for strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities to drive long-term competitiveness of B.C.'s visitor economy.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Marketing Organizations to ensure that investments in destination development and tourism infrastructure align with provincial tourism priorities, support the industry's recovery from the COVID-19 pandemic, and increase the long-term global competitiveness of the B.C. tourism industry.
- Support COVID-19 recovery efforts of the B.C. visitor economy by:
  - a. working to deliver on the recommendations of the Tourism Task Force;
  - b. promoting areas of greatest need to enable seasonal and geographic dispersion of visitors;
  - c. enhancing industry's skills and capacity through the Industry Learning Centre and help businesses adapt their products and experiences;

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- d. providing research and insights on tourism industry performance and outlook;
  - e. implementing Destination British Columbia's Corporate Strategy; and;
  - f. continuing to champion tourism as a leading export industry with diverse, well-paying jobs.
- Continue to help make B.C. a more inclusive and accessible tourism destination, ensuring responsible travel, and addressing the Truth and Reconciliation Commission's calls for action and further UNDRIP.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

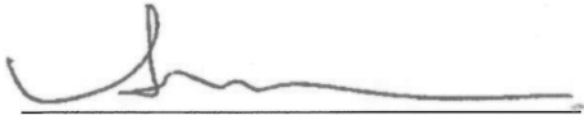
Date: May 17, 2021

Enclosure

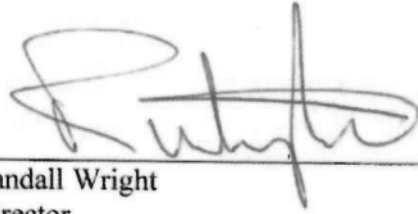
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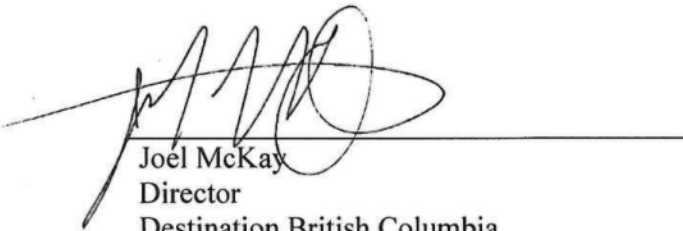
Dawn Black  
Chair, Board of Directors  
Destination British Columbia



Amy Blakeney  
Director  
Destination British Columbia



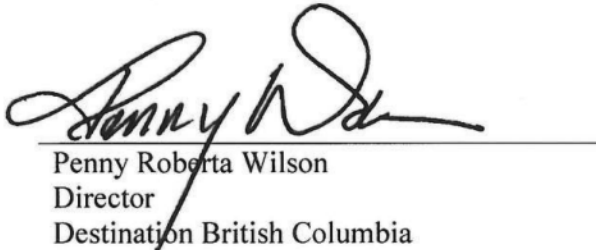
Randall Wright  
Director  
Destination British Columbia



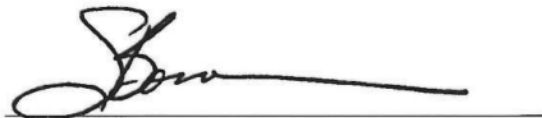
Joel McKay  
Director  
Destination British Columbia



Nicole Vaugeois  
Director  
Destination British Columbia



Penny Roberta Wilson  
Director  
Destination British Columbia



Sheila Bouman  
Director  
Destination British Columbia

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Dawn Black  
Page 6

cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Amy Blakeney  
Director  
Destination British Columbia

Randall Wright  
Director  
Destination British Columbia

Joel McKay  
Director  
Destination British Columbia

Nicole Vaugeois  
Director  
Destination British Columbia

Penny Roberta Wilson  
Director  
Destination British Columbia

Sheila Bouman  
Director  
Destination British Columbia

Richard Porges  
Chief Executive Officer/President  
Destination British Columbia



# **Destination British Columbia**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



For more information on Destination BC contact:

12th Floor, 510 Burrard Street

Vancouver, B.C. V6C 3A8

Phone: (604) 660-2861

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Email: [ContactTourism@DestinationBC.ca](mailto:ContactTourism@DestinationBC.ca)

or visit our website at

[www.DestinationBC.ca](http://www.DestinationBC.ca)

Published by Destination BC

## Board Chair's Accountability Statement



The 2022/23 - 2024/25 Destination British Columbia (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 20, 2022, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Destination BC'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 Destination BC's operating environment, forecast conditions, risk assessment, and past performance.

A handwritten signature in black ink, appearing to read 'Scott Fraser', written over a light gray grid background.

Scott Fraser  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic, with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths, while looking to seize opportunities to improve outcomes for all British Columbians, will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change, and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

Destination BC is already contributing to several of these priorities by:

- Working towards making tourism more inclusive and accessible through the creation and implementation of a provincial three-year tourism accessibility action plan.
- Destination BC will continue to support the work of Indigenous Tourism BC (ITBC), building on a well-established and collaborative relationship.
- Improving Diversity, Equity & Inclusion, and Accessibility (DEIA) through the creation and implementation of a corporate DEIA Strategy. The Strategy is a thoughtful approach to defining and setting actions to ensure the organization accurately reflects and celebrates the diversity of all the peoples and voices of British Columbia.
- Continuing to work with the Regional Destination Management Organizations (RDMOs) on the implementation and reporting of Destination BC's Destination Development Program to drive visitation, increase tourism revenues, and create long-term competitiveness of B.C.'s tourism industry. Through implementing their Destination Development Strategies, many local and regional destinations are actively working on sustainability efforts, including, but not limited to, reducing the use of plastics, waste reduction, improving energy efficiencies, and reducing greenhouse gas emissions.

Destination BC's *2020/21-2022/23 Corporate Strategy*, related Global Marketing and Destination Development Strategies, and the *Super, Natural British Columbia*® brand all align with Destination BC's purpose, as articulated in the *Destination BC Corp. Act*.

This 2022/23 Service Plan outlines how Destination BC will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent Crown Agency *Mandate Letter*.

## Operating Environment

Tourism industry growth is a key indicator of the success of the province's visitor economy and Destination BC's activities; however, from year to year, many factors may affect the tourism industry's performance.

In 2021, the combination of weather-related emergencies such as unprecedented heatwaves, wildfires, and severe flooding, continued and increasing labour shortages, the COVID-19 pandemic, and related restrictions on travel and public gatherings, all had a significant impact on B.C.'s tourism industry. Destination BC will continue to actively engage with key partners regionally, nationally, and internationally to support the industry, and actively participate in ongoing dialogue for the successful rebuilding of B.C.'s vital tourism sector.

The relatively high uptake of COVID-19 vaccines in Canada and in key international markets has led to the gradual re-start of longer-haul travel – a significant step toward the industry's eventual recovery. Despite this, an immediate rebound of tourism in 2022/23 is not anticipated, as nations around the world continue to face challenges with new viral variants. As well, ongoing requirements for travel such as multiple negative COVID-19 tests, and lack of flights and capacity may also contribute to a hesitancy to travel internationally. The tourism and hospitality sectors also face labour shortages, exacerbated by the pandemic, sometimes leading to reduced hours/capacity or business closures.

As a result, Destination BC has revised industry performance forecasts for 2022/23 and beyond. Performance will depend on the extent and duration of pandemic impacts and other external factors such as

- Travel restrictions and requirements for domestic and international visitors, from the Provincial Government, the Government of Canada, and governments of key international markets;
- Health and safety guidelines from the Provincial Health Officer that could impact and limit a business' ability to operate, or operate in a manner that provides a positive visitor experience;
- COVID-19 case numbers and B.C. resident sentiment toward welcoming visitors;
- Visitor confidence in returning to travel;
- Climate-induced emergencies that may occur during the year, which can significantly impact the tourism industry, and could require a shift in Destination BC's marketing plans; and
- Global geopolitical events that may impact international visitation to British Columbia.

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021

floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

## Performance Planning

This Service Plan outlines Destination BC's goals for the 2022/23 to 2024/25 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 Minister of Tourism, Arts, Culture and Sport to ensure ongoing alignment with ministerial direction as outlined in the Mandate Letter.

Destination BC's goals, objectives and strategies are closely aligned with the 2020/21-2022/23 Corporate Strategy and its three pillars – Invest in Iconics, Destination Stewardship, and Integrated Industry as well as with related Global Marketing and Destination Management Strategies. They are also closely aligned with the Strategic Framework for Tourism in B.C. and support the tourism industry to increase the net social, cultural, environmental, and economic benefits for all British Columbians. Destination BC will continue to work in lockstep with the Province and industry partners to ensure that collective COVID-19 pandemic recovery efforts are aligned.

### Goal 1: Growth of Overnight Visitor Expenditures

To increase industry revenue, a critical component of the tourism industry's recovery from the COVID-19 pandemic, British Columbia needs to attract high-yield visitors, once again – international travelers contribute the most to the visitor economy through multiple day and overnight visits, and higher-than-average expenditures on B.C.-produced goods and services. In 2022/23, Destination BC's marketing plan will continue to encourage domestic travel by British Columbians and Canadians, and to attract high-yield U.S. and international visitors in alignment with changing travel restrictions and requirements, thus generating revenue for businesses and creating employment for British Columbia's residents.

### Objective 1.1: 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 by encouraging and promoting travel to all areas of the province during all seasons of the year.
- Enable greater seasonal and geographic dispersion of visitors and responsible travel by promoting travel routes with strong dispersion potential throughout rural B.C.
- Respond quickly to changing market conditions locally and globally (e.g. border and port openings, air routes, visa requirements, natural disasters, competition, the COVID-19 pandemic, etc.).



Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Consumption of B.C. travel content promoted by Destination BC (in million [M]) <sup>1</sup>	30 M	Maintain or Improve	Maintain or Improve	Maintain or Improve
1.1b B.C. tourism industry revenue <sup>2</sup>	0%	+50%	+60%	+10%

<sup>1</sup> Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

<sup>2</sup> Data Source: BC Stats. Measured on a calendar year basis.

## Linking Performance Measure to Objective

1.1a: The consumption of, and engagement with, content promoted by Destination BC measures success in captivating potential visitors, which increases their sense of urgency to visit British Columbia, and hence, visitor volume and expenditure. Content consumption includes video ads watched to completion, engagements on social media, and web pages read on Destination BC's consumer website.

1.1b: Tourism industry revenue measures the money received by businesses, individuals, and governments due to tourism activities. It reflects Goal 1, growth of overnight visitor expenditures through multiple night stays, as well as promoting travel across all four seasons and to all parts of B.C.

## Discussion

1.1a: Destination BC anticipates that content consumption in future years will fluctuate compared to previous years due to privacy changes introduced by Apple's iOS 14 in 2021, and significant changes to how digital marketing will be conducted in 2023 (driven by platform changes by Apple, Google, Facebook, etc.), as paid digital media activities will drive the majority of Destination BC's content consumption. Destination BC expenditures on content consumption and distribution are expected to remain stable through 2022/23 to 2024/25, assuming there are no changes in Destination BC's annual appropriation. Destination BC expects to meet the revised '2022/23 Target' of 'Maintain or Improve' (originally 'Maintain') and future targets. By meeting the 'Maintain or Improve' targets in 2022/23 and in future years, Destination BC is demonstrating efficiency and effectiveness in use of marketing funds.

1.1b: Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. For 2022/23 and beyond, the targets for tourism revenue growth have been revised based on updated Destination BC forecasts for the recovery of international markets. Assuming health and safety orders and recommendations are not needed in 2022/23, tourism industry revenue is expected to increase 50%.

## Objective 1.2: Destination BC's work amplifies traveller 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.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Size of Destination BC's global social media community of brand advocates (in million [M]) <sup>1-2</sup>	1.9 M	2.1 M	2.3 M	2.5 M

<sup>1</sup> Data Source: Numbers aggregated by Destination BC based on reporting from Destination BC, its digital marketing agencies, and marketing partners.

<sup>2</sup> This measure indicates the number of followers of all Destination BC's social media channels (currently including YouTube, Facebook, Instagram, Twitter, Pinterest, Weibo, WeChat).

### Linking Performance Measure to Objective

1.2a: The size of Destination BC's global social media community of brand advocates is a key measure of the success of programs designed to encourage people to recommend British Columbia as a travel destination to their family, friends, and colleagues.

### Discussion

1.2a: For 2021/22, Destination BC anticipates its global social media community of brand advocates will reach 1.9 million, and potentially surpass this goal. Future targets anticipate a resumption of growth as the pandemic comes to an end. Once international travel resumes, Destination BC's ability to amplify traveller advocacy will be an important component of the tourism industry's recovery from the COVID-19 pandemic.

## Objective 1.3: Increase direct and indirect customer leads to tourism businesses

### Key Strategies

- Generate customer leads and facilitate purchases for British Columbia's tourism businesses, once interest is captured, by connecting visitors (directly or indirectly through third parties) to B.C.'s tourism products and services.
- Deliver programs to drive tourism sector marketing innovation and help create well-paying jobs in every region of the province.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3a Number of customer leads for industry directly generated by Destination BC through digital marketing activities <sup>1</sup>	650,000	845,000	Maintain or Improve	Maintain or Improve

<sup>1</sup> 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 Measure to Objective

1.3a: The number of customer leads for industry through Destination BC's digital marketing activities measures success in generating leads for tourism businesses, online travel agencies, and the travel trade, enabling them to translate those leads into bookings and sales.

## Discussion

1.3a: Due to COVID-19, Destination BC has redirected much of its marketing funding to promote travel domestically. In 2022/23, Destination BC will be reinitiating international marketing campaigns, in addition to focusing on domestic travel in BC. It is expected this balanced approach will continue until 2023/24 to support recovery.

Future targets have been revised to 'Maintain or Improve' as more work will be needed to determine the impact of expected privacy changes within key digital marketing platforms (i.e. information is yet to be released from Apple, Google, Facebook, and other platforms).

Destination BC's ability to generate leads for the tourism industry is critical to its recovery from the COVID-19 pandemic, however consumer tracking may be impacted due to the privacy changes.

## Goal 2: Remarkable Guest Experiences

Destination BC aims to 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 online and on-demand industry training and resources that are available to tourism organizations across the province, including rural communities that are diversifying, growing, and strengthening their economies.
- Work collaboratively with Destination BC's Visitor Services Network members, community partners, local businesses, and Government of B.C. 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 across the tourism sector.
- Encourage community visitor centres to adopt re-opening and operating guidelines during the COVID-19 pandemic.
- Help make British Columbia a more inclusive and accessible tourism destination.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Visitor satisfaction with visitor information services <sup>1</sup>	Establish New Baseline	NA	Maintain or Improve	NA
2.1b Competitive ranking of British Columbia's Net Promoter Score <sup>2</sup>	NA	Establish New Baseline	Maintain or Improve	Maintain or Improve

<sup>1</sup> 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.

<sup>2</sup> 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 Measure to Objective

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 an independent third-party research firm against 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: Due to the impact of the COVID-19 pandemic, Destination BC established a new baseline for the biennial 'Visitor satisfaction with visitor information services' survey; therefore,

comparisons to past years surveys cannot be made. For 2022/23 and beyond, Destination BC will continue this survey every two years.

2.1b: This measure 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. Due to the ongoing impact of the pandemic, a new baseline will be established in 2022/23 for Destination BC’s annual competitive ranking of British Columbia’s Net Promoter Score, recognizing that a) the pandemic may have affected visitor perceptions of B.C. and our key competitors in unpredictable ways, and b) British Columbia had very few visitors in 2021 from Washington and California because the U.S. border was closed to non-essential travel until August 9, 2021, and U.S. visitation was limited after the U.S. border opened.

### Goal 3: A Powerful Marketing Network

Destination BC uses the term ‘marketing’ in the broad sense, including destination and product development, advertising, promotion, and distribution of content across key digital marketing platforms (e.g. Google, Facebook, YouTube, etc.). In alignment with the Province’s tourism priorities, Destination BC will collaborate with Indigenous Tourism BC, other tourism partners, and communities to align and focus collective marketing and development efforts, in order to amplify British Columbia’s competitive position in the global marketplace.

#### Objective 3.1: Collaborate with Regional Destination Management Organizations, and other key partners and communities to align and focus on collective marketing and destination development efforts

##### Key Strategies

- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the RDMOs on the strategic planning and reporting of Destination BC’s Destination Development Program to ensure alignment with provincial tourism priorities outlined in the *Strategic Framework for Tourism in B.C.*, and Destination BC’s ‘Invest in Iconics’ strategy.
- Continue Destination BC’s Co-Op Marketing Partnerships Program to leverage public and private funds effectively, 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 partners by providing support for ITBC to activate the implementation of the *Indigenous Tourism Alignment Strategy*, increasing revenues, jobs, and the number of market-ready Indigenous tourism businesses across the province, and partnering with ITBC in the development of the ‘Invest in Iconics’ strategy.
- Create opportunities for strategic alignment of marketing and data technologies to advance capabilities across tourism organizations and businesses in all regions of B.C.
- Execute tourism marketing and industry development (i.e. training and learning) activities that improve industry’s ability to compete globally.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Tourism businesses’ satisfaction with Destination BC programs and services <sup>1</sup>	7.48 (out of 10)	Improve	Improve	Improve
3.1b Net Promoter Score of Participants (combined score) in all ongoing Destination BC delivered workshops or webinars <sup>2</sup>	50.0 or greater	50.0 or greater	50.0 or greater	50.0 or greater
3.1c a) Number of communities and sectors participating in Destination BC’s application-based Co-op Marketing Partnerships Program	120 (total)	120 (total)	120 (total)	120 (total)
b) Number of participating communities outside Metro Vancouver, Victoria and Whistler <sup>3</sup>	100 (regional)	100 (regional)	100 (regional)	100 (regional)

<sup>1</sup> 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 are used to inform corporate planning and program evaluation.

<sup>2</sup> Data Source: Destination BC survey of workshop and webinar participants. Note: Excludes one-time webinars, etc. (e.g. COVID-19 response).

<sup>3</sup> Data Source: Destination BC's program area [public document](#) confirming participants and funding.

## Linking Performance Measure to Objective

3.1a: Destination BC's annual tourism businesses' survey measures success in terms of satisfaction with Destination BC's programs and services, while strengthening communications and relationships with key industry and cross-government partners (e.g. Destination Canada).

3.1b: The workshops or webinars' Net Promoter Scores are a key measure of success in assisting tourism businesses in their efforts to deliver outstanding guest experiences, increase their digital marketing skill sets, and manage the impacts of the COVID-19 pandemic are key elements to help the industry rebound in 2022/23 and increase their ability to compete globally.

3.1c: The level of participation in Destination BC's application-based Co-op Marketing Partnerships Program measures success in encouraging the collaboration and alignment of marketing activities of community Destination Management Organizations (CDMOs) across British Columbia.

## Discussion

3.1a: Tourism businesses' satisfaction rose to 7.48 (on a scale of one to ten) in 2020/21. Destination BC continues to review, revise, and improve programs and services based on feedback from tourism businesses and other partners, and anticipates incremental improvements in tourism businesses' satisfaction over time. In 2022/23, Destination BC will work towards maintaining and improving tourism businesses' satisfaction. Future targets will remain as 'Improve'.

3.1b: In 2020/21 Destination BC redesigned workshops and webinars to be shorter and more targeted, allowing tourism operators to select programs that met their pandemic-induced needs. That said, for 2022/23 and beyond, Destination BC amended the performance measure definition from 'trimmed mean' to 'combined score', in order to allow the programs to evolve and continue to meet the needs of the tourism industry, and to ensure program performance is captured. Destination BC anticipates meeting the 2022/23 Forecast of '50.0 or greater'. Future targets will remain consistent because 50.0 is a strong long-run equilibrium score for these types of training programs.

The tourism industry's ability to compete globally, which is enhanced by training, will be a key driver of the rate at which the tourism industry recovers from the COVID-19 pandemic, once international travel resumes.

3.1c: Destination BC's investment will not change in 2022/23. Market penetration of the program is high as most communities and sectors already participate. Accordingly, Destination BC anticipates meeting its 2022/23 Target of 120 (total) and 100 (regional) participating communities. Destination BC has kept its future targets consistent, which are determined as a

feasible level of participants for the health 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 participants, rather than changes in Destination BC's funding or reach of the program. The Co-op Marketing Partnerships Program will continue to play a critical support role for the tourism industry as it moves towards recovery from the COVID-19 pandemic.



## Goal 4: Business Efficiency

Conduct business efficiently and improve productivity in a changing environment.

### Objective 4.1: Conduct 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 industry-facing programs.
- Make programs, systems, and knowledge more accessible, user-friendly, and shareable for tourism partners, while simplifying application processes and accountability reports to make it easy to do business with Destination BC.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Percentage of Destination BC funds allocated to support services <sup>1</sup>	<10%	<10%	<10%	<10%

<sup>1</sup>Data Source: Destination BC's annual [Financial Statements](#) (Corporate Services expenditures).

#### Linking Performance Measure to Objective

4.1a: The percentage of funds allocated to support services measures Destination BC's ability to ensure cost effectiveness in meeting business requirements while improving the ability to compete in the global tourism market, by dedicating more funds to industry-facing programs.

#### Discussion

4.1a: For 2022/23, Destination BC anticipates meeting this measure's forecasted target of <10% of funds allocated to support services. The percentage of funds allocated to support services measures Destination BC's ability to ensure cost effectiveness in meeting business requirements, while improving the ability to compete in the global tourism market by dedicating more funds to tourism marketing and the provincial Destination Development Program. Support services costs include accounting operations, facilities, administration, human resources, the Chief Executive Officer's office, and Board of Directors' expenses. Targets have been met and exceeded in the past through an ongoing commitment to economical and efficient program delivery.

## Goal 5: Our People

Build a collaborative, insight-driven, results-focused team.

### Objective 5.1: 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 engagement, continue talent development by providing employees with ongoing learning opportunities, increase capacity to innovate, strengthen Destination BC's ability to compete for top talent, and uphold commitments to diversity and inclusion to maintain a stable and thriving workplace.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
5.1a Employee engagement <sup>1</sup>	4.16 (out of 5)	Maintain or Improve	Maintain or Improve	Maintain or Improve

<sup>1</sup> Data Source: Destination BC's Annual Employee Engagement Survey (conducted by independent third-party research firm).

#### Linking Performance Measure to Objective

5.1a: Destination BC's annual Employee Engagement Survey enables the organization to measure success in attracting, retaining, and developing highly skilled and engaged people, and enhancing their collective capabilities.

#### Discussion

5.1a: During the COVID-19 pandemic, Destination BC has focused on monitoring and maintaining the mental wellness, remote office needs, and productivity of Destination BC employees. In 2022/23, Destination BC will work towards maintaining and increasing employee satisfaction and engagement.

## Financial Plan

### Financial Summary

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Contribution from Province	56.400	54.793	53.343	52.793
Contribution from Other Governments	1.143	0.000	0.000	0.000
Deferred Capital Contributions	0.256	0.223	0.086	0.060
Other Revenue	0.148	0.120	0.120	0.120
<b>Total Revenue</b>	<b>57.947</b>	<b>55.136</b>	<b>53.549</b>	<b>52.973</b>
<b>Total Expenses</b>				
Marketing	37.969	36.094	34.821	34.282
Destination Management	12.570	10.930	10.746	10.746
Strategy, Research & Communications	2.675	3.383	3.383	3.383
Corporate Services	4.373	4.401	4.397	4.397
Amortization	0.360	0.328	0.202	0.165
<b>Total Expenses</b>	<b>57.947</b>	<b>55.136</b>	<b>53.549</b>	<b>52.973</b>
<b>Annual Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities</b>	<b>7.633</b>	<b>7.414</b>	<b>7.332</b>	<b>7.276</b>
<b>Accumulated Surplus (Deficit)</b>	<b>1.558</b>	<b>1.558</b>	<b>1.558</b>	<b>1.558</b>
<b>Capital Expenditures</b>	<b>0.175</b>	<b>0.290</b>	<b>TBD</b>	<b>TBD</b>
<b>Dividends/Other Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## **Key Forecast Assumptions, Risks and Sensitivities**

Revenue and Expense forecasts for 2022/23-2024/25 include conservative estimates of Other Revenue. Destination BC will manage any fluctuations through continued sound financial management practices, within a culture of cost-consciousness, that helps ensure Government of B.C. funded program spending remains affordable and flexible within Destination BC's business planning. There have been no changes in assumptions from the 2021/22-2023/24 Service Plan. There are no substantive forecast risks to Destination BC's financial plan.

As part of the Crown's performance-based funding model, recently revised in 2021/22, Destination BC is required to report annually on its corporate performance. The 2022/23-2024/25 Service Plan includes four measures of corporate performance, specifically measures 1.2a, 1.3a, 3.1b and 3.1c.

## **Management's Perspective on the Financial Outlook**

Destination BC is primarily funded through Provincial Government appropriations. Provincial funding is expected to remain as identified in the 2022/23-2024/25 Financial Plan, 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 is subject to significant financial pressures from the effects of increasing costs of digital marketing world-wide and the depreciation of the Canadian dollar against 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: Additional Information**

### **Corporate Governance**

Destination BC is governed by a Board of Directors that is responsible to the Minister of Tourism, Arts, Culture and Sport 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 [Executive Leadership](#) section of Destination BC's corporate website.

### **Organizational Overview**

For an overview of Destination BC, please see Destination BC's [Organizational Overview](#).

## **Appendix B: Crown Mandate Letter from the Minister Responsible**



Ref: 42217

May 17, 2021

Dawn Black  
Chair, Board of Directors  
Destination British Columbia  
12<sup>th</sup> Floor–510 Burrard Street  
Vancouver, BC V6C 3A8

Dear Dawn Black:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Destination British Columbia, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Destination British Columbia about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey — one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of B.C. will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3



- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of B.C. within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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 in your 2021/22 Service Plan:

- Ensure Destination British Columbia programs and investments, including its Pandemic Response, Recovery, and Resilience marketing approach, are aligned with the Strategic Framework for Tourism in B.C., and other emerging Government priorities.
- Continue to create opportunities for strategic alignment of marketing and data technologies across tourism organizations and businesses in all regions of B.C. to advance marketing capabilities to drive long-term competitiveness of B.C.'s visitor economy.
- Continue to work with the Ministry of Tourism, Arts, Culture and Sport and the Regional Destination Marketing Organizations to ensure that investments in destination development and tourism infrastructure align with provincial tourism priorities, support the industry's recovery from the COVID-19 pandemic, and increase the long-term global competitiveness of the B.C. tourism industry.
- Support COVID-19 recovery efforts of the B.C. visitor economy by:
  - a. working to deliver on the recommendations of the Tourism Task Force;
  - b. promoting areas of greatest need to enable seasonal and geographic dispersion of visitors;
  - c. enhancing industry's skills and capacity through the Industry Learning Centre and help businesses adapt their products and experiences;

.../4

- d. providing research and insights on tourism industry performance and outlook;
  - e. implementing Destination British Columbia's Corporate Strategy; and;
  - f. continuing to champion tourism as a leading export industry with diverse, well-paying jobs.
- Continue to help make B.C. a more inclusive and accessible tourism destination, ensuring responsible travel, and addressing the Truth and Reconciliation Commission's calls for action and further UNDRIP.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

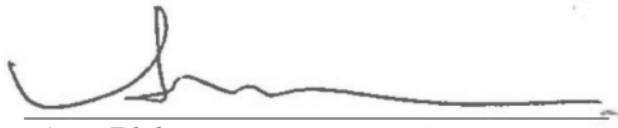
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Enclosure

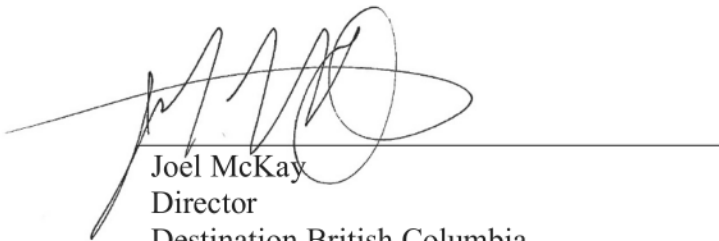
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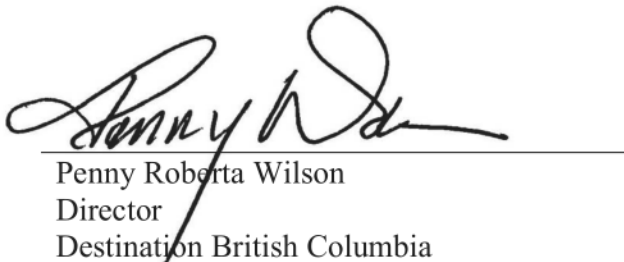
Dawn Black  
Chair, Board of Directors  
Destination British Columbia



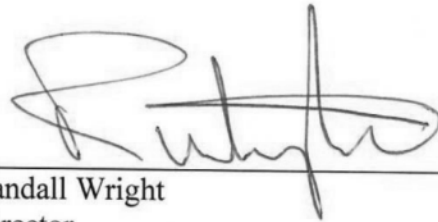
Amy Blakeney  
Director  
Destination British Columbia



Joel McKay  
Director  
Destination British Columbia



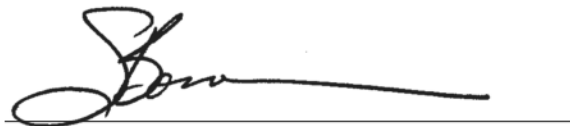
Penny Roberta Wilson  
Director  
Destination British Columbia



Randall Wright  
Director  
Destination British Columbia



Nicole Vaugeois  
Director  
Destination British Columbia



Sheila Bouman  
Director  
Destination British Columbia

.../6

cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Amy Blakeney  
Director  
Destination British Columbia

Randall Wright  
Director  
Destination British Columbia

Joel McKay  
Director  
Destination British Columbia

Nicole Vaugeois  
Director  
Destination British Columbia

Penny Roberta Wilson  
Director  
Destination British Columbia

Sheila Bouman  
Director  
Destination British Columbia

Richard Porges  
Chief Executive Officer/President  
Destination British Columbia

BRIEFING NOTE  
CROWN AGENCIES

Name: Knowledge Network (KN)

Legislative Authority: *Knowledge Network Corporation Act*

Mandate:

- Tourism, Arts, Culture and Sport (TACS) provides KN with overall mandate direction and oversight as B.C.'s public broadcaster.
- The 2021/22 Mandate Letter provides four directions:
  1. Provide quality, freely available and commercial-free television, and streaming services to British Columbians.
  2. Broadcast programming that promotes equity, diversity, inclusion, and anti-racism, in addition to topics of relevance to British Columbians such as: literacy and early childhood development; history, arts and culture.
  3. Collaborate with B.C.'s independent production sector to create original stories and leverage federal funding.
  4. Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Bains	Satwinder	Director/Chair	Order in Council/ Ministerial Order	2021-12-31	December 31, 2022/ September 30, 2023
O'Shea	Anne	Director	Order in Council	2019-12-31	December 31, 2022
Ahmed	Sarf	Director	Order in Council	2018-05-22	December 31, 2024
Chouhan	Sukvinder	Director	Order in Council	2020-06-29	December 31, 2023
Manuel	Doreen Mary	Director	Order in Council	2018-05-22	December 31, 2024
Mattia	Marie	Director	Order in Council	2020-06-29	December 31, 2023
Martin	Gerrold (Gerry)	Director	Order in Council	2016-12-20	December 31, 2022
Munro	Eve	Director	Order in Council	2020-04-03	December 31, 2023
Jacob	Selwyn	Director	Order In Council	2021-12-31	December 31, 2022
Yip	Wendy	Director	Order in Council	2021-12-31	December 31, 2022

Appointments required:

- **90 Days:** Anne O'Shea, Satwinder Bains, Gerrold (Gerry) Martin, Selwyn Jacob, and Wendy Yip have terms expiring December 31, 2022.
  - Gerrold (Gerry) Martin will not be reappointed as he has served the maximum number of years set in the *Act*.
  - Wendy Yip will be stepping down in November Personal Information
  - The other members are expected to be reappointed.

Issues:

- **60 Days:**
  - Knowledge Network conducting CEO recruitment. The new Chair will have input on the hiring decision.
- **90 Days:**
  - Knowledge Network anticipates finalizing CEO recruitment with an offer to the preferred candidate by December 31, 2022.
  - Advice/Recommendations
  - Knowledge Network leadership is working to strengthen its relationships with racialized and Indigenous producers in B.C.

Key Contact:

Jeffrey Lee  
Interim CEO  
604-431-3142

Sarah MacDonald  
Interim President  
604-431-3133



Ref: 41996

April 19, 2021

Maurine Edna Karagianis  
Chair, Board of Directors  
Knowledge Network Corporation  
4355 Mathissi Place  
Burnaby, BC V5G 4S8

Dear Maurine Karagianis:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Knowledge Network Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Knowledge Network Corporation about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
Victoria, BC V8W 9E2  
Phone: 250 953-0905

Location:  
Room 133  
Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

.../3



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 in your 2021/22 Service Plan:

- Provide quality, freely available and commercial-free television and streaming services to British Columbians.
- Broadcast programming that promotes equity, diversity, inclusion and anti-racism, in addition to topics of relevance to British Columbians such as literacy and early childhood development, history, arts and culture.
- Collaborate with B.C.'s independent production sector to create original stories and leverage federal funding.
- Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



---


Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

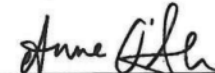
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April 19, 2021

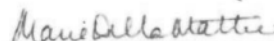
Date

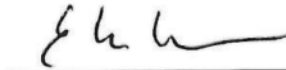
Enclosure

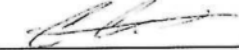
  
Maurine Edna Karagianis  
Chair  
Knowledge Network Corporation

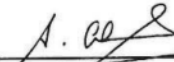
  
Anne O'Shea  
Board Member  
Knowledge Network Corporation


  
Sukhvinder Chouhan  
Board Member  
Knowledge Network Corporation

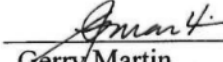
  
Marie Della Mattia  
Board Member  
Knowledge Network Corporation

  
Eve Munro  
Board Member  
Knowledge Network Corporation

  
Chamkaur Singh Cheema  
Vice Chair  
Knowledge Network Corporation

  
Sarf Ahmed  
Board Member  
Knowledge Network Corporation

  
Doreen Mary Manuel  
Board Member  
Knowledge Network Corporation

  
Gerry Martin  
Board Member  
Knowledge Network Corporation

.../5

pc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Chamkaur Singh Cheema  
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Anne O'Shea  
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Sukhvinder Chouhan  
Board Member  
Knowledge Network Corporation

Doreen Mary Manuel  
Board Member  
Knowledge Network Corporation

Marie Della Mattia  
Board Member  
Knowledge Network Corporation

Maurine Edna Karagianis  
Page 6

pc: Gerry Martin  
Board Member  
Knowledge Network Corporation

Eve Munro  
Board Member  
Knowledge Network Corporation

Rudy Buttignol  
Chief Executive Officer/President  
Knowledge Network Corporation

# Knowledge Network Corporation

## 2022/23 – 2024/25 Service Plan

February 2022



BRITISH  
COLUMBIA'S | **Knowledge  
Network:**

For more information on Knowledge Network Corporation contact:

4355 Mathissi Place

604.431.2222 Toll Free: 1.877.456.6988

[info@knowledge.ca](mailto:info@knowledge.ca)

Or visit our website at

[knowledge.ca](http://knowledge.ca)

[knowledgekids.ca](http://knowledgekids.ca)

Published by Knowledge Network Corporation

## Board Chair's Accountability Statement



The 2022/23 – 2024/25 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 February 2021 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Knowledge Network Corporation 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.

A handwritten signature in cursive script that reads 'Maurine Karagianis'.

Maurine Karagianis  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how Knowledge Network will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Knowledge Network Mandate Letter](#).

Knowledge Network is British Columbia's public educational broadcaster. As identified in the [Knowledge Network Corporation Act](#), its purposes 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.

Strategies and performance measures in the 2022/23 Service Plan have been revised to support new priorities over the next three years. Where there are changes from the 2021/22 Service Plan, explanations have been provided in the Discussion section for each goal. Knowledge Network's current [Mandate Letter](#) will continue to inform its actions over the next three years with its four priorities.

- Provide quality, freely available and commercial-free television and streaming services to British Columbians.
- Broadcast programming that promotes equity, diversity, inclusion, and anti-racism, in addition to topics of relevance to British Columbians such as: literacy and early childhood development; history, arts and culture.
- Collaborate with B.C.'s independent production sector to create original stories and leverage federal funding.

- Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

Indigenous cultural sovereignty is reflected in Knowledge Network's programming strategies, in support of B.C.'s *Declaration on the Rights of Indigenous Peoples Act* as well as the Province's commitment to 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. This Service Plan supports both the Network's federal and provincial commitments and identifies the opportunities and risks we face moving forward.

The federal election in fall 2021 put on hold further debate on the modernization of the *Broadcasting Act*. New regulations are needed to ensure stable funding for the creation of Canadian stories, that the content made is available to Canadians and that traditional and online broadcasters can compete fairly. Currently, streaming services available in Canada do not contribute to the Canadian broadcast system. A modernized federal Act would ensure Canadian artists are supported as content is increasingly consumed on global streaming services. Heritage Canada will restart the process in 2022.

During the global pandemic Knowledge Network's financial support from viewers has increased in contrast to the experience of most of the charitable sector. Imagine Canada's Sector Monitor Survey from August 2021 shows that the pandemic continues to have a significant impact on most Canadian charities with only one in seven organizations operating as usual. While Knowledge Network is forecasting stability with donations over the next three years, future revenues may be impacted by the pace of economic recovery in B.C.

## Performance Planning

Knowledge Network values the relationship with the Ministry of Tourism, Arts, Culture and Sport, and regularly engages with and updates the Minister and ministry staff on strategic priorities and new opportunities.

Due to the dynamic nature of commissioned and pre-licensed documentaries, including timing of projects over multiple years, as well as Knowledge Network's Canada Media Fund allocation, targets can shift year-to-year. Where this has occurred, it is clarified in the resulting discussion section.

Compared to our 2021/22 Service Plan, the Commission and Pre-License Knowledge Originals goal has been removed with strategies and performance measures moved under Goal 1 of the 2022/23 Service Plan. Strategies and performance measures have been updated from the 2021/22 Service Plan to reflect new priorities.

### **Goal 1: Enhance the value of Knowledge Network's service to British Columbians**

**Objective 1.1: Strengthen programming to meet the diverse needs of viewers, through content that informs and inspires audiences during Primetime<sup>1</sup>, and educational content that fosters learning for young children and their families.**

#### **Key Strategies**

- Broaden relationships with rights holders and develop joint buying relationships with like-mandated broadcasters.
- Facilitate access to programs from key distributors by implementing a Digital Rights Management System.
- Commission documentary features and shorts from equity deserving producers<sup>2</sup>
- Introduce new data tracking measures for commissions, second windows and Canadian acquisitions produced by equity deserving storytellers.
- Strengthen staff training and professional development programs around equity, diversity, and inclusion, as well as other priority areas.

---

<sup>1</sup> Primetime refers to the evening broadcast period 6pm to midnight.

<sup>2</sup> Equity-deserving includes women, Black people, people of colour, LGBTQ2S+ and people with disabilities.

Knowledge Network Corporation

Performance Measures	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Direct Investment in Multi-Platform Content <sup>1</sup>	\$783,800 <sup>5</sup>	\$2,200,000	\$2,300,000	\$2,350,000
1.1b Indirect Investment in Multi-Platform Content (CMF envelope, other CMF funding, Independent production funds, tax credits) <sup>2</sup>	\$11,800,000	\$9,500,000	\$10,000,000	\$10,000,000
1.1c Commission 25 per cent of Knowledge Original documentary features and shorts from B.C. independent Indigenous production companies (total commissions, over three years).  Intersections of additional equity deserving groups will be applied across all of Knowledge Network's commissioning efforts to ensure representation of women, people with disabilities, and LGBTQ+. <sup>3</sup>	N/A	In progress 3 Year Target	In progress 3 Year Target	25%
1.1d Commission at least 50 per cent of Knowledge Original documentary features and shorts from independent, Black and People of Colour (BPOC) led production companies (total commissions, over three years).  Intersections of additional equity deserving groups will be applied across all of Knowledge Network's commissioning efforts to ensure representation of women, people with disabilities, and LGBTQ+. <sup>4</sup>	N/A	In progress 3 Year Target	In progress 3 Year Target	50%

Data Sources: Knowledge Network.

<sup>1</sup> 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.

<sup>2</sup> Financing plans for projects Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement in a fiscal year. Knowledge Network helps B.C. independent producers trigger funding for their projects from third-party funding sources including certified Canadian independent production funds, the Canada Media Fund (CMF), and federal and provincial tax credits.

<sup>3</sup> Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement entered into with Indigenous independent producers (at least 51 per cent owned) measured over three years. Flexibility is required for these performance measures as there are many factors that determine if or when a project moves into production.

<sup>4</sup> Letters of Intent, short-form commission/lead agreement, or long-form commission/lead agreement entered into with equity deserving independent producers (at least 51 per cent owned) measured over three years. Flexibility is

required for these performance measures as there are many factors that determine if or when a project moves into production.

<sup>5</sup> The forecast is lower than target stated in the 2021/22 Service Plan as a result of decreased production activity due to the global pandemic.

## Linking Performance Measure to Objective

1.1a Direct Investment in Multi-Platform Content reflects Knowledge Network's financial support for B.C. and Canadian stories that will expand content offerings.

1.1b Indirect Investment in Multi-Platform Content demonstrates how Knowledge Network's investment in B.C. and Canadian projects leverages funding for independent producers from Canadian independent production funds, the Canada Media Fund, and federal and provincial tax credits.

1.1c Commissioning documentary features and shorts from B.C. independent Indigenous production companies and filmmakers will expand content offerings and advance Indigenous sovereignty.

1.1d Commissioning documentary features and shorts from B.C. equity deserving production companies and filmmakers will expand content offerings and advance equity, diversity, and inclusion.

## Discussion

This goal now includes strategies and performance measures for commissioning and pre-licensing of Knowledge Originals, which was Goal 5 in the 2021/22 Service Plan. This change was made to align existing commissioning commitments with new organizational priorities around racial equity in 2022/23. The number of projects Knowledge Network commissions or pre-licenses varies significantly from year to year. It is dependent upon when projects have completed development and when they are ready to move forward into production. In 2021 Knowledge Network premiered the Knowledge Original documentary series *British Columbia: An Untold History*. This four-part documentary series focused on the many diverse and marginalized peoples and stories within B.C.

Knowledge Network obtains extended broadcast rights for programs commissioned due to our significant investment in the projects.

The 2021/22 forecast for Direct Investment in Multi-platform Content is lower than the target in our 2020/21 Service Plan due to documentary projects delayed due to the global pandemic.

Broadening relationships with rights holders and engaging in joint buying opportunities with like-mandated broadcasters may provide opportunities to increase broadcast rights for its streaming service.

Knowledge Network is committed to be a fully inclusive public broadcaster. Performance measures and targets have been established to support improved access for Indigenous and equity-deserving filmmakers over the next three years. An update will be provided annually on commissioned projects where commitments have been made on Knowledge Network's website to ensure transparency. Attracting a diverse workforce and fostering an inclusive environment is a priority. Equity-deserving includes women, Black people, people of colour, LGBTQ2S+ and people with disabilities.

Knowledge Network has also made a multi-year commitment to partner with Indigenous, Black and people of colour documentary filmmakers through a development initiative that aligns with

the Canada Media Fund's Pilot Program for Racialized Communities and Indigenous Program. Extended broadcast rights will be available for these programs that will also expand content choice on Knowledge Network's streaming service.

Performance measures to increase commissioned documentary features and shorts from equity deserving producers are new compared to the 2021/22 Service Plan. These performance measures were developed in collaboration with the Ministry of Tourism, Arts, Culture and Sport and engaged stakeholders. These performance measures were also reflected in Knowledge Network's public statement on the independent equity audit of commissioned projects over the past seven years.



## Goal 2: Improve the streaming platform experience

**Objective 2.1: Mirror the high-quality television experience by making technical and content improvements to enhance viewing on our websites and apps.**

### Key Strategies

- Migrate streaming service and website infrastructure to the cloud.
- Expand functionality including search capability
- Improve the design of the streaming services
- Implement a quality assurance program.
- Prioritize better accessibility for viewers with disabilities, including visual impairment.

Performance Measures	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Streaming Video Performance Satisfaction <sup>1</sup>	88%	90%	90%	91%	92%
2.1b Hours of Described Video per broadcast week <sup>2</sup>	N/A	0	4	8	12

Data source:

<sup>1</sup> Online survey on Knowledge.ca and Knowledge Apps to measure audience satisfaction with streaming video performance on Knowledge.ca and the Knowledge Apps. Survey conducted annually in February and March.

<sup>2</sup> Broadview broadcast scheduling software. CRTC will require a four -hour minimum starting in September 2022.

### Linking Performance Measure to Objective

2.1a Measures the quality and accessibility of Knowledge Network's streaming platforms through feedback from viewers. A survey conducted annually will inform future maintenance and improvements.

2.1b Provides a minimum of four hours per broadcast week of described video programming to increase accessibility for the visually impaired.

## Discussion

Performance measures have been revised since last year. Knowledge Network is committed to ensuring viewers have a high-quality streaming experience across all of Knowledge Network's platforms. To keep viewers coming back and watching more programming, streaming services need to ensure high performance. Performance satisfaction is a strong indicator that viewers can easily access and watch programming from Knowledge Network's website and apps. Measuring streaming performance annually will inform future improvements based on viewer feedback.

Performance measures to increase accessibility on Knowledge Network's streaming platforms are new compared to the 2021/22 Service Plan. These measures reflect the commitment in the January 2022 equity audit public statement to improve equity, diversity, and inclusion in Knowledge Network's commissioning efforts. With the Province of B.C. passing the *Accessible British Columbia Act* and the CRTC introducing new Accessibility Reporting Regulations, Knowledge Network continues to invest in accessibility of its streaming platforms.

### Goal 3: Increase viewership on Knowledge Network's streaming platforms

**Objective 3.1: Connect more frequently with the existing base of Knowledge Network streaming subscribers and market services to new users to ensure the service remains top of mind.**

#### Key Strategies

- Increase investment in promoting priority programs to:
  - Increase new and active subscribers.
  - Increase number of video streams watched for Knowledge Network and Knowledge Kids streaming services.
  - Grow brand awareness among British Columbians.
- Establish affiliate relationships with the Apple App Store, and aggregators Roku and Amazon Fire TV to improve promotion of Knowledge on these platforms
- Begin collecting race-based and other disaggregated data (e.g., age, gender, disability status) through voluntary online user profiles and work with industry partners to find data solutions for television to better understand viewership.

Performance Measures		2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Total Subscribers <sup>1</sup>	Knowledge.ca and Knowledge Apps	250,000	270,000	290,000	310,000
3.1b Videos Streamed <sup>2</sup>	Knowledge.ca and Knowledge Apps	3,000,000	3,025,000	3,050,000	3,075,000
	KnowledgeKids.ca and Knowledge Kids Apps	7,000,400	7,425,000	7,450,000	7,450,000
3.1c Total Share <sup>3</sup>	Knowledge Primetime	4.5%	4.5%	4.5%	4.5%

Data Sources:

<sup>1</sup> Knowledge.ca website database. Tracks total users who complete registration for a Knowledge account (cumulative).

<sup>2</sup> Google Analytics. Tracks total videos played across web and mobile platforms in a fiscal year.

<sup>3</sup> Numeris Canada. 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+, 6pm to 12pm, 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 the 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 Measure to Objective**

3.1a Total Subscribers captures the number of total users of Knowledge Network's streaming platforms.

3.1b Videos Streamed 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.

3.c Total Share in primetime is an indicator of Knowledge Network's proportion of individuals viewing Knowledge Network compared to the total number of individuals watching TV during the evening period.

## **Discussion**

Performance measures have been revised since last year. Knowledge Network's streaming platforms for children and adults provide British Columbians with a free alternative to paid subscription and ad-supported media services.

Compared to the 2021/22 Service Plan, viewership performance measures for television and streaming are now under one goal. Last year's performance measures for total app downloads and total reach have been retired as they do not directly support new strategies.

The shift in viewing behaviour driven by new streaming services is changing how programming is viewed and measured. Total share continues to be an important television measure as it demonstrates Knowledge Network's share of the total viewing audience. Streaming targets have been revised as they have exceeded targets set in the 2021/21 Service Plan. This reflects continued growth across streaming performance measures.

Increased viewership and subscribers on the Knowledge Network website and apps presents an opportunity to connect more frequently with viewers and encourage financial support through donations.

Maintaining a strong television audience will continue to be an ongoing challenge as viewing behaviour shifts as a result of new streaming services changing how programming is viewed.

## Goal 4: Enlarge the donor base and the Endowment Fund

**Objective 4.1: Increase efforts to convert new viewers to donors and build on legacy and major gift giving to expand program offerings now and in the future.**

### Key Strategies:

- Cultivate donor relationships to encourage future bequests and other planned gifts
- Explore opportunities for expanding our major gift program
- Pilot a donor acquisition campaign for viewers outside B.C.
- Promote the Endowment Fund through donor events throughout B.C.

Performance Measures	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Knowledge Partner Donations <sup>1</sup>	\$5,900,000	\$5,900,000	\$5,900,000	\$5,900,000
4.1b Legacy Circle Donors <sup>2</sup>	985	1015	1045	1075

Data Sources: Blackbaud donor database.

<sup>1</sup> Tracks total Knowledge Partner donations received each year.

<sup>2</sup> Tracks total number of individuals who have notified us that they have left a gift to Knowledge Network in their will (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

Knowledge Network has provided a vital public service for British Columbians who are spending more time at home due to the global pandemic. Viewers have shared how much they value Knowledge Network programming during this difficult time of isolation, with many showing their appreciation through charitable contributions. As a result, Knowledge Partner donation targets have been increased compared to the 2021/22 Service Plan. With recent growth in Knowledge Network's donor base, we will focus on stewarding those donors to encourage continued support into the future.

This goal was listed as Goal 5 in the 2021/22 Service Plan. In this plan, Knowledge Network removed its previous Goal 4, combining strategies and performance measures for commissioning and pre-licensing of Knowledge Originals under Goal 1.

## Financial Plan

### Financial Summary<sup>3</sup>

(Reported in \$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Province of BC Operating Grant	6,611	6,611	6,611	6,611
Donations	5,900	5,900	5,900	5,900
Amortization of Deferred Contributions	143	161	161	161
Endowment Investment Income	350	500	500	500
Other Revenue and Production Funding <sup>4</sup>	1,378	5,166	100	100
<b>Total Revenue</b>	<b>14,382</b>	<b>18,338</b>	<b>13,272</b>	<b>13,272</b>
<b>Total Expenses</b>				
Programming and Presentation	8,006	3,897	2,100	2,100
Marketing and Development	2,178	2,258	2,200	2,200
Broadcast Platforms and Web Channels	2,097	2,177	2,200	2,200
Amortization of Broadcast Rights & Equipment	4,158	4,025	4,100	4,150
General	31	50	50	50
Administration:				
President's Office	382	389	385	385
Board of Directors	33	33	35	35
Finance	453	461	460	460
Facilities	255	320	320	320
Human Resources	162	164	165	165
Other	126	617	757	707
<b>Total Expenses</b>	<b>17,882</b>	<b>14,391</b>	<b>12,772</b>	<b>12,772</b>
Annual Surplus (Deficit) from Operations	(3,500)	3,947	500	500
Endowment Contributions Received	4,500	950	950	950
Annual Surplus ( <i>Invested in Broadcast Rights &amp; Capital Assets, Endowment Fund</i> )	1,000	4,897	1,450	1,450
Accumulated Surplus	20,638	25,535	26,985	28,435
Total Liabilities	4,800	2,000	2,000	2,000
Capital Expenditures	4,392	3,127	3,200	3,200

<sup>3</sup> Financial information prepared based on current Generally Accepted Accounting Principles.

<sup>4</sup> Funding for the Luna, Chip and Inkie animated series and other minor income

## Key Forecast Assumptions, Risks and Sensitivities

There are four primary risks that may have an impact on the service in 2022/23. Key strategies have been developed to manage these risks over the next three years.

Area of Risk	Risk Factors and Sensitivities	Mitigation Strategies
Multi-platform Broadcast Rights (high risk)	The growth in online streaming services is creating increased competition for programs and their multi-platform rights, increasing costs and decreasing availability of content.	Broaden relationships with rights holders and develop joint buying relationships with like-mandated broadcasters.  Expand the programming team to increase curating capacity.
Streaming Platform Capacity (medium risk)	Increase in streaming audiences is placing demands on infrastructure.  Audiences expect a high-quality streaming experience.	Migrate streaming service and website infrastructure to the cloud  Prioritize better accessibility for viewers with disabilities, including visual impairment  Expand functionality including search capability  Improve the design of the streaming services  Develop and implement a quality assurance program
Audience Growth on streaming platforms (medium risk)	Competition for audiences from an increasing number of streaming services.	Increase investment in promoting priority programs  Establish affiliate relationships with the Apple app store, and aggregators Roku and Amazon Fire TV to improve promotion of Knowledge on their platforms

Revenue from Charitable Giving (medium risk)	<p>The global pandemic has impacted charitable giving, and in the coming years we may see a decline with a growing number of charities seeking support.</p> <p>Shrinking donor base due to fewer donors giving to charities in Canada.</p>	<p>Cultivate donor relationships to encourage future bequests and other planned gifts</p> <p>Explore opportunities for expanding our major gift program</p>
Attracting and Retaining Talent (medium risk)	<p>The global pandemic has impacted work environments with employee expectations changing</p> <p>Increased competition for new talent in key areas.</p>	<p>Increase flexibility and encourage development opportunities.</p> <p>Ensure a culturally safe and inclusive space.</p> <p>Increase diversity in our workforce.</p>

## Management's Perspective on the Financial Outlook

The continued financial support from Knowledge Partners during the global pandemic reinforces the value our programming service brings to viewers. Additional funds generated from their support has been directed in part towards the production of the Knowledge Kids Luna, Chip and Inkie animated series. The \$9.5 million project includes major investments from Knowledge Network, the Canada Media Fund, the Shaw Rocket Fund, and significant advances from our production partner. In 2021/22, we anticipate recognizing \$3.9 million of deferred contributions related to these external production funding sources.

Amortization expenses are expected to increase over the next three years due to increased investment in original programming. We are required to capitalize our investment in programming, with amortization of broadcast rights typically spread out over four to six years.



## **Appendix A: Additional Information**

### **Corporate Governance**

Knowledge Network is governed by a Board of Directors that is responsible to the Minister of Tourism, Arts, Culture and Sport. The Ministry is responsible for policy direction while the Board is responsible for operational policy and setting the strategic direction of the organization. The President and CEO is responsible for the day-to-day leadership and management of Knowledge Network. Please [click here](#) for more information on Knowledge Network's corporate governance.

### **Organizational Overview**

British Columbia's Knowledge Network is a viewer-supported public broadcaster. Our mission is to provide all British Columbians with a trusted alternative for the commercial-free exploration of life, connecting them to the world through television and streaming platforms. Please [click here](#) to learn more about Knowledge Network.

## **Appendix B: Crown Mandate Letter from the Minister Responsible**



Ref: 41996

April 19, 2021

Maurine Edna Karagianis  
Chair, Board of Directors  
Knowledge Network Corporation  
4355 Mathissi Place  
Burnaby, BC V5G 4S8

Dear Maurine Karagianis:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Knowledge Network Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Knowledge Network Corporation about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

.../3


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 in your 2021/22 Service Plan:

- Provide quality, freely available and commercial-free television and streaming services to British Columbians.
- Broadcast programming that promotes equity, diversity, inclusion and anti-racism, in addition to topics of relevance to British Columbians such as literacy and early childhood development, history, arts and culture.
- Collaborate with B.C.'s independent production sector to create original stories and leverage federal funding.
- Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



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Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport


April 19, 2021

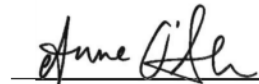
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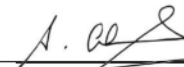
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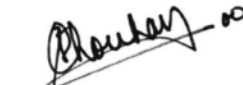
Enclosure


  
Maurine Edna Karagianis  
Chair  
Knowledge Network Corporation

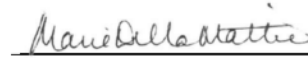
  
Chamkaur Singh Cheema  
Vice Chair  
Knowledge Network Corporation

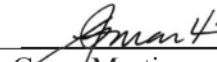
  
Anne O'Shea  
Board Member  
Knowledge Network Corporation

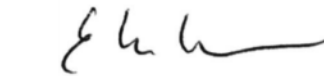
  
Sarf Ahmed  
Board Member  
Knowledge Network Corporation

  
Sukhvinder Chouhan  
Board Member  
Knowledge Network Corporation

  
Doreen Mary Manuel  
Board Member  
Knowledge Network Corporation

  
Marie Della Mattia  
Board Member  
Knowledge Network Corporation

  
Gerry Martin  
Board Member  
Knowledge Network Corporation

  
Eve Munro  
Board Member  
Knowledge Network Corporation

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pc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Chamkaur Singh Cheema  
Vice Chair  
Knowledge Network Corporation

Anne O'Shea  
Board Member  
Knowledge Network Corporation

Sarf Ahmed  
Board Member  
Knowledge Network Corporation

Sukhvinder Chouhan  
Board Member  
Knowledge Network Corporation

Doreen Mary Manuel  
Board Member  
Knowledge Network Corporation

Marie Della Mattia  
Board Member  
Knowledge Network Corporation

Maurine Edna Karagianis  
Page 6

pc: Gerry Martin  
Board Member  
Knowledge Network Corporation

Eve Munro  
Board Member  
Knowledge Network Corporation

Rudy Buttignol  
Chief Executive Officer/President  
Knowledge Network Corporation



BRIEFING NOTE  
CROWN AGENCIES

Name: BC Games Society

Legislative Authority: *Societies Act*

Mandate:

The BC Games Society's (BCGS) provides organized provincial sport events that promote athlete, sport, and community development. This includes:

- Support Government's COVID-19 recovery efforts by enhancing alignment with B.C.'s Sport Framework Pathways to Sport, as well as the Strategic Framework for Tourism in B.C., with a focus on building event hosting capacity within host communities and helping them to build their reputations as sport event destinations.
- 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 next North American Indigenous Games.
- Continue to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help increase diverse participation in the BC Games and ensure positive, accessible, and inclusive experiences for all those involved.
- Continue to focus on preventing and addressing harassment and abuse in alignment with viaSport's Safe Sport initiative.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Todoruk	Kyle	Ex-Officio/Member	Ministerial Letter	2022-06-30	June 30, 2022
Bryde	Kylah	Member	Ministerial Letter	2022-06-30	June 30, 2023
Rai	Pam	Member	Ministerial Letter	2018-05-14	June 30, 2024
Ulmer	Christine	Member	Ministerial Letter	2020-06-30	June 30, 2024
Remesz	Nicole	Member	Ministerial Letter	2020-06-30	June 30, 2023
Martin	James Wright	Member	Ministerial Letter	2017-01-31	June 30, 2023
Naka	Wayne	Member	Ministerial Letter	2019-01-31	June 30, 2023
Paterson	James Scott	Chair	Ministerial Letter	2017-01-31	June 30, 2023
Cheung	Francis	Member	Ministerial Letter	2022-06-30	June 30, 2023
Planella	Veronica	Member	Ministerial Letter	2019-01-31	June 30, 2023
Bruce	Charles	Member	Ministerial Letter	2019-01-29	June 30, 2025
Densmore	Chris	Member	Ministerial Letter	2022-06-30	June 30, 2023
Webster	Laura Michelle	Member	Ministerial Letter	2017-01-31	June 30, 2023

Appointments required:

- **30 Days:** There are two Board vacancies to be filled as soon as possible.

Issues: Advice/Recommendations; Cabinet Confidences; Government Financial Information

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- Advice/Recommendations; Government Financial Information

Key Contact:

Kimberley Lacharite  
ADM, Sport and Creative Sectors Division  
250 588-1700



Ref: 41997

April 19, 2021

Jamey Paterson  
Chair, Board of Directors  
BC Games Society  
200-900 Fort Street  
Victoria, BC V8V 3K2

Dear Jamey Paterson:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Games Society, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Games Society about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
Victoria, BC V8W 9E2  
Phone: 250 953-0905

Location:  
Room 133  
Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

.../3

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 in your 2021/22 Service Plan:

- Support Government's COVID-19 recovery efforts by enhancing alignment with B.C.'s Sport Framework Pathways to Sport, as well as the Strategic Framework for Tourism in B.C., with a focus on building event hosting capacity within host communities and helping them to build their reputations as sport event destinations.
- 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 next North American Indigenous Games.
- Continue to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help increase diverse participation in the BC Games and ensure positive, accessible and inclusive experiences for all those involved.
- Continue to focus on preventing and addressing harassment and abuse in alignment with viaSport's Safe Sport initiative.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,




Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

April 19, 2021  
Date

Enclosure

.../4

Jamey Paterson  
Page 4

A handwritten signature in black ink, appearing to read 'Jamey Paterson', is written over a horizontal line.

Jamey Paterson  
Chair  
BC Games Society



Ref: 41996

April 19, 2021

Maurine Edna Karagianis  
Chair, Board of Directors  
Knowledge Network Corporation  
4355 Mathissi Place  
Burnaby, BC V5G 4S8

Dear Maurine Karagianis:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Knowledge Network Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to Knowledge Network Corporation about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

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Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
Victoria, BC V8W 9E2  
Phone: 250 953-0905

Location:  
Room 133  
Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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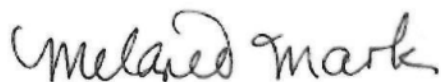
As the Minister responsible for Knowledge Network Corporation, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Provide quality, freely available and commercial-free television and streaming services to British Columbians.
- Broadcast programming that promotes equity, diversity, inclusion and anti-racism, in addition to topics of relevance to British Columbians such as literacy and early childhood development, history, arts and culture.
- Collaborate with B.C.'s independent production sector to create original stories and leverage federal funding.
- Collaborate with independent, Indigenous filmmakers to create original stories and continue to increase opportunities to share Indigenous perspectives, as well as ensure B.C.'s culturally diverse storytellers are reflected.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



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Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

April 19, 2021

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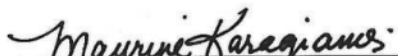
Date

Enclosure

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Maurine Edna Karagianis

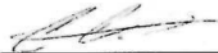
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Maurine Edna Karagianis

Chair

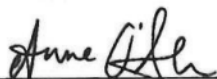
Knowledge Network Corporation



Chamkaur Singh Cheema

Vice Chair

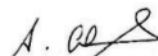
Knowledge Network Corporation



Anne O'Shea

Board Member

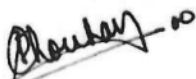
Knowledge Network Corporation



Sarf Ahmed

Board Member

Knowledge Network Corporation



Sukhvinder Chouhan

Board Member

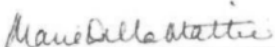
Knowledge Network Corporation



Doreen Mary Manuel

Board Member

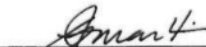
Knowledge Network Corporation



Marie Della Mattia

Board Member

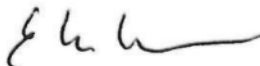
Knowledge Network Corporation



Gerry Martin

Board Member

Knowledge Network Corporation



Eve Munro

Board Member

Knowledge Network Corporation

.../5

pc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Chamkaur Singh Cheema  
Vice Chair  
Knowledge Network Corporation

Anne O'Shea  
Board Member  
Knowledge Network Corporation

Sarf Ahmed  
Board Member  
Knowledge Network Corporation

Sukhvinder Chouhan  
Board Member  
Knowledge Network Corporation

Doreen Mary Manuel  
Board Member  
Knowledge Network Corporation

Marie Della Mattia  
Board Member  
Knowledge Network Corporation

Maurine Edna Karagianis  
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pc: Gerry Martin  
Board Member  
Knowledge Network Corporation

Eve Munro  
Board Member  
Knowledge Network Corporation

Rudy Buttignol  
Chief Executive Officer/President  
Knowledge Network Corporation

# **BC Games Society**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



For more information on the BC Games Society contact:

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Victoria, B.C. V8V 3K2

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Or visit our website at

[www.bcgames.org](http://www.bcgames.org)

Published by BC Games Society

## Board Chair's Accountability Statement



The 2022/23 – 2024/25 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 2022, have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the 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.

A stylized, handwritten signature in black ink, appearing to read 'Jamey Paterson'.

Jamey Paterson  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the BC Games Society will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter Games and BC Summer Games. The Society also supports the participation of Team BC, the provincial team competing at Canada Games, 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, the Games provide the chance to build or enhance their capacity to attract and deliver major events. Team BC's Mission Staff<sup>1</sup> are able to develop and enhance competencies such as leadership, teamwork, time management and organizational skills. BC Games also provide important economic and tourism benefits, allowing hosts to profile their communities and benefit from an economic impact in the range of \$1.6 million to \$2 million.

In 2022/23, the Society will provide guidance and expertise to host organizing committees to help prepare for and deliver the Prince George 2022 BC Summer Games (July 21-24), the Quesnel 2024 BC Winter Games (February 22-25) and the Maple Ridge 2024 BC Summer Games (July 18-21). The Greater Vernon 2022 BC Winter Games, which were to be held February 24-27, 2022 have been postponed, and the Society will be working with that host organizing committee on opportunities to reschedule in 2023.

Society staff will also be preparing for Team BC's participation in the 2022 Niagara Region Canada Summer Games (August 6-21; postponed from 2021) and the 2023 Prince Edward Island Canada Winter Games (February 18 to March 5).

To support these priorities, the Society will be working with host communities, sport and tourism sector partners to build capacity across the province to attract and deliver major events. This

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<sup>1</sup> 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.

work is particularly critical given the impact the ongoing pandemic and the devastation left by the 2021 heat wave, fire season and flooding has had on communities across the province.

The Province is committed to supporting true and lasting reconciliation with Indigenous Peoples and the Truth and Reconciliation Commission Calls to Action, B.C.'s *Declaration on the Rights of Indigenous Peoples Act*, as well as the Province's commitment to 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, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC. Host communities have developed strong relationships with local First Nations and are working closely to ensure cultural components are respected and included in all Games events.

The B.C. government and sport sector are committed to ensuring positive, safe and ethical sport environments for all those involved in sport. The Society contributes to this work by implementing standards, policies and practices for safety, injury prevention and ethical behaviours (e.g. anti-bullying and harassment) and will be introducing new initiatives to enhance these efforts. This work supports B.C.'s: *Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025*'s vision to make sport more accessible, inclusive and safe for all British Columbians.

To support accessibility and inclusion, the Society is facilitating *Accessibility Audits* in communities hosting the Games to assess venue accessibility. These audits will enhance awareness of the need for accessible venues and will help support more accessible Games.

The Society seeks nominations for its Board of Directors for members with varying skillsets and from diverse population groups (e.g. age, gender, disability, Indigenous and racialized communities). As a result, the Society's board is gender-balanced, geographically representative with wide-ranging expertise and perspective.

The Society meets regularly with the Minister and Ministry staff to ensure BC Games and the Society activities continue to contribute to government priorities and objectives.

## Operating Environment

To operate in a post-COVID-19 environment, the Society is implementing a *Return to Games Plan* that will provide a modified version of the Games, as necessary, to ensure alignment with Provincial Health Officer Orders and guidelines in place when the Games take place. The Society has established and will continue to monitor requirements for additional safety measures such as vaccination policies for all athletes, coaches, managers, officials, spectators and guests, as well as working with host organizing committees to ensure systems are in place for compliance.

The COVID-19 pandemic has impacted community resources, such as volunteer recruitment and funding support from local business and government. Additionally, the COVID-19 pandemic brings additional costs (e.g., personal protective equipment, reduced facility capacities, livestreaming, increased transportation, food expenses, extra staff to ensure vaccine card compliance).

The devastating flooding situation in B.C. may have continued impact on participants, host communities and others (i.e., access to sport fields and venues, travel, supply chain issues, etc.). As the full extent of damage and other impacts may not be fully understood within the sport sector and in the context of BC Games for some time, the Society will continue to work with the Ministry to monitor the situation.

The severe weather impacts on Greater Vernon and ongoing COVID-19 restrictions led to the host community making the difficult decision to postpone the 2022 BC Winter Games that were to be hosted February 24-27, 2022. The Society will be working with the Greater Vernon host organizing committee to explore opportunities to reschedule in 2023. This will allow the BC Winter Games to maximize benefits for the host community and participants (e.g. greater economic impacts, better multi-sport games experience, increased volunteer capacity and other legacies).

Communities that host BC Games have unique resources and varying levels of experience in hosting major events. The Society provides expertise to its host cities and Games partners, which helps ensure that high standards of BC Games are maintained. The Society's success is due to its committed and knowledgeable staff, continuous improvement of event management services and practices, and a system of transferring knowledge, which is the benchmark for multi-sport Games success in Canada.<sup>2</sup> The Society has established a *Roundtable of B.C. Multisport Games* (BC Seniors Games Society; Canada 55+ Games; Special Olympics BC; Jeux de Francophonie) and through this mechanism will continue to share best practices and transfer knowledge about event hosting.

The Society provides Mission Staff, athletes and coaches with clear direction and information through written and online resources. As well, by bringing BC Games processes, resources (i.e., technology, administration and staff expertise) and partnerships to the Team BC program, the Society has achieved economies of scale so they can reinvest in programs such as mentorship,

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<sup>2</sup> Based on input from and consultation with other provincial and national games organizers.

performance and mental health support. Enhanced training is provided for Mission Staff including Diversity, Equity & Inclusion; Cultural Awareness; and Leadership Development courses.

## Performance Planning

### **Goal 1: Ensure effective management of BC Winter Games, BC Summer Games and Team BC**

BC Games Society staff provide expertise and guidance to communities hosting BC Winter and BC Summer Games to ensure that events are effectively managed to a high standard. In doing so, the events provide positive and high-quality experiences for all involved and strengthen B.C.'s hosting capacity. The BC Games also provide opportunities for athletes and coaches to develop their skills and advance to higher levels of competition. With oversight of Team BC operations, the Society is able to recruit and mentor Mission Staff from B.C.'s sport sector. This work helps Mission Staff provide support to all Team BC members (e.g., athletes, coaches, medical officers, etc.) leading up to and including their participation at the Canada Games, allowing Team BC athletes to focus on achieving personal best performances.

### **Objective 1.1: Build community capacity and individual professional development to host major events**

BC Summer and BC Winter Games provide host communities with opportunities to profile their communities and to build their event-hosting capacity. Transferring knowledge and learnings from previous successful BC Games helps host communities to attract, and successfully deliver, other major events, while also contributing to tourism and economic priorities throughout B.C. Knowledge transfer also applies to volunteer training and ensures the Games are providing a legacy of individuals across the province who have gained skills and abilities through their volunteer experiences. The Society also helps develop new young leaders in the sector through the Team BC Mission Staff program.

### **Key Strategies**

- Ensure continuous improvement in major event management services and practices through effective evaluation of previous Games and knowledge-sharing with host communities, organizing committees and volunteers;
- Prepare and provide detailed written and online resource materials to support volunteers in delivering high quality events and to build capacity in communities related to bidding on events;
- Build awareness of the Games and the benefits associated with volunteering at the events;
- Offer information and awareness sessions (i.e., Cultural Training; Crisis Planning; Diversity & Inclusion; Code of Conduct) to BC Summer Games and BC Winter Games organizing committee boards and Team BC Mission Staff to prepare them for the Games and to provide additional skills and education;
- Provide leadership and guidance to other multi-sport games organizers in B.C.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
(Games occurring in the fiscal year)	2022 BCWG <sup>1</sup>	2022 BCSG 2022 CSG 2023 CWG	2024 BCWG	2024 BCSG
1.1a Volunteer satisfaction with online resource materials <sup>2</sup>	N/A	85%	87%	90%
1.1b # of Volunteers <sup>3</sup>	N/A	2,500	2,000	2,500
1.1c Mission Staff satisfaction with information and awareness sessions for skill development <sup>4</sup>	N/A	85%	N/A	N/A

Note: Acronyms for BC Summer Games (BCSG), BC Winter Games (BCWG), Canada Summer Games (CSG) and Canada Winter Games (CWG) are being used to distinguish which calendar year set of Games occur in which fiscal year as performance measures may vary amongst type of Games.

Data source:

<sup>1</sup>The Greater Vernon 2022 BC Winter Games have been postponed. Performance measures and targets will be determined at a later date if and when the games are rescheduled.

<sup>2</sup>Based on volunteer survey following each BC Games.

<sup>3</sup>BC Games ViewTEAM volunteer registration software. Volunteer requirements vary between BC Summer Games and BC Winter Games as more sports are involved in BC Summer Games. Recruited volunteers are able to take on additional shifts or responsibilities, so fewer volunteers are needed.

<sup>4</sup>Based on Mission Staff survey following each set of Canada Games (Canada Summer and Canada Winter Games are held every four years on an alternating schedule).

## Linking Performance Measure to Objective

- 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.
- 1.1b The Society trains and provides guidance to the organizing committee, who work with up to 2,500 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. This measure indicates that skills (e.g. such as managing budgets, meeting deadlines, managing staff, delivering operation plans) are often transferrable to other job and career aspirations.
- 1.1c The Society recruits, selects and trains Mission Staff that support Team BC at the Canada Games. These individuals help organize Team BC logistics and events leading up to and during the Games, thus allowing our provincial team to perform at its best. This performance measure indicates that experiences as Mission Staff contributes to individual growth – skills that continue to benefit individuals and their communities.

## Discussion

The volunteer satisfaction with online resource materials will be increasing incrementally from 85 per cent to 90 per cent. This will raise the standard of volunteer training from one set of BC Games to the next which helps build volunteer capacity across the province for future hosting efforts.

Volunteer targets vary between Summer and Winter Games and by community depending on factors, including the number of venues being used, the level of prior sport hosting experience and approaches to organizing volunteer responsibilities. There may be challenges associated with recruiting volunteers for future Games due to the lingering impact of the pandemic and potentially the 2021 flooding, therefore fewer volunteers may be available for 2022 and 2023 games.

The performance measure related to Mission Staff was added in 2020/21 to reflect the Society's contribution to individual skill development. Participation of Team BC Mission Staff, particularly in such a high-paced major Games' environment, offers practical experience in areas such as leadership, time management, organizing and teamwork, all of which transfer to career experience. The Society is currently developing this new performance measure starting with the next set of Canada Games (Niagara 2022 Canada Summer Games) that will be used as a baseline.

### **Objective 1.2: Provide inclusive and equitable pathways for athletes, coaches and officials to develop skills and achieve personal excellence**

The 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. By developing a competition standard for athletes, coaches and officials, the BC Games raises the standards of local competitions across the entire province when these participants return to their communities.

The Society's work to provide inclusive and equitable experiences for participants include:

- Working with the Indigenous Sport, Physical Activity and Recreation Council to contribute to the Province's commitment to lasting and meaningful reconciliation with Indigenous peoples.
- Working with the Ministry, the Crown Agency and Board Resourcing Office and sports organizations to ensure gender equity on its board and in team complements participating in BC Games.
- Providing mandatory *Culture of the Games* education for all participants raise awareness to diversity, inclusion and respect for others in the Games context.
- Working with sport organizations and the host community to ensure the BC Games provide an inclusive and positive experience for non-binary athletes, athletes with a disability and other under-represented population groups.

## 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 development criteria for athletes;
- Develop partnerships with sport organizations to increase opportunities for specific athlete groups to compete at the Games, such as collaborating with the Indigenous Sport, Physical Activity and Recreation Council to increase Indigenous athlete participation;
- Through the Society's *Culture of the Games* initiative, which is now mandatory for Games participants, provide a welcoming and supportive environment at the BC Games, particularly for Indigenous and racialized youth. The learnings from this training also supports diversity, equity and inclusion in other environments (e.g., workplace, sport, community);
- Set standards for athlete selection as well as coach and official certification;
- Partner with other sport sector organizations (such as Canadian Sport Institute Pacific and viaSport) to enhance development opportunities for coaches (e.g., coach mentorship/apprentice programs);
- Ongoing engagement with BC Games alumni as spokespeople for the importance and value of the BC Games within the sport continuum.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
(Games occurring in the fiscal year)	2022 BCWG <sup>1</sup>	2022 BCSG 2022 CSG 2023 CWG	2024 BCWG	2024 BCSG
1.2a BC Games head coaches are National Coaching Certification Program Competition Development certified <sup>2</sup>	N/A	85%	85%	85%
1.2b Percentage of BC Games participants with Indigenous heritage <sup>3</sup>	N/A	7%	7%	8%
1.2c Percentage of BC Games Alumni on Team BC (Canada Games) <sup>4</sup>	N/A	50%	N/A	N/A
1.2d Number of participants in the Coach Mentorship Program	N/A	10	10	10
1.2e Number of participants in the Society/ISPARC Indigenous program	N/A	50	TBD	TBD

Data source:

<sup>1</sup>the Greater Vernon 2022 BC Winter Games have been postponed. Performance measures and targets will be determined at a later date if and when the games are rescheduled.

<sup>2</sup> Information provided by provincial organizations and Coaching Association of Canada.

<sup>3</sup> Self-declaration of Indigenous heritage as part of registration process (based on past participation and aiming to maintain and build to a new future standard)



<sup>4</sup> Comparison of Team BC registered athletes to BC Games past athlete data. Targets are only included in years where a Canada Games is scheduled.

## Linking Performance Measure to Objective

- 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 the 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 their ability to advance to higher levels of coaching. This often leads to a new wave of coaches across the province getting certified in order to attend the Games and to expand their coaching experience.
- 1.2b The BC Games are an important opportunity for Indigenous athletes, coaches and officials to gain valuable experience in a multi-sport environment to support participation in 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 such as Canada Games and Olympic and Paralympic Games. The percentage of alumni on Team BC is a strong indicator of this progression.
- 1.2d Multi-sport games offer a unique opportunity for coaches to acquire new and enhanced skills. In partnership with the Canadian Sport Institute Pacific and viaSport, the Society delivers the Coach Mentorship program that supports and trains aspiring coaches at the BC Games. Through assisting these apprentice coaches to learn and develop through practical experience at the BC Games, coaching opportunities and capacity across B.C. are increased.
- 1.2e This performance measure reflects the Society's work to ensure Indigenous participants have opportunities to participate in the Games. This has been possible through the Society's partnership with the Indigenous Sport, Physical Activity and Recreation Council (I SPARC).

## 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 continuum. This approach 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 in B.C. and across Canada (such as the Canada Games Council and provincial/territorial Games) to provide staff support and mentorship opportunities for event hosting and operations. This contributes to the B.C. sport system's high-performance pathway by providing opportunities for British Columbians to move to higher levels of competition.

Turnover or movement of coaches is typical at all levels of sport competition. The targets are consistent for each set of Summer or Winter Games to recognize a new cohort of coaches progressing to BC Games. This high standard of coach certification benefits communities when these coaches return to coach in their communities. The BC Games are as much a developmental opportunity for coaches as they are for athletes. The performance measure remains at 85 per cent to accommodate coaches that wish to use the BC Games as an opportunity to achieve higher certification. Many coaches come to the BC Games and receive their certification while there – that is, they acquire practicum hours and education opportunities leading up to and during the games. This allows coaches to certify at no cost to them, thereby helping to increase coaching capacity across the province.

Targets for alumni are based on the cycles of the Games (BC Games are held every two years; Canada Games alternating every four years). Due to this cycle, not all BC Games athletes will meet the 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 (e.g. started their sport later in life, have different maturity rates), and may have missed the opportunity to compete at the BC Games.

The Coach Mentorship program, a partnership between viaSport BC, Canadian Sport Institute Pacific and the BC Games Society, was first established in 2018. The program aims to support up to ten Coach Mentors at each set of BC Winter and BC Summer Games. The Coach Mentorship program is built on an individualized and customized approach for each mentee therefore, to ensure quality control and the ability to give support to each mentee (who have different needs), the program participation remains at 10 from one set of games to another.

To address the Society and the Province's commitment to *First Nations Truth and Reconciliation Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples* and to ensure the BC Summer Games and BC Winter Games are accessible to all, the Society and ISPARC developed agreements with provincial sport organizations to increase opportunities for Indigenous athletes, thereby increasing Indigenous participation. As a result, three sports (basketball, canoe/kayak and lacrosse) provide additional "spots" at the BC Summer Games for Indigenous athletes, while three sports (archery, cross-country and badminton) provide additional competition opportunities at the BC Winter Games. While the Society provides the competition opportunities for Indigenous athletes and facilitates the partnership between the provincial sport organization and I SPARC, it does not determine program expansion. This is determined by provincial sport organization(s) identifying if their sport can include an Indigenous athlete stream and I SPARC evaluating and determining if that sport can effectively support this additional programming element. Targets for this performance measure, therefore, will be determined once I SPARC is able to confirm program expansion opportunities.

The Society had set targets for Indigenous athletes to comprise five per cent of BC Games participants. This metric however relies on participants self-identifying as having Indigenous

heritage as opposed to tracking the Indigenous program's growth. The Society continues to work with the I SPARC to determine targets for program growth and to promote participation across B.C.

The Society also measures participation rates of athletes with a disability and females at the Games. The Society will explore how other diversity measures such as participants from LGBTQ2S+ and racialized communities can be tracked given potential sensitivities (e.g., self-declaration). This work will include consultations with the Ministry of Tourism, Arts, Culture and Sport which works with viaSport, Sport BC and other partners to help provincial sport organizations recruit and engage with under-represented populations groups.

## **Goal 2: Undertake Entrepreneurial Activities and Cost-efficiencies to Support Financial Sustainability and Program Enhancement**

The Society's entrepreneurial activities include working to achieve cost-efficiencies in both the Society's and host organizing committees' operating budgets, as well as Team BC operations. Through these activities, participants have access to affordable sport opportunities and host communities benefit from lasting legacies, including new or refurbished capital projects, equipment, sport and community programs.

The Society continues to look for new resources through corporate sponsorships and philanthropic support to enhance BC Games and Team BC programs such as BC Games coach mentorship programs and Team BC mental health and performance programs. The Society continues to find efficiencies with its business delivery model including increased virtual and remote work with host communities across the province. As well, merchandise sales at BC Winter Games and BC Summer Games directly benefits the host communities' legacies, providing additional investment in areas such as bursaries, facility, and equipment investments.

By consulting with various tourism experts, the Society continues to learn and share best practices that lead to cost-efficiencies and program enhancements internally, in host communities and throughout the tourism industry.

### **Objective 2.1: Ensure financial and sport legacies for host communities**

Guidance from the Society helps ensure that the host organizing committee'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 Games and BC Winter Games;
- Leverage the *Powering Potential Fund*<sup>3</sup>, and encourage host communities to utilize their Legacy Funds<sup>4</sup> to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable;
- Partner with Greater Victoria Sport Tourism Commission to prepare an Event Tool Kit to enhance sport event hosting in the region.

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<sup>3</sup> The Society created the *Powering Potential Fund* in April 2017 for legacy projects (e.g. bursaries/awards, equipment, capital projects and community programs).

<sup>4</sup> For projects such as equipment, sport programs or capital projects determined by the host society following the BC Games.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
(Games occurring in the fiscal year)	2022 BCWG <sup>1</sup>	2022 BCSG	2024 BCWG	2024 BCSG
2.1a \$ from Games' operating budget invested to deliver sport competitions <sup>2</sup>	N/A	\$80,000	\$60,000	\$80,000
2.1b \$ financial legacy (surplus from operating budget that is invested in post-Games sport development and infrastructure)	N/A	\$75,000	\$40,000	60,000

Data source:

<sup>1</sup> The Greater Vernon 2022 BC Winter Games have been postponed. Performance measures and targets will be determined at a later date if and when the games are rescheduled.

<sup>2</sup> From host community operating budgets

## Linking Performance Measure to Objective

- 2.1a The host organizing committee'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.

## Discussion

The BC Winter Games and BC Summer Games typically take place in 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 can be quite different from those of the BC Summer Games.

Targets for future years have been informed by using 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 without recent major event hosting experience may not be able to bring together significant local resources (e.g. volunteers, local business support) so operating budgets are typically higher and financial legacies are typically lower. Other communities may have competing demands or challenges on local resources (e.g. other events, economic hardships). The ongoing impacts of the COVID-19 pandemic and the 2021 flooding continue to have impacts on local businesses. As such, some businesses may not be in a financial position to support the BC Games through cash or value-in-kind as in previous years.

One of the Society's key priorities is to ensure the *Powering Potential Fund* remains sustainable. Currently, surplus from the Society's operating budget has been able to fund this initiative. Additional efforts will include identifying alternative funding sources such as corporate

sponsorship and philanthropic support. 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.

Using its corporate experiences, expertise and other resources, the Society continues to pursue entrepreneurial opportunities that allow for revenue generation. For example, the Society secured a contract for Volunteer Management for the FIBA Olympic Qualifying Tournament and is contracting for the Greater Victoria Sport Tourism Commission to prepare an Event Tool Kit that will help communities attract and deliver sport events. It is activities such as these that continues to build the Society's reputation for event management, helping it to diversify its revenue sources.

## **Objective 2.2: Leverage the Province's investment with corporate partners, local government and business contributions and other cost-efficiencies**

Additional support from corporate partners, local governments and businesses provides enhanced BC Games experiences for participants, helps raise the profile of BC Games and the host communities, secures additional legacies.

### **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 organizing committees related to 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.

<b>Performance Measure(s)</b>	<b>2021/22 Forecast</b>	<b>2022/23 Target</b>	<b>2023/24 Target</b>	<b>2024/25 Target</b>
<b>(Games occurring in the fiscal year)</b>	<b>2022 BCWG<sup>1</sup></b>	<b>2022 BCSG</b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>
2.2a Value in-kind sourced (e.g. mixed media ad value, donated/discounted goods and services, etc.) <sup>2</sup>	N/A	\$210,000	TBD	TBD
2.2b Corporate Partnerships (cash contribution) <sup>3</sup>	\$0	\$10,000	TBD	TBD
2.2c Cash and value in-kind (VIK) generated by host organizing committees <sup>4</sup>	N/A	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK

Data source:

<sup>1</sup>the Greater Vernon 2022 BC Winter Games have been postponed. Performance measures and targets will be determined if and when the games are rescheduled.

<sup>2</sup> Values determined through contract and/or partner supplied values.

<sup>3</sup> There will be no cash from Coast Capital in this fiscal due to payment made in last fiscal. Performance Measure title changed to Corporate Partnerships to broaden scope.

<sup>4</sup> From host society's (organizing committee's) audited financial statements.

## **Linking Performance Measure to Objective**

2.2a-c Cash and in-kind contributions from corporate partnerships and local governments and businesses help to offset expenditures and supplement Society and host organizing committee's budgets. Together, these performance measures indicate that the BC Games is leveraging the Province's investments and helping to offset expenditures and/or secure surpluses that can be reinvested.

## **Discussion**

The value-in-kind and cash contributions helps leverage the provincial contribution. This amount of additional support can be critical to the Society's operations as these contributions can provide better experiences for those involved in the games, generate cost-efficiencies, provide opportunities for increased profile for the BC Games and their partners and/or reduce expenditures. Value-in-kind contributions do not offset budgeted expenditures but add value to the Games experience for communities and participants.

The current value-in-kind partnerships in place are Global BC and Black Press, while the cash contribution corporate partner is Coast Capital.

The 2.2a and 2.2b performance measures have been changed slightly from previous ones in that totals in respective value-in-kind and cash contributions will be measured. This allows the Society greater flexibility to assess value on in-kind contributions of various types (e.g. travel discounts, donated goods and services, etc.) thereby demonstrating the Society's work in leveraging government's support.

The ad value-in-kind (VIK) contributions from Global BC and Black Press are consistent from year to year and provide important public profile opportunities. The host organizing committees' cash and VIK targets are estimated based on past BC Games. They have been set accordingly and take into consideration the unique VIK resources available or required in each host community. The Agreements with Global BC and Black Press are in place until the Prince George 2022 BC Summer Games at which time new agreements will be negotiated.

Through locally-recruited sponsorship, each host organizing committee can generate budget savings upon the conclusion of the BC Games. Fifty per cent of those savings return to the Society for future BC Games, while the other half remains in the community as a portion of the post BC Games legacy investment.

Performance Measure 2.2b has been changed from Coast Capital Savings to "Corporate Partnerships" to reflect a broader scope of engagement with other Partners. As well, Coast Capital's agreement is in place until the end of 2023, at which time, it may be renegotiated. The Society has lowered its 2022/23 target for cash contributions from corporate partners due to the

widespread business challenges posed by the pandemic and flooding and the lack of resources (human and financial) to implement a comprehensive sponsorship recruitment program.



## Financial Plan

### Financial Summary

\$000s	2021/22 Forecast <sup>1</sup>	2022/23 Budget <sup>2</sup>	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Province of BC Grant	2,013	2,013	2,013	2,013
Team BC Grant	250	250	250	250
Corporate Partner Income	20	20	20	20
Other	290	530	290	530
<b>Total Revenue</b>	<b>2,573</b>	<b>2,813</b>	<b>2,573</b>	<b>2,813</b>
<b>Total Expenses</b>				
Grants	175	470	540	470
Games Operations <sup>3</sup>	901	908	691	908
Salaries and Benefits	934	937	937	937
Board Expenses	20	13	13	13
Administration	356	296	205	296
Lease Costs	175	185	185	185
<b>Total Expenses</b>	<b>2,561</b>	<b>2,809</b>	<b>2,571</b>	<b>2,809</b>
<b>Annual Surplus (Deficit)</b>	<b>12</b>	<b>4</b>	<b>2</b>	<b>4</b>
<b>Total Liabilities</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Accumulated Surplus (Deficit)<sup>4</sup></b>	<b>683</b>	<b>687</b>	<b>689</b>	<b>693</b>
<b>Capital Expenditures</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

<sup>1</sup> The 2021/22 Forecast does not reflect the postponement of the Greater Vernon 2022 BC Winter Games. Budget impacts will not be identified in time for the release of this service plan.

<sup>2</sup>The Budget for 2022/23 will not be passed by the Board of Directors until February 2022

<sup>3</sup> Includes Team BC Operations

<sup>4</sup> Includes \$537,000 cash and \$134,000 in tangible assets

## Key Forecast Assumptions, Risks and Sensitivities

During this period covered by this Service Plan, the BC Games Society will support the:

- Greater Vernon 2022 BC Winter Games (Postponed)
- Prince George 2022 BC Summer Games (July 21-24, 2022)
- Niagara 2022 Canada Summer Games (August 6-21, 2022)
- Prince Edward Island 2023 Canada Summer Games (February 18-March 5, 2023)
- Quesnel 2024 BC Winter Games (February 22 – 25, 2024)
- Maple Ridge 2024 BC Summer Games (July 18 – 21, 2024)

## 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.	This is considered a low risk. Through long-term and consistent communication and written agreements with individual PSOs, 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 organizing committee and the sport organization. The Society continues to communicate with each PSO to assess capacity and future participation.
The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2022 BC Summer Games in Prince George.	This is considered a medium risk. The Society will continue to work to manage pressures within the BC Games' cycles.
Adherence to BC Games' safety policies (e.g. harassment and abuse, etc.) is reliant on PSOs and host communities' commitment to provide safe, inclusive, ethical and positive experiences.	This is considered a low risk. There will be an enhanced focus on safety in sport within the BC Games to ensure all participants, sport organizations and host organizing committees are informed of their role in making the BC Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse. The <i>Culture of the Games</i> program will be expanded and made mandatory for all participants (athletes, coaches, managers and officials). The Society continues to work with government, viaSport and other partners on safe sport.

Risks	Plans for Mitigation
<p>The Canadian Sport for Life's long-term athlete development continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If Provincial Sport Organizations (PSOs) do not value the Games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.</p>	<p>This is considered a low risk. The Society staff works closely with PSOs to ensure they maximize opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions. The Society meets with PSOs after each Games to review their experience at the Games and find ways to add value to their competitions such as Indigenous participation and coach mentorship programming.</p>
<p>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 may be challenged during times of economic downturn, competing demands on resources (volunteers or other hosting efforts) and/or other civic priorities.</p>	<p>This is considered a medium risk. The Society continues to market the positive economic and social opportunities associated with hosting the BC Winter and/or BC Summer Games. Province-wide outreach continues to ensure all communities are aware of the benefit of hosting a BC Games. The Society assists host societies with budget management and technology support as well as information such as hosting guidelines and fundraising best practices. The Society will be preparing a Bid Webinar that will highlight the benefits of hosting a BC Games.</p>
<p>The COVID-19 pandemic may have lingering effects on events (e.g. increased costs for PPE, facility rental, travel, volunteer and sponsorship recruitment, etc.). This may impact the Society's and host organizing committees' budgets. As well as the potential to cancel the Games due to outbreak concerns. This will require a thorough decommissioning plan.</p>	<p>This is considered a medium risk. The society has a comprehensive Return to Games plan in place along with a Vaccination Policy. There are many modifications in place to ensure the Games are safe for all. The Society will continue to monitor Provincial Health Officer and local health authorities' orders and guidelines, identify associated budget implications, and will work to address through operational plans and budget management. The Greater Vernon 2022 BC Winter Games have been postponed – the Society is working with the host community to explore opportunities to host in 2023 and address budget impacts.</p>

Risks	Plans for Mitigation
<p>The 2021 flooding situation in B.C. may have lingering effects on the Prince George 2022 BC Summer Games (July) and on sport in general due to transportation issues, food security, supply chain issues, facility access (e.g. playing fields). This may impact athletes training for the Games, as well as the host community preparing for the Games.</p>	<p>This is considered a medium risk. As of the February 2022 release of this service plan, not enough was known about these potential risks. The Society will continue to work with the Ministry to mitigate impacts.</p>

## **Appendix A: 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.

## **Appendix B: Crown Mandate Letter from the Minister Responsible**



Ref: 41997

April 19, 2021

Jamey Paterson  
Chair, Board of Directors  
BC Games Society  
200-900 Fort Street  
Victoria, BC V8V 3K2

Dear Jamey Paterson:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Games Society, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Games Society about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

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- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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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 in your 2021/22 Service Plan:

- Support Government's COVID-19 recovery efforts by enhancing alignment with B.C.'s Sport Framework Pathways to Sport, as well as the Strategic Framework for Tourism in B.C., with a focus on building event hosting capacity within host communities and helping them to build their reputations as sport event destinations.
- 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 next North American Indigenous Games.
- Continue to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help increase diverse participation in the BC Games and ensure positive, accessible and inclusive experiences for all those involved.
- Continue to focus on preventing and addressing harassment and abuse in alignment with viaSport's Safe Sport initiative.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Melanie Mark  
Hli Haykwhl W̓ii X̱sgaak  
Minister of Tourism, Arts, Culture and Sport

April 19, 2021

Date

Enclosure

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Jamey Paterson  
Page 4

A handwritten signature in black ink, appearing to read 'Jamey Paterson', written over a horizontal line.

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Jamey Paterson  
Chair  
BC Games Society

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Breanne Parisien  
Board Member  
BC Games Society

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Pam Rai  
Board Member  
BC Games Society

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Christine Ulmer  
Board Member  
BC Games Society

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Nicole Remesz  
Board Member  
BC Games Society

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James Wright Martin  
Board Member  
BC Games Society

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Wayne Naka  
Board Member  
BC Games Society

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Richard Peter  
Board Member  
BC Games Society

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Veronica Planella  
Board Member  
BC Games Society

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Charles Bruce  
Board Member  
BC Games Society

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Laura Jane Watson  
Board Member  
BC Games Society

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Laura Michelle Webster  
Board Member  
BC Games Society

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Pansy Wright-Simms  
Board Member  
BC Games Society

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pc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Breeanne Parisien  
Board Member  
BC Games Society

Pam Rai  
Board Member  
BC Games Society

Christine Ulmer  
Board Member  
BC Games Society

Nicole Remesz  
Board Member  
BC Games Society

James Wright Martin  
Board Member  
BC Games Society

Wayne Naka  
Board Member  
BC Games Society

pc: Richard Peter  
Board Member  
BC Games Society

Veronica Planella  
Board Member  
BC Games Society

Charles Bruce  
Board Member  
BC Games Society

Laura Jane Watson  
Board Member  
BC Games Society

Laura Michelle Webster  
Board Member  
BC Games Society

Pansy Wright-Simms  
Board Member  
BC Games Society

Alison Noble  
Chief Executive Officer/President  
BC Games Society

BRIEFING NOTE  
CROWN AGENCIES

Name: BC Pavilion Corporation (PavCo)

Legislative Authority: *British Columbia Enterprise Corporation Act*

Mandate:

To generate economic and community benefit for the people of British Columbia through prudent management of public facilities.

- Ensure PavCo's programs and investments are aligned with the Strategic Framework for Tourism, and other Government priorities, including support for sport, music, and arts event hosting and pandemic response and recovery.
- Continue to manage client relationships and explore options to replace lost revenue at PavCo's public facilities and increase operational efficiencies to manage cost impacts of COVID-19.
- Broaden the community engagement of PavCo's facilities with a wider range of community stakeholders through development and execution of a community engagement strategy.
- Build on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore cost efficient 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.
- Work with Government and health officials and the events and conventions sector to collaborate on strategies to support the recovery of the sector.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Cahill	Clifford (Dan)	Director	Shareholder Consent Resolution	2018-09-01	At pleasure
Coughlan	Flavia	Director	Shareholder Consent Resolution	2018-09-01	At pleasure
Guerrera	Carla	Director	Shareholder Consent Resolution	2018-09-01	At pleasure
Harris	Roderick	Director	Shareholder Consent Resolution	2018-09-01	At pleasure
Point	Gwendolyn	Chair	Shareholder Consent Resolution	2018-09-01	At pleasure
Rai	Jatinder	Director	Shareholder Consent Resolution	2017-09-01	At pleasure

Appointments required:

- No appointments are required within 90 days.

Issues:

- **30 Days:**
  - Budgeting and funding for FIFA World Cup 2026.
- **60 Days:**
  - Capital project planning for 2024-26.
  - Budgeting and planning for FY 23/24.
- **90 Days:**
  - Service Plan development.
  - Employee Engagement Survey.
  - Further build out of Diversity, Equity & Inclusion (DE&I) and Reconciliation Strategy.

Key Contact:

Ken Cretney  
President and CEO  
778-229-0252



Ref: 42215

May 17, 2021

Ian Aikenhead, Q.C.  
Chair, Board of Directors  
B.C. Pavilion Corporation  
Suite 200-999 Canada Place  
Vancouver, BC V6C 3C1

Dear Ian Aikenhead:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise, and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and Government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the B.C. Pavilion Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the B.C. Pavilion Corporation about priorities and expectations for the coming fiscal year.

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Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
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Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)



I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey — one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government, and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of B.C. within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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 in your 2021/22 Service Plan:

- Ensure PavCo's programs and investments are aligned with the Strategic Framework for Tourism, and other Government priorities, including support for sport, music, and arts event hosting and pandemic response and recovery.
- Continue to manage client relationships and explore options to replace lost revenue at PavCo's public facilities and increase operational efficiencies to manage cost impacts of COVID-19.
- Broaden the community engagement of PavCo's facilities with a wider range of community stakeholders through development and execution of a community engagement strategy.
- Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore cost-efficient 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.
- Work with Government and health officials and the events and conventions sector to collaborate on strategies to support the safe resumption and recovery of the sector.

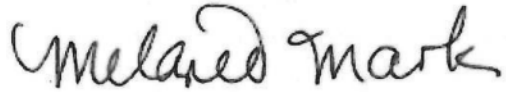
Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

.../4

Ian Aikenhead, Q.C.  
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I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,

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

Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

Date: May 17, 2021

Enclosure



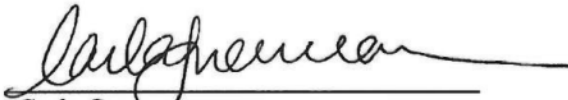
Ian Aikenhead, Q.C.  
Chair, Board of Directors  
B.C. Pavilion Corporation



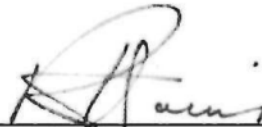
Clifford Cahill  
Director  
B.C. Pavilion Corporation



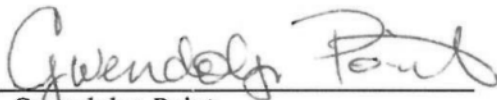
Flavia Coughlan  
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Carla Guerra  
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Roderick Harris  
Director  
B.C. Pavilion Corporation



Gwendolyn Point  
Director  
B.C. Pavilion Corporation



Jatinder Rai  
Director  
B.C. Pavilion Corporation

Ian Aikenhead, Q.C.

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cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

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Ministry of Tourism, Arts, Culture and Sport

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Jatinder Rai  
Director  
B.C. Pavilion Corporation

Ken Cretney  
Chief Executive Officer/President  
B.C. Pavilion Corporation

# **B.C. Pavilion Corporation**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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Published by B.C. Pavilion Corporation

## Board Chair's Accountability Statement



The 2022/23 – 2024/25 B.C. Pavilion 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 December 2021 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 cursive script that reads "Gwendolyn Point".

Dr. Gwendolyn Point  
Board Chair



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## **Strategic Direction and Alignment with Government Priorities**

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how B.C. Pavilion Corporation (PavCo) will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent Crown Agency [Mandate Letter](#).

As B.C. continues to recover from the economic impacts of the COVID-19 pandemic, resumption of large-scale events at PavCo facilities will be key economic drivers for numerous businesses and sectors, including B.C.'s hotels, restaurants, taxis, tourism attractions, retail, film and television, music and live entertainment, art and culture, local small businesses, B.C. farmers and wine producers, educational institutions, charitable organizations, as well as professional and non-profit associations. As a major employer and driver of jobs in the hospitality and events industries, PavCo's contribution to the economy of B.C. is vitally important to the overall economic recovery of our province. Given the nature of PavCo's facilities and operations it also represents key opportunities to contribute significant community benefit and steps towards meaningful reconciliation for the Province. An example of this occurred this past September at BC Place when the BC Lions and the Saskatchewan Roughriders wore orange sparring as part of their uniforms in recognition and respect and to raise awareness for Canada's first-ever National Day for Truth and Reconciliation.

## Operating Environment

The impact of COVID-19, recent climate impacts, and related restrictions on travel and public gathering have had a devastating impact on the tourism and events sector. As stewards of B.C.'s largest public gathering spaces, PavCo's business has been significantly impacted and will continue to be until the sector fully recovers, as conditions allow. PavCo's two venues, the Vancouver Convention Centre and BC Place Stadium, have hosted limited major events since mid-March 2020 when B.C.'s Provincial Health Officer and the federal government introduced orders restricting gathering sizes, types and a variety of local, provincial, national and international travel restrictions.

Globally, the entire events and meetings industry has been severely disrupted and is now in the process of recovering and resuming operations in a measured and thoughtful way. PavCo will continue to actively engage with industry partners and key stakeholders regionally, nationally and internationally to contribute to recovery, share best practices and solutions with other destinations and venues, and be an active member in the successful recovery of the events and meetings industry.

PavCo's business recovery is dependant on many factors, including the widespread uptake of vaccinations and the resumption of travel for both business and pleasure around the world. Based on the progress made during fiscal 2021/22 in B.C. and around the world, PavCo has seen a limited rebound of events of certain types during the ongoing COVID 19 pandemic. These include reduced capacity sporting events, small business meetings, industry exams, public experiences and others as permitted by Public Health guidelines. As the meetings and events industries and global economy continue their recovery, PavCo anticipates that its meetings, events, international conferences, sporting events and live entertainment business will also continue a path to recovery in the next fiscal year, though a full recovery to pre-pandemic business levels remains beyond the upcoming fiscal year.

The recovery of PavCo and associated industries, is dependant on the restored confidence of meeting professionals to plan events in other destinations, and the ability and desire of attendees to travel to events such as conferences and sporting events. Further introductions of safe travel protocols and the safe movement of people, lifting of travel restrictions and greater access between Canada and other countries will also be necessary for business recovery.

Additionally, suppliers and partners that support the production and execution of events hosted at PavCo's venues have also been significantly impacted by the pandemic. This includes many organizations who have had to downsize their workforces, resulting in a loss of key expertise, a need for increased training as the industry continues to rebound, and a challenge to recruit in a very competitive labour market.

As a response to the pandemic, the global meetings industry has seen an increase in virtually hosted events. PavCo will need to balance the expectations of its clients to incorporate virtual, hybrid and live events; however, it is unknown how much of an influence this trend will continue to have as the sector stabilizes.

## **Performance Planning**

PavCo regularly engages with the Ministry of Tourism, Arts, Culture and Sport on strategic priorities and new opportunities. PavCo selects its goals based on the most significant areas of impact to its business and alignment with government's direction. The objectives, strategies, and performance measures used to evaluate these goals reflect the different types of business generated by each facility.

PavCo's facilities are two of the largest community gathering places in British Columbia and host events such as global summit meetings and world-class sporting, community, cultural and entertainment events. These events also support B.C.'s tourism and hospitality industries, advance business development opportunities for a wide range of industry sectors and provide community benefit for residents of B.C. As large community gathering places, the facilities and the organization of PavCo present an opportunity to also support and enhance meaningful reconciliation with First Nations in the province.

### **Goal 1: Create economic and community benefit while optimizing corporate profit**

PavCo's focus and response to the COVID-19 pandemic in this service plan period is centered on financial recovery to pre-pandemic levels.

In fiscal 2022/23, PavCo is forecasting \$297 million in economic benefit and related community benefit for the people of British Columbia through the prudent management of its public facilities. In typical pre-pandemic years, PavCo generated between \$450 million and \$550 million annually in economic impact to the Province of British Columbia.

Working closely with government, industry leaders, health professionals, partners and clients, PavCo's facilities have made progress with the partial resumption of professional sports and several smaller, modified activities including supporting pandemic response efforts such as vaccination. As the recovery continues, PavCo will build on those experiences to develop more opportunities that can be hosted safely in its venues. As the Province continues to navigate the pandemic response and recovery, PavCo is prepared to continue to be a partner as needed.

### **Objective 1.1: Support the economic recovery of the Province through event attendance and generating economic impact**

In fiscal 2022/23, PavCo's major focus is continuing the recovery of business and maximizing economic benefit where possible and as Public Health Orders allow. PavCo will continue to pursue business opportunities for a wide range of events for both venues that meet Public Health Orders and help reignite the Province's economy with a return to the pre-pandemic level of economic impact.

## **Key Strategies**

- Relaunch our venues with highly targeted sales and marketing strategies to ensure success in an intensely competitive post-COVID environment.
- Support our industry partners and suppliers in their recovery through joint sales and marketing initiatives and shared market intelligence.
- Leverage relationships with decision makers to attract events that will optimize economic benefits for B.C. starting at the local and regional levels and working up to national and international events, as conditions allow.
- Leverage technology and data collection to enhance performance measurement and business analysis.
- Attract a portfolio of events that prioritizes and balances profitability with economic and community benefit.

Performance Measure(s)	2019/20 Baseline <sup>5</sup>	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
<b>Total Economic Impact, in millions (M)</b>					
1.1a Economic impact at Vancouver Convention Centre from all spending by visitors from outside Metro Vancouver <sup>1</sup>	\$346 M	\$80 M	\$212 M	\$293 M	\$330 M
1.1b Economic impact at BC Place from all spending <sup>1</sup>	\$148 M	\$42 M	\$85 M	\$92 M	\$95 M
<b>Economic Impact from out of province (non-resident) attendance, in millions (M)</b>					
1.1c Economic impact at Vancouver Convention Centre from spending by visitors from outside British Columbia <sup>1</sup>	\$272 M	\$67 M	\$178 M	\$247 M	\$278 M
1.1d Economic impact at BC Place from spending by visitors from outside British Columbia <sup>1</sup>	\$29 M	\$8 M	\$18 M	\$20 M	\$21 M
1.1e Delegate days to Vancouver Convention Centre by visitors from outside British Columbia <sup>2</sup>	0.421 M	0.104 M	0.274 M	0.381 M	0.428 M
1.1f Delegate days for all visitors outside Metro Vancouver to Vancouver Convention Centre <sup>2</sup>	0.620 M	0.137 M	0.364 M	0.505 M	0.568 M
1.1g Total attendance at BC Place events <sup>3</sup>	1.019 M	0.219 M	0.423 M	0.462 M	0.473 M
1.1h Operating deficit target, before government sustaining contributions <sup>4</sup>	\$8.817 M	\$34.036 M	\$34.621 M	\$24.917 M	\$7.259 M

Data Sources:

<sup>1</sup> 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 2020/21 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.

<sup>2</sup> Delegate days for attendees at Vancouver Convention Centre for fiscal 2019/20 were actual days recorded in PavCo's event management system. Forecasted delegate days for fiscal 2021/22 and onward targets are based on confirmed and tentative bookings in the event management system.

<sup>3</sup> Attendance at BC Place is the total of announced attendance by clients for attendance at their events.

<sup>4</sup> 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:  
2019/20A (\$4.960M), 2020/21A (\$24.825M), 2021/22F (\$23.201M), 2022/23T (\$23.758M), 2023/24T (\$16.438M) and 2024/25T (\$14.066M).

<sup>5</sup> Baseline reflects 2019/20 actual results from pre pandemic year.

## Linking Performance Measure to Objective

PavCo contributes significantly to the growth of the tourism, sport and hospitality industries, as many out-of-town patrons travel throughout British Columbia before and after attending events at its facilities.

1.1a-d The economic impact measurement is a standard indicator for understanding economic benefits for the province.

1.1e-f 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

Attendance and economic impact continue to be central objectives. Projections for 2022/23 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.

### Vancouver Convention Centre-related Performance Measures

The Vancouver Convention Centre (Convention Centre) creates economic impact by attracting delegates and exhibitors from outside Metro Vancouver, with the largest contribution being from attendees from outside of British Columbia (non-resident delegates), who 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, likely stayed at a local hotel and visited restaurants, retailers or other hospitality businesses. The majority of delegates have multiple delegate days per visit and contribute to the economy across a variety of sectors.

An expectation of greater certainty and growth beyond the current year's forecast is reflected in increases to future targets for performance measures 1.1a, 1.1c, 1.1e and 1.1f compared to 2021/22 forecast amounts. As projected periods get closer, greater reliance is placed on actual Convention Centre events booked and less so on assumptions around pick-up events for the year.

Apart from extensive experience hosting conventions, the Convention Centre has a strong history hosting events of all types and sizes throughout the pandemic including banquets, industry exams, TV and film shoots, cultural and community events, and smaller-scale meetings. The Convention Centre's team will build on this strength to create opportunities for these types of events, like Imagine Van Gogh which saw over 350,000 visitors visit the Centre, to take place until such time when larger meetings and events are able to resume.

While the COVID-19 pandemic has had a devastating impact on bookings in the short term, the Convention Centre continues to see relative success in securing business for future years. Large

convention bookings are often cyclical in nature, as many larger groups confirm years in advance. PavCo balances long-term bookings with business that have a shorter booking window, targeting corporate meetings, cultural events, not-for-profit businesses, and television and film shoots. This approach ensures an optimum mix of business to support meeting PavCo's mandate to generate economic and community benefit. It is anticipated that future bookings for the Convention Centre in the next couple of years will be high, as many in the industry are looking to reschedule events that have been postponed during the pandemic.

#### BC Place Stadium-related Performance Measures

As the largest multipurpose facility of its kind in the region, BC Place Stadium (BC Place) provides a venue for sport, entertainment, community 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. Event attendance drives sales of stadium services, especially food and beverage which in turn increases the opportunities for employment with PavCo and our suppliers. BC Place manages the events schedule to achieve the best possible yield from key business sectors. Throughout the calendar year, a significant number of prime dates (specifically weekends) 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 which are reliant on the province further easing restrictions and supporting the return to normal capacity limits.

Where possible within the calendar, BC Place also seeks opportunities for 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. With the further resumption of events in 2022/23 it is anticipated that BC Place will return to pre-pandemic levels in terms of number of events and attendance over multiple years.



## **Goal 2: Provide exceptional customer service**

PavCo has built its reputation as an industry leading organization capable of hosting world-class events. Exceptional client and guest experiences further elevates PavCo's reputation among industry stakeholders, drives future guest attendance levels and attracts new clients. This helps ensure PavCo achieves its goals of maximizing economic impact, community benefit, and corporate profit.

Respecting B.C.'s ongoing public health measures, PavCo's venues will continue to focus on providing a safe and welcoming environment for all attendees, adhering to the comprehensive safety plans developed for both facilities, as well as on providing the exceptional level of service they are known for. Both venues have worked with key stakeholders to implement a range of enhanced policies, protocols and technologies that support the safe resumption of meetings, banquets, conferences, consumer shows, sporting events and concerts.

PavCo will work closely with clients to reschedule their events to future dates as needed, and explore alternative event designs that meet public health guidelines at the time, while also supporting the Province's Pandemic Provincial Coordination Plan as required.

### **Objective 2.1: Leverage our exceptional customer service to support growth and be the venues of choice for large-scale events**

PavCo leverages the strength of its people, experience in delivering exceptional customer service, and its world-class venues to attract large-scale events. Exceptional customer service provides an advantage in the intensely competitive global environment that exists coming out of the pandemic.

#### **Key Strategies**

- Ensure event planning and operations provide superior experience and value to clients.
- Foster an exceptional service culture that ensures PavCo and its suppliers' staff provide seamless, superior service delivery.
- Prioritize innovation, simplification and product value throughout the organization.
- Define our differentiators for both venues, our organization and destination, and highlight them in all sales and marketing efforts to encourage additional business opportunities.

Performance Measure(s)	2019/20 Baseline <sup>5</sup>	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Service Quality – Loyalty Index, Convention Centre <sup>1</sup>	9.3/10	Postponed to FY2023 due to pandemic	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline
2.1b Client Satisfaction, BC Place <sup>2</sup>	4.3/5	Postponed to FY2023 due to pandemic	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline
2.1c Guest Satisfaction, BC Place <sup>3</sup>	4.2/5	Postponed to FY2023 due to pandemic	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline

Data source:

<sup>1</sup> Client survey sent to all clients, conducted by Sentis Market Research. Client Loyalty Index is used to measure service quality for the Vancouver Convention Centre. This combines overall satisfaction with the client's likelihood to rebook and recommend the facility. The survey 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.

<sup>2</sup> Comprehensive on-line client satisfaction survey. Developed in 2013, this survey 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 survey. Scores are from a total out of 5.

<sup>3</sup> Guest satisfaction survey, originally initiated at BC Place in 2012/13. Guest satisfaction results are collected via touch-screen stations distributed throughout the Stadium, or via an online survey sent to ticket holders after the event. Scores are from a total out of 5.

<sup>4</sup> As a result of the limited number of guest events hosted during the Fiscal Year 2021/22, this survey was postponed. The survey will be reinstated in Fiscal Year 2022/23.

<sup>5</sup> Baseline reflects 2019/20 actual results from pre pandemic year.

## Linking Performance Measure to Objective

2.1a-c Meeting client loyalty index targets, and client and guest satisfaction is an indication that the facility is providing exceptional customer service to support the resumption of business and event activity.

## Discussion

PavCo's customer service measures support 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.

Future targets are set to maintain or improve, reflective of the commitment both the Vancouver Convention Centre and BC Place have in delivering an exceptional customer experience.

### **Goal 3: Build a highly engaged workforce**

PavCo recognizes the importance of attracting and retaining highly skilled 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. Benefits of highly engaged employees can include increased levels of productivity, collaboration, commitment and innovation.

#### **Objective 3.1: Positive Employee Experience**

PavCo has implemented a people strategy for the organization that is designed to support a high level of employee experience and engagement. Given the impact of the COVID-19 pandemic, key focus is also being placed on people-focused strategies and approaches to ensure PavCo not only recovers but continues to innovate and thrive as the organization drives recovery in our sector over the coming year.

#### **Key Strategies**

- Enable employees to be dynamic and productive, while contributing to a positive work culture through industry-leading policies and practices, employee programs, and increased digitization and technology infrastructure.
- Elevate focus on employee experience and well-being through programs that support mental health, wellness, resiliency and an offering of diverse work arrangements.
- Optimize leader and employee effectiveness by investing in talent management programs, including career, leadership and professional development, succession planning, and performance management.
- Create a Diversity, Equity & Inclusion (DEI) Strategy which supports staff education and ongoing review of policies, structures and practices, resulting in the integration of the goals and principles of DEI into our organizational culture.
- Continue to focus on Indigenous Reconciliation education throughout the organization as part of the Reconciliation Action Plan, with a particular focus on training for executive leadership.
- Ensure the organization's employee and labour relations climate remains respectful and fair, and encompasses our DEI Strategy, furthering a culture of innovation and growth where team members feel a sense of belonging, understanding, and equal opportunity.

Performance Measure(s)	2019/20 Baseline <sup>4</sup>	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Employee Engagement – Score on Employee Surveys, PavCo Overall <sup>1</sup>	69%	To be completed in Q4 FY2022	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline
3.1b Employee Engagement – Score on Employee Surveys, BC Place <sup>2</sup>	59%	To be completed in Q4 FY2022	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline
3.1c Employee Engagement – Score on Employee Surveys, Convention Centre <sup>3</sup>	76%	To be completed in Q4 FY2022	Maintain or improve upon baseline	Maintain or improve upon baseline	Maintain or improve upon baseline

Data Sources:

All surveys are developed and administered by Great Place to Work Canada (GPTW - a third-party independent engagement survey vendor), with direction from PavCo. The annual Great Place to Work Survey is expected to take place in Q4 Fiscal Year 2021/22.

<sup>1</sup> Employee Engagement Survey Scores for PavCo, BC Place and Vancouver Convention Centre are based on the Trust Index model which is a measure developed by Great Place to Work® Canada.

<sup>2</sup> BC Place results reflect the average of all full-time and part-time employees, including event staff.

<sup>3</sup> Vancouver Convention Centre results reflect the average of all full-time, part-time and casual employees.

<sup>4</sup> Baseline reflects 2019/20 actual results from pre pandemic year.

## Linking Performance Measure to Objective

3.1ac Employee engagement scores are direct indicators of a highly engaged workforce and the successful implementation of the above strategies. This measure is based on PavCo's annual engagement survey that is done in partnership with a third party (Great Place to Work) to gather feedback and input on various aspects of our culture and work environment. The survey allows us to identify areas in which we are succeeding, as well as opportunities for improvement.

## Discussion

PavCo's workforce continues to be impacted by the COVID-19 pandemic. In response, PavCo remains focused on strategies to ensure health & safety, maintain employee engagement, and retain employment continuity and key talent.

Continued focus is also being placed on supporting the wellness of our team members through the introduction of PavCo's flexible work policy as well as ongoing training for leaders and team members on mental health and wellness topics. Additional training focus remains on Indigenous Reconciliation education throughout the organization as part of the Reconciliation Action Plan, with a particular focus on training for executive leadership.

PavCo's focus on Diversity, Equity and Inclusion remains a key organizational strategy as we work on formalizing a multi year plan focused on education, accountability, awareness and understanding.

The annual employee engagement survey, conducted by Great Place to Work<sup>®</sup>, measures the average percentage of favourable employee ratings on credibility, respect, fairness, pride and camaraderie. Survey results from fiscal 2019/20 form the 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.

## Financial Plan

### Financial Summary

(\$ millions)	2021/22 Forecast <sup>1</sup>	2022/23 Budget	2023/24 Plan	2024/25 Plan <sup>2</sup>
<b>Total Revenue</b>				
Sales	25.932	52.991	68.315	90.002
Other Revenues	0.651	0.488	0.500	0.512
Amortization of Contributions:				
Sustaining	33.035	7.001	7.001	7.001
Deferred	36.699	35.664	35.718	35.649
<b>Total Revenue</b>	<b>96.318</b>	<b>96.143</b>	<b>111.534</b>	<b>133.164</b>
<b>Total Expenses</b>				
Cost of Sales	10.710	27.735	34.672	37.810
Staff	20.892	25.848	26.357	27.031
Operations and Maintenance	11.138	14.888	15.206	15.452
General and Administration	4.217	4.921	5.088	5.263
Business Development	0.418	1.014	1.031	1.055
Fees	2.410	2.832	2.899	2.969
Loan Interest	4.294	4.192	4.086	3.977
Amortization	43.240	42.334	40.110	39.864
<b>Total Expenses</b>	<b>97.318</b>	<b>123.763</b>	<b>129.450</b>	<b>133.422</b>
<b>Annual Surplus (Deficit)</b>	<b>(1.001)</b>	<b>(27.620)</b>	<b>(17.916)</b>	<b>(0.258)</b>
<b>Total Debt</b>	<b>129.0</b>	<b>125.9</b>	<b>122.6</b>	<b>119.3</b>
<b>Accumulated Surplus (Deficit)</b>	<b>46.258</b>	<b>18.639</b>	<b>0.723</b>	<b>0.465</b>
<b>Capital Expenditures</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

<sup>1</sup> Amount includes additional sustaining funding for COVID relief for Fiscal Year 2022

<sup>2</sup> 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.

### Sensitivity Analysis

Given the continuing impacts of the COVID-19 pandemic on PavCo's operations and sales cycles, it is important to note that the impact of the global and regional economic recovery from the pandemic as well as recent climate events will be a contributing factor. The full resumption of PavCo's business to pre-pandemic levels will be in part determined by the timing of the vaccine roll-out and B.C. entering Phase 4 of the Restart Plan, resumption of international and leisure domestic travel and the return of consumer and client confidence in attending large-scale events. It is not anticipated that this will begin until the second half of FY2022/2023 at the earliest, and it is anticipated that this recovery will take an extended period of time over the coming years.

Other external influences include inflation and supply chain issues which significantly impact facility operating costs and wages. Finally, changing valuations of the Canadian dollar against other currencies could affect the amount of out-of-country and entertainment business attracted to PavCo's facilities.

### Management's Perspective on the Financial Outlook

PavCo recognizes that global economic conditions will remain unstable for the foreseeable future. Our recovery is tied to the COVID-19 pandemic, the global economy, lifting of travel restrictions and the rebuilding of client and consumer confidence. In response, PavCo is implementing new marketing strategies designed to leverage the outstanding reputations and operational capabilities of both facilities.

PavCo maintains its focus on continuous improvement and internal efficiency to enhance profitability without diminishing service levels to its clients and guests. PavCo also continues to pursue the development of surplus lands, enhanced event offerings and increased non-event revenues to optimize corporate profits.

Risks	Plans for Mitigation
Financial risks including inability to fund operating deficit, exposure to cost escalation from critical suppliers and labour, revenue generation in post pandemic state.	This is considered a high risk. PavCo will continue to invest in business development, sales and marketing strategies to generate revenue, employ cost reduction strategies to mitigate cost pressures, and focus on continual improvement to improve profitability. Continual engagement with Ministry to support business over the short, medium and long term.

<b>Risks</b>	<b>Plans for Mitigation</b>
Ongoing and further pandemic-related restrictions on travel and gathering limits, potential of further variants, cost of PPE.	This is considered a medium risk. PavCo will continue to monitor and work within Public Health and local health authority's orders and guidelines, identify associated budget implications, and will work to address through operational plans and budget management.
Rebuilding of industry, client and consumer confidence to host and attend in-person meetings and events will take time. This extends full return of PavCo business to pre-pandemic levels through several years.	This is considered a medium risk. PavCo will continue to work with its clients to host safe and secure events, operating within PHO guidelines. The meetings and events industry will continue to educate and promote to its clients, consumers and delegates the value and safety of hosting in person events.
Workforce related issues including most notably: access to highly skilled labour, labour relations, loss of key personnel. Tight labour markets are leading to increased competition and cost of retaining and attracting key personnel.	This is considered a high risk. PavCo will continue to focus on employee engagement, offer a competitive compensation package and promote individual and leadership development as a competitive benefit.
Maintain our facilities at a sustainable, high level to ensure continued ability to attract clients or risk of losing clients.	This is considered a medium risk. PavCo will continue to strategically invest its capital to deliver the highest benefit to our clients and maintain or improve upon world class facilities.
Failure to meet customer expectations or service standards.	This is considered a medium risk. Ongoing flexibility with clients to reschedule events where necessary, invest in client relationships, focus on internal client satisfaction through strategic planning process and client confirming service standards



## Appendix A: Additional Information

### Corporate Governance

[B.C. Pavilion Corporation \(PavCo\)](#)

[Board of Directors](#)

[Board Committees](#)

[Board Governance Principles](#)

[PavCo Senior Management](#)

[Vancouver Convention Centre Senior Management](#)

[BC Place Senior Management](#)

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, concerts, 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, the HSBC Canada Rugby Sevens and the BC Sports Hall of Fame.

PavCo stakeholders also include but are not limited to: Destination 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

### Active Subsidiaries: Vancouver Convention Centre

#### Financial Summary

(\$millions)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Sales	17.335	38.943	53.024	59.406
Other Revenues	0.150	-	-	-
Amortization of Contributions:				
Sustaining	14.360	2.678	1.767	1.104
Deferred	20.339	20.506	20.506	20.506
<b>Total Revenue</b>	<b>52.184</b>	<b>62.127</b>	<b>75.297</b>	<b>81.015</b>
Cost of Sales	7.759	21.392	27.830	30.796
Staff	12.365	15.305	15.687	16.087
Operations and Maintenance	8.394	10.735	10.950	11.089
General and Administration	2.261	2.873	2.931	2.991
Business Development	0.276	0.556	0.567	0.579
Fees	1.032	1.034	1.056	1.079
Loan Interest	-	-	-	-
Amortization	20.532	20.798	20.798	20.798
<b>Total Expenses</b>	<b>52.619</b>	<b>72.693</b>	<b>79.819</b>	<b>83.420</b>
<b>Annual Surplus (Deficit)</b>	<b>(0.435)</b>	<b>(10.566)</b>	<b>(4.522)</b>	<b>(2.405)</b>

**Active Subsidiaries: BC Place****Financial Summary**

<b>(\$millions)</b>	<b>2021/22 Forecast</b>	<b>2022/23 Budget</b>	<b>2023/24 Plan</b>	<b>2024/25 Plan <sup>1</sup></b>
Sales	8.597	14.048	15.290	30.597
Other Revenues	0.501	0.488	0.500	0.512
Amortization of Contributions:				
Sustaining	18.675	4.323	5.234	5.897
Deferred	16.360	15.158	15.212	15.143
<b>Total Revenue</b>	<b>44.134</b>	<b>34.016</b>	<b>36.236</b>	<b>52.149</b>
Cost of Sales	2.951	6.343	6.843	7.013
Staff	8.527	10.543	10.670	10.944
Operations and Maintenance	2.745	4.153	4.257	4.363
General and Administration	1.956	2.047	2.157	2.272
Business Development	0.141	0.458	0.464	0.476
Fees	1.378	1.798	1.843	1.890
Loan Interest	4.294	4.192	4.086	3.977
Amortization	22.708	21.536	19.312	19.066
<b>Total Expenses</b>	<b>44.699</b>	<b>51.070</b>	<b>49.631</b>	<b>50.002</b>
<b>Annual Surplus (Deficit)</b>	<b>(0.566)</b>	<b>(17.053)</b>	<b>(13.394)</b>	<b>2.147</b>

<sup>1</sup> Amount includes \$15M of net proceeds related to a potential land sale.

## **Appendix C: Crown Mandate Letter from the Minister Responsible**



Ref: 42215

May 17, 2021

Ian Aikenhead, Q.C.  
Chair, Board of Directors  
B.C. Pavilion Corporation  
Suite 200-999 Canada Place  
Vancouver, BC V6C 3C1

Dear Ian Aikenhead:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise, and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and Government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the B.C. Pavilion Corporation, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the B.C. Pavilion Corporation about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey — one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government, and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

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- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of B.C. within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

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 in your 2021/22 Service Plan:

- Ensure PavCo's programs and investments are aligned with the Strategic Framework for Tourism, and other Government priorities, including support for sport, music, and arts event hosting and pandemic response and recovery.
- Continue to manage client relationships and explore options to replace lost revenue at PavCo's public facilities and increase operational efficiencies to manage cost impacts of COVID-19.
- Broaden the community engagement of PavCo's facilities with a wider range of community stakeholders through development and execution of a community engagement strategy.
- Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore cost-efficient 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.
- Work with Government and health officials and the events and conventions sector to collaborate on strategies to support the safe resumption and recovery of the sector.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

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Ian Aikenhead, Q.C.  
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I look forward to continuing to work with you and your Board colleagues to build a better B.C.

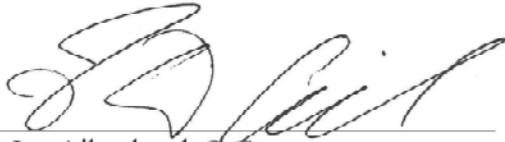
Sincerely,

A handwritten signature in dark ink that reads "Melanie Mark". The signature is written in a cursive, flowing style.


Melanie Mark  
Hli Haykwhl W̱ii X̱sgaak  
Minister of Tourism, Arts, Culture and Sport

Date: May 17, 2021

Enclosure



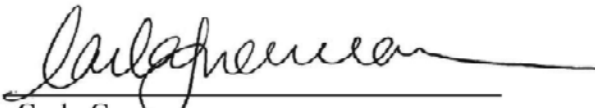
Ian Aikenhead, Q.C.  
Chair, Board of Directors  
B.C. Pavilion Corporation



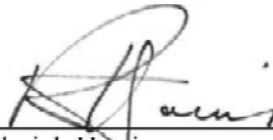
Clifford Cahill  
Director  
B.C. Pavilion Corporation



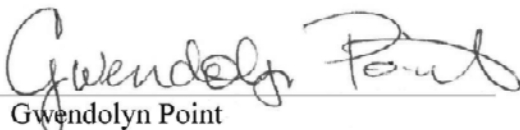
Flavia Coughlan  
Director  
B.C. Pavilion Corporation



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

Ian Aikenhead, Q.C.  
Page 6

cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

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

Ken Cretney  
Chief Executive Officer/President  
B.C. Pavilion Corporation

BRIEFING NOTE  
CROWN AGENCIES

Name: Royal BC Museum

Legislative Authority: *Museum Act*

**Mandate:**

To communicate knowledge of the human and natural history of British Columbia through research, exhibitions, publications and web-based media and learning programs and hold and make accessible these collections for current and future generations of British Columbians.

More specifically, the 2021/22 Mandate Letter provides the following direction:

- Continue to work closely with Government, partners, and Indigenous communities to advance reconciliation and support repatriation of belongings to Indigenous communities in British Columbia.
- Increase the Royal BC Museum's presence across the province and make 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 education programs, and enhancing access through digital programs and services.
- Prioritizing modernization by both continuing the redevelopment of the Royal BC Museum, as well as modernizing the operating and organizational practices generally.
- Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of cultural safety for all.
- Respond to the COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.

**Current Appointees:**

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Brown	Leslie	Chair	Order in Council	2022-09-21	September 21, 2023
Lee	Lenora	Director	Order in Council	2020-07-31	July 31, 2024
Wesik	Peeter	Director	Order in Council	2015-07-27	July 31, 2023
Collison	Nika	Director	Order in Council	2018-06-18	December 31, 2022
King	Wendy	Vice-Chair	Order in Council	2018-06-18	December 31, 2022
O'Brien	Edward (Michael)	Director	Order in Council	2016-06-09	July 31, 2023
James	Carole Alison	Director	Order in Council	2021-02-12	July 31, 2023
Jawl	Robert	Director	Order in Council	2019-06-03	July 31, 2025

**Appointments required:**

- **60 Days:**
  - Nika Collison's term and Wendy King's term expire December 31, 2022.
  - Additionally, there are currently three Board vacancies. The goal is to have new appointments and reappointments confirmed by the end of December for a full Board of 11.

**Issues:**

- **30 Days:**
  - Royal BC Museum is planning public engagement and consultation on the future of the museum.
  - Proponent submissions for Collections and Research Building due November 3. Evaluations to be followed by contract negotiations with a preferred proponent, Advice/Recommendations; Cabinet Advice/Recommendations; Cabinet Confidences

- **60 Days:** Advice/Recommendations; Cabinet Confidences
  -

Key Contact:

Alicia Dubois  
Chief Executive Officer  
250 953-4015  
adubois@royalbcmuseum.bc.ca



Ref: 42216

May 17, 2021

Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal British Columbia Museum  
675 Belleville Street  
Victoria, BC V8W 9W2

Dear Dr. Muzyka:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise, and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and Government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Royal BC Museum, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the Royal BC Museum about priorities and expectations for the coming fiscal year.

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Ministry of Tourism,  
Arts, Culture and Sport

Office of the Minister

Mailing Address:  
PO Box 9082 Stn Prov Govt  
Victoria, BC V8W 9E2  
Phone: 250 953-0905

Location:  
Room 133  
Parliament Buildings  
Victoria BC  
[www.gov.bc.ca](http://www.gov.bc.ca)

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the Royal BC Museum, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2021/22 Service Plan:

- Continue to work closely with Government, partners, and Indigenous communities to advance reconciliation and support repatriation of belongings to Indigenous communities in British Columbia through:
  - providing support to Indigenous communities seeking to repatriate belongings from the Royal BC Museum and other museums nationally and internationally;
  - making the Royal BC Museum's Indigenous collections more available online;
  - capturing archive materials and increasing accessibility to the public through the Royal BC Museum's digitized Access to Memory system;
  - providing Indigenous communities and individuals with reproductions of records documenting their cultural heritage;
  - prioritizing the digitization of Indigenous materials, with a focus on digitizing:
    - linguistic tapes to support language revitalization;
    - key photograph collections;
    - Indigenous belongings, where appropriate and with permission; and
  - providing expertise and support to other organizations and delivery partners, including the Province, to advance repatriation and reconciliation.
- Increase the Royal BC Museum's presence across the province and make the Museum and archives more available to all British Columbians by:
  - emphasizing the value of the BC Archives and the legacy the archives represent for the citizens of British Columbia;
  - increasing access to collections through digitization of materials;

.../4



- continuing to provide support to other heritage, scientific, and cultural institutions with curatorial, scientific, and archival expertise;
  - acting as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens;
  - curating and supporting touring exhibits around British Columbia; and
  - continuing to offer wider access to British Columbians through events and programs such as National Indigenous Peoples Day, Community Days, and the Greater Victoria Public Library pass program.
- Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs, and enhancing access through digital programs and services, including:
  - ensuring that onsite exhibits such as Orcas: Our Shared Future and Wildlife Photographer of the Year 2021, prioritize safety of visitors and adhere to Provincial Health Orders and incorporate online elements where possible;
  - delivering the 2021/2022 learning programs, including building on the Digital Field Trips school program for teachers and students across British Columbia, offering sessions with Museum staff linked directly, through digital technology, to classrooms; and
  - increasing online access to photography and audio-visual collections.
- Prioritizing modernization by both continuing the redevelopment of the Royal BC Museum, as well as modernizing the operating and organizational practices generally, including:
  - ensuring the modernization project safeguards the collections and better protects the artifacts that are not currently on display;
  - developing and supporting funding, programming, and financial efficiencies for the modernization project and for on-going business;
  - prioritizing the allocation of resources (Financial and Human) to the modernization project to support successful project delivery;
  - applying a modernization lens to curatorial, research, exhibition, and operating practices, procedures, and policies, seeking internal and external transformation;
  - advancing fundraising in support of the modernization project and ongoing operations; and
  - continuing to explore commercial opportunities which will contribute positively to the Museum's financial position.

- Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of cultural safety for all, through:
  - completing a review and update of all policies, practices, and procedures to ensure diversity and inclusion is reflected throughout Museum operations;
  - beginning a two-year Diversity and Inclusion program applicable to all levels of the organization including the board and all staff;
  - diversifying the RBCM community of supporters and visitors at every level through defined programs;
  - co-creating an Inclusivity Action Plan in collaboration with community experts and ensuring adequate resources to implement the Plan;
  - instituting mandatory staff bias and inclusivity training, including an internal dialogue series on racism;
  - supporting workplace diversification, including recruitment, retention, and support of diversity in staff, volunteers, and researchers; and
  - work to implement the Work Environment Survey as conducted by the Public Service Agency for its next survey cycle and for future cycles including ensuring results are monitored and action plans established to address gaps.
- Respond to the COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.
  - ensuring community health and safety while prioritizing access to the Museum through both virtual offerings and adapting in-person experiences in response to the evolving situation;
  - exploring opportunities for alternative revenue sources to offset impacts of reduced visitation revenues;
  - planning ahead for the full recovery of Museum operations after the COVID-19 pandemic and for long-term sustainability of the Museum; and
  - accounting for potential impacts from the COVID-19 pandemic on the modernization project.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

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Dr. Daniel F. Muzyka  
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I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,

A handwritten signature in cursive script that reads "Melanie Mark".

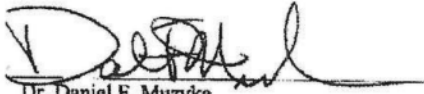
Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport


Date: May 17, 2021

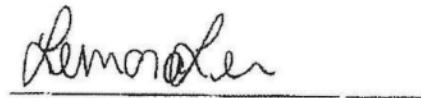
Enclosure


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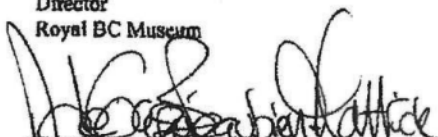
Dr. Daniel F. Muzyka  
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Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal BC Museum


  
Wendy King  
Vice Chair  
Royal BC Museum

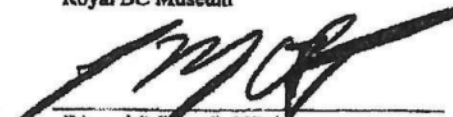
  
Lenora Lee  
Director  
Royal BC Museum

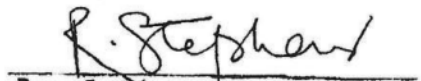
  
Peeter Wesik  
Director  
Royal BC Museum

  
Nanon de Gaspé Beaubien-Matrick  
Director  
Royal BC Museum


  
Nika Collison  
Director  
Royal BC Museum

  
Karen Alm  
Director  
Royal BC Museum

  
Edward (Michael) O'Brien  
Director  
Royal BC Museum

  
Raiana Stephens  
Director  
Royal BC Museum

  
Carole Alison James  
Director  
Royal BC Museum

  
Robert Jawl  
Director  
Royal BC Museum

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cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Wendy King  
Vice Chair  
Royal BC Museum

Lenora Lee  
Director  
Royal BC Museum

Peeter Wesik  
Director  
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Nanon de Gaspé Beaubien-Mattrick  
Director  
Royal BC Museum

Nika Collison  
Director  
Royal BC Museum

Karen Aird  
Director  
Royal BC Museum

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cc: Edward (Michael) O'Brien  
Director  
Royal BC Museum

Ratana Stephens  
Director  
Royal BC Museum

Carole Alison James  
Director  
Royal BC Museum

Robert Jawl  
Director  
Royal BC Museum

Chief Executive Officer/President  
Royal BC Museum



# **Royal BC Museum**

## **2022/23 – 2024/25 Service Plan**

**February 2022**





For more information on the Royal BC Museum contact:

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Published by the Royal BC Museum

## Board Chair's Accountability Statement



The 2022/23 – 2024/25 Royal BC 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 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the Royal BC 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 BC Museum's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink, appearing to read "Daniel F. Muzyka". The signature is fluid and cursive, with a large initial "D" and "M".

Daniel F. Muzyka  
Board Chair

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## **Strategic Direction and Alignment with Government Priorities**

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

Under the *Museum Act* (2003), the Royal BC Museum (the Museum), which includes the BC Archives, is required to fulfil government's fiduciary role of public trustee. Furthermore, as the archives of government, the Royal BC Museum also falls under the Information Management Act (2015; amended 2019).

This 2022/23 service plan outlines how the Royal BC Museum will support the government's priorities, as identified in the most recent [Crown Agency Mandate Letter](#): realizing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and Truth and Reconciliation Commission's Calls to Action; contributing to lasting and meaningful reconciliation; enhancing equity, diversity, inclusion, accessibility and access; addressing issues of racism; modernizing and decolonizing the Museum; and COVID-19 recovery.

## Operating Environment

On behalf of government, the Royal BC Museum manages \$111 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 and 28 linear kilometres of archival records. The Museum buildings, including the main museum building, the Fannin building and the BC Archives building, are at their end-of-life phase (see [appendix B](#) for site plan). These buildings do not meet today's seismic standards, and accessibility or sustainability standards, and have not had any significant upgrades or renovations in over 50 years.

The Museum receives an annual grant from the government of \$11.866 million, which represents approximately 49 per cent of its core operating budget. Combined with operational revenues, the Royal BC Museum has historically presented high profile and visitor-acclaimed initiatives such as learning programs and new exhibitions.

The operating environment, specifically over the last two years, has presented many challenges for the Museum, but also provided impetus for change. The Museum has played an extensive supporting role in reconciliation through a number of important areas including the repatriation of ancestral remains and cultural belongings, supporting communities in accessing residential school records, working closely with First Nations on considerations around the Modernization project, including establishing Memorandums of Understanding with both the Songhees Nation and Esquimalt Nation. The COVID-19 pandemic has also led to further development of innovative and dynamic programming online and off-site. The IMAX® Victoria has also created further opportunities for synergies with exhibitions and learning, as well as contributed to revenue generation.

Before the onset of the COVID-19 pandemic, approximately 48 per cent of the Royal BC Museum's operating budget was funded by admissions revenue, programming and licensing, and sponsorship and philanthropic contributions, all of which are variable funding sources.

Key financial and operational challenges include the management of aging infrastructure while the modernization project moves forward, the resources required for collections stewardship and digitization including repatriation activities, and the potential that the COVID-19 pandemic may continue to have an impact on Museum, archives, and IMAX® Victoria operations through public health orders and guidance as well as travel restrictions.

All of this combined with undertaking the modernization of the Museum including the development of the purpose built Collections and Research Building which will allow for the protection and expanded public access to the collections, the work to develop fully inclusive human history galleries informed by broad base community engagement and outreach, and modernization of museum practices, policies and procedures, will have an impact on the operating environment, including financial planning.

## **Performance Planning**

This Service Plan outlines the Royal BC Museum's goals for the 2022/23 to 2024/25 fiscal years and the strategies to achieve them. During the course of this Service Plan, the Royal BC Museum will employ a number of protocols and mechanisms to facilitate strategic, proactive engagement with the Ministry of Tourism, Arts, Culture and Sport, including quarterly meetings between the Minister and the Board Chair; regular meetings between the Deputy Minister and the Chief Executive Officer; and regular meetings between the Assistant Deputy Minister and senior representatives from Museum to discuss strategic priorities, performance measures and emerging opportunities. Several amendments have been made to the performance measure targets since the 2021/22 – 2023/24 Service Plan, reflecting the prioritization of the work required to prepare for the move to the new Collections and Research Building and the Museum modernization project; implementation of the United Nations Declaration on the Rights of Indigenous Peoples; the impact of the COVID-19 pandemic on Museum operations during the 2021/22 fiscal year, and the pandemic's potential to continue disrupting operations in future years.

### **Goal 1: Museum Modernization Project**

Our vision is to build a new state-of-the-art facility that provides a cultural legacy for the province and economic and social benefits for the local region. A business case for a new Museum facility, at the downtown site, that considers our shared history has been developed, and we are working to finalize details including the project's scope and budget. Once the details of the scope and budget are finalized, it is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of a project for a new museum facility and its impact on the Museum's day-to-day operations. The Royal BC Museum will continue to work with development partners and key stakeholders on Museum modernization, including the construction of the Collections and Research Building in Colwood, and the modernization of the museum site in downtown Victoria.

The Royal BC Museum will also continue efforts to modernize operations, practices and policies and integrate an equity, diversity, inclusion and access lens to this work, improve the work culture, address issues of racism and inclusion of all communities and nations in modern British Columbia and provide a culturally safe, more contemporary museum experience. Decolonizing our exhibitions and practices, and ensuring that we are inclusive of all peoples, nations and cultures in our diverse province, is central to Museum modernization and re-imaging of the museum.

## **Objective 1.1: Modernize the museum experience**

The Royal BC Museum is in the midst of a modernization project which includes operations, infrastructure and practices. The Museum's capacity to appropriately house and care for its vast collections is strained and the buildings no longer meet today's standards. The Museum has been at its current location since 1967 and the facility and its exhibits have not been substantially renovated or updated in over 50 years. The Province has committed to modernizing the Museum in the 2019 and 2020 Throne Speeches and in the Minister of Tourism, Arts, Culture and Sport's 2020 Mandate Letter.

On September 18, 2020, the Province announced the first phase of the Royal BC Museum modernization project, the construction of the Collections and Research Building in the Royal Bay development of Colwood, B.C. The Collections and Research Building will store and protect the collections, artifacts and archives; provide research areas and laboratories; and support public access to more of the collections. This building will use mass timber and support Clean BC energy efficiency standards. The project implementation will result in economic benefits during both the construction phase and ongoing operation of the Collections and Research Building. The project will also result in the continuation and enhancement of long-term economic benefits in the region through tourism and the staffing/operations of the building. The public galleries and IMAX Victoria theatre will remain at the downtown site in Victoria. The Province is expected to announce the second phase of the modernization plans, for the downtown Museum site, in 2022.

Key goals of the modernization project are to have inclusive and contemporary visitor experiences and increase access to the collections. The strategic direction is to engage with the community, honour Indigenous knowledge, and embody cultural awareness. The modernization project contributes to a strong sustainable economy that works for everyone as it is a major capital project in Greater Victoria and supports business development in the region.

### **Key Strategies**

- Continuing the physical development of the Collections and Research Building in cooperation with the development partners (Ministry of Tourism, Arts, Culture and Sports, Transportation Investment Corporation, and Infrastructure BC).
- Preparing, packing and moving collections into the new Collection and Research Building.
- Continuing to develop the programmatic scheme for the Collections and Research Building, including learning programs, research objectives and on-going community engagement.
- Continuing community engagement and outreach to support decolonization and the development of inclusive and diverse narratives/stories for the new museum galleries.
- Engaging Indigenous peoples, following Indigenous protocols, and incorporating Indigenous views into building design, exhibit design and development of culturally appropriate programming. In doing so implementing UNDRIP and the goals of DRIPA.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Number of engagements with communities on the modernization project <sup>1</sup>	15	20	20	15
1.1b Activation against preparation,pack and move plan <sup>2</sup>	15%	40%	75%	100%

Data source: Royal BC Museum

<sup>1</sup> Refers to the number of community engagements (traditional and self-identified) that the museum has planned. Does not include individual meetings and consultations with individual groups and stakeholders.

<sup>2</sup> Represents the accumulated percentage of work against the preparation,pack and move plan over time.

## Linking Performance Measure to Objective

- 1.1a This performance measure reflects the implementation of the comprehensive engagement and outreach plan on the Collections and Research Building programmatic scheme and new museum gallery narratives.
- 1.1b This performance measure represents the accumulation of preparation, packing and moving work against the move plan through time. This includes the exhibits building, Fannin tower, and the archives buildings.

## Discussion

Objective 1.1 and the associated performance measures were new for 2021/22. The associated goal was previously included as Goal 4 in the 2021/22 Service Plan and has been moved to Goal 1 given impact on the organization. Targets for these measures represent planned approaches to modernization. Additional engagements with stakeholders, other traditional and self-defined communities, small group meetings and individuals will also take place.

The packing and moving of the collections, performance measure 1.1b, will be a key focus for the Royal BC Museum in the years ahead. The target has been modified from last year's Service Plan and is achievable, allowing for incremental progress to be made over the next three years, in conjunction with the anticipated completion of the Collections and Research Building in December 2024. The planned move into the Collections and Research Building will begin in January 2025.

## Objective 1.2: Equity, diversity inclusion and accessibility

Equity, diversity, inclusion and accessibility (EDIA) is central to modernizing the Museum and its practices, policies and procedures, and addressing issues of racism in the Museum. We will foster a culture shift that prioritizes staff psychological safety, wellness and healing, anti-discrimination (anti-racism and anti-sexism), and a positive and supportive culture. We will ensure that EDIA is at the forefront as a focus of the organization and that it is embedded in the Museum's culture, policies, practices and procedures at all levels. As with all Crown corporations, the Museum has a responsibility to tackle systemic racism in all its forms and adopt the Gender-Based Analysis Plus (GBA+).



## Key Strategies

- Continue EDIA work including updated governance practices and training for the board, staff and volunteers.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Percentage of staff completed the EDIA training and workshops <sup>1</sup>	75%	90%	90%	90%
1.2b Percentage of volunteers completed the EDIA training and workshops <sup>2</sup>	-	10%	90%	90%

<sup>1</sup>These figures represent the percentage of staff who have participated in the EDIA and other training presented by the organization.

<sup>2</sup>These figures represent the percentage of volunteers who have participated in the EDIA and other training presented by the organization.

## Linking Performance Measure to Objective

1.2 a and b These performance measures indicate the efforts to support improved staff and volunteer understanding and awareness of equity, diversity, inclusion and access and how these pillars will support modernization of practices and systems within the museum and archives.

## Discussion

EDIA training is essential to the modernization of museum and archives' practice, including systems, processes, procedures and culture. Support for better staff, volunteers and Board understanding and internalization of new ways of doing, will improve inclusion and lead to better input and decision-making. Target for staff have been slightly reduced from last years service plan to be more achievable, given the time taken for new employees to go through the mandatory sessions.

Measuring the percentage of volunteers who have completed EDIA training is a new performance measure for this year's Service Plan, and is part of rolling this training out further across the organization. The volunteer program was halted during the COVID-19 pandemic, however as restrictions are eased, the program will gradually resume.

## Goal 2: Create dynamic and relevant visitor experiences

Achieve high levels of engagement and satisfaction from visitors and users through pop-up displays and travelling exhibitions, learning programs and events, digital content and publications. Ensure a program of diverse and inclusive content and delivery.

### Objective 2.1: Community outreach through travelling exhibitions and pop-up displays

As the museum undertakes its modernization work, it is critical to continue to serve and engage British Columbians through accessible events and experiences throughout the province.

#### Key Strategies

- In collaboration with stakeholders, continue to provide world-class visitor experiences by creating pop-up displays, expanding the travelling exhibitions program across the province, and through continued museum sector partnerships.
- Roll out pop-up engagement and community outreach in the Capital Regional District (CRD).
- In support of the visitor economy, create walking tours featuring pop-up displays with smartphone self-guided audio guide, in partnership with Destination Greater Victoria.
- Active use of QR codes at all pop-up exhibit locations to drive traffic back to Royal BC Museum website, with a specific focus on membership and learning.
- Continue the partnership with other research and cultural institutions on the [Landscapes of Injustice](#) project, funded by the [Social Sciences and Humanities Research Council](#).
- In so doing realising UNDRIP and the goals DRIPA.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Number of pop-up locations in the CRD (all types) (interior and exterior) (semi-permanent and rotating)	6	9	12	15
2.1b Number of pop-up locations outside of the CRD across B.C.	2	5	7	10
2.1c Number of travelling exhibitions across B.C.	5	7	9	10
2.1d Number of unique visitors to URLs from pop-ups and travellers links (traffic from QR code links at pop-up locations and links through social media)	474,000 <sup>1</sup>	1,724,000	3,100,000	5,700,000
2.1e Number of visitors to museum pop-up tour (audio tour downloads and quantity of physical maps handed out to users)	6,500 <sup>2</sup>	27,375	40,150	52,925

<sup>1</sup> Pop up display program began in November 2021 and will continue to rollout in the Capital Region through 2022 and forward.

## **Linking Performance Measure to Objective**

Visitor engagement is a key indicator that the museum and archives provide dynamic services and experiences that appeal to and meet the needs of British Columbians and visitors alike. As the museum site is modernized, the number of pop-up display and travelling exhibitions sites and related digital metrics will be used to indicate visitor access and engagement.

## **Discussion**

Objective 2.1 is new for 2022/23. Creating authentic, inclusive and dynamic visitor opportunities is paramount to maintaining relevance and providing a contemporary museum experience. In addition, these types of new and expanded offerings, including travelling exhibitions and a pop-up display walking tour program, the Museum will provide an opportunity to further engage with British Columbians on the future galleries, exhibitions and programming. All displays will meet the goals of EDIA and providing diverse and inclusive experiences.

2.1a Pop-ups are a program being specifically developed as part of the modernization project by the exhibitions team. They are museum displays of 500sq ft or less, located in high traffic venues with good transit links in the Greater Victoria area. Pop-up locations in and around the Capital Regional District (CRD) are targeted to engage with locals and visitors, to help support the local tourism economy and to continue to develop stakeholder relationships. Numbers are conservatively based on the exhibitions team's capacity to deliver pop-ups.

2.1b Pop-up locations outside of the CRD across BC contribute to the museum's mandate to serve all British Columbians and are conservatively based on the exhibitions' team's capacity to deliver pop-ups.

2.1c Travelling exhibitions are larger scale exhibitions created by the exhibitions team and rented out to other museums or cultural institutions. The number of exhibitions actively travelling across BC is also set to gradually increase over the coming years, in order to reach more British Columbians throughout the province.

2.1d Unique visitors to URLs from travellers and pop-ups indicates the level of engagement with these programs. As awareness, and the number of pop-up and travelling exhibitions increases, engagement is also set to increase.

3.1e The number of visitors to the Museum pop-up tour is an indicator of effective communication of, and engagement with the program. As more venues are added and awareness is increased, the number of visitors is also expected to increase.

## **Objective 2.2: Maintain high visitor satisfaction levels**

Matching and exceeding the expectations of the Museum's diverse audiences is a challenge. To meet this objective the Museum provides new display and travelling exhibitions, engaging and diverse learning experiences digitally and through outreach initiatives, and thought-provoking programming centred on the histories of the many different peoples in B.C.

## Key Strategies

- In collaboration with stakeholders, continue to provide world-class visitor experiences by promoting feature pop-up displays and travelling exhibitions and museum sector partnerships.
- Support increased engagement by incorporating digital connections into collections and archival content.
- Implement new programs with improved social media metrics with real-time opportunities to tweak social media content to increase engagement and visitor satisfaction levels.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2a Per cent of visitors surveyed satisfied with services	80% <sup>1</sup>	85% <sup>2</sup>	90% <sup>2</sup>	90% <sup>2</sup>

<sup>1</sup>Data source: Royal BC Museum Marketing & Business Development records. Data is gathered in comprehensive I Count surveys two times per year with a random sample of on-site visitors, and is reliable with 95% confidence, 19 times out of 20.

<sup>2</sup>Data source: Royal BC Museum Marketing records. This figure is derived from direct traffic from QR code links at pop-up locations and links through social media.

## Linking Performance Measure to Objective

Visitor satisfaction is a key indicator that the Museum is providing relevant and inclusive services and experiences that appeal to and meet the needs of British Columbians and visitors alike. As the museum site is modernized, the satisfaction indicators will be used to indicate visitor understanding and engagement in the Museum programs.

## Discussion

Targets have been changed from the previous 2021/22 Service Plan targets as measuring visitor satisfaction from 2022/23 onwards, extends across new off-site programs. Through an expanded travelling exhibition program, pop-up displays, and walking tours, the Museum will continue to change to serve the needs of our diverse communities; this program comes with a unique set of challenges in regards to visitor satisfaction and there is an understanding that these levels will drop in the short term; and then rebuild as the Museum share experiences in new ways.

## Objective 2.3: Continue growing attendance numbers at learning programs and events

Royal BC Museum learning programming constantly evolves, reflecting contemporary tastes, learning expectations and the adoption of new technologies. The following performance measure considers the response received from learners of all ages in offering learning experiences that are inherently unique: as its 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 k–12 and post secondary students and teachers, including developing and crowd- sourcing resources on the online [Learning Portal](#), 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 to develop a user-focused experience.
- Diversify the types and sites of community engagement and outreach events to ensure the Museum experience is accessible.
- Expand digital programming to provide new opportunities for learners of all ages to engage with the museum and archives; especially while modernization of the Museum site is in progress.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3a Number of people at learning programs/events *including digital <sup>1</sup>	14,000	18,000	20,000	20,000
2.3b Number of programs delivered outside of CRD <sup>2</sup>	4	6	10	10
2.3c Number of programs delivered digitally <sup>2</sup>	180	200	225	225

<sup>1</sup> Changed from the previous 2021/22 Service Plan targets. Please see Discussion section for more information. Data is supplied by third-party providers and Royal BC Museum financial systems is considered reliable. Starting in 2020/21, during the pandemic’s first wave, the Royal BC Museum rapidly accelerated the number of online Learning programs. These programs were hosted live on Zoom, with recordings posted on the museum’s Facebook page and YouTube channel. Data for 2020/21 onwards is based on the number of attendees on each Zoom session, the number of views of the YouTube recording, and the number of Facebook video views.

<sup>2</sup> Data Source: Royal BC Museum Including community engagement activities, this is separate from Digital Field Trips, and are more of the conventional “public program” adult curated events/dialogues.

## Linking Performance Measure to Objective

This measure has been updated as previously it encompassed learning events as a whole, within the CRD, outside of the CRD and digitally. It has been segmented in order to provide a diverse, culturally safe and inclusive experience and maintaining relevance locally, close to the museum site and within the local economy, as well as fulfilling the mandate to be a provincial museum, accessible to British Columbians throughout the Province. This measure shows the extent to which Royal BC Museum learning programs and events support its strategies, government’s direction and the range of learning styles and approaches, both curriculum-driven and independent.

## **Discussion**

The forecast and targets for learning programs and events will fluctuate, based on best-case assumptions about the status of the pandemic and the Museum's modernization plans. The figures are conservative as the museum readies for the pack and move to the new Collections and Research Building. Conservative estimate for in person programs delivered, as in 2021/22 in particular, we will strategically recalibrate the program and this will impact our ability to deliver digital programs for the first quarter of 2022 in particular.

The Royal BC Museum anticipates targets in 2.3c to remain stable, with a constant demand for the [RBCM@Home webinars](#), [Digital Field Trips](#) and future opportunities to offer digital outreach to multiple classes simultaneously in collaboration with streaming education companies.

Our Learning programs, @Home and Digital Field Trips were well attended but cannot be reliably accounted as a benchmark metric going forward because more people were staying in due to the pandemic restrictions. As the pandemic restrictions ease, people may opt for more in person experiences which make digital audiences hard to predict.

## **Objective 2.4: Increase digital visitor volume**

Online presence is the digital face of the museum, archives and the IMAX Victoria, supporting the Museum's reputation and, by extension, that of British Columbia. This objective reflects the view that digital visits are as valuable and important as in-person visits. This is especially important as work to modernize the museum site takes place.

A key component of this objective is to continue the steady digitization of the Museum's 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

- Provide online curriculum support for k-12 and post secondary students and teachers through the [Learning Portal](#).
- Continue demographic and geographic outreach with equity, diversity, inclusion and accessibility (EDIA) top of mind, consulting with diverse cultural groups to deepen the institutional knowledge and connecting with learners and educators throughout the province to develop a user-focused experience.
- Expand digital programming to provide new opportunities for learners of all ages in all regions of the province to engage with the museum and archives through tools like digitization of the third floor galleries, and expanded video content.
- Explore ways to make Indigenous belongings, photographs, audiovisual and other materials, currently held in Royal BC Museum's Indigenous collections available online.
  - Complete the Digital Totem Gallery project, allowing for dynamic knowledge-sharing with Indigenous partners through user-generated content.
- Continue to add collection data to the museum, library and archives collection systems.
- Continue to support preservation and access by digitizing and make accessible key photograph collections.
- Increase the number of hybrid programs offered, to broaden access to audiences across B.C., and leverage in-person programming via online platforms.
- 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 Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.4a Total visitors to website, in millions (M) (does not include Learning Portal or IMAX Victoria website)	9 M page views 1.1 M sessions	7.2 M page views 800K sessions	6.8 M page views 760K sessions	6.4 M page views <sup>1</sup> 720K sessions <sup>1</sup>
2.4b Total visitors to Learning Portal, in thousands (K)	162.2 K page views 52.2K sessions	122.5 K page views 39.1 K sessions	128.6 K page views <sup>1</sup> 41.1 K sessions <sup>1</sup>	135 K page views <sup>1</sup> 43.1 K sessions <sup>1</sup>
2.4c Total visitors to IMAX Victoria website	450 K page views 125 K sessions	585 K page views 160 K sessions	700 K page views 190 K sessions	910 K page views 250 K sessions

Data Source: The Royal BC 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.

<sup>1</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

## Linking Performance Measure to Objective

Online visitor volume is a strong measure of the strength of the Royal BC Museum's digital reputation. The Royal BC Museum website includes the interactive [Learning Portal](#), access to online experts, exhibitions, videos, and publications. As the gateway to museum and archives' collections data and genealogy data, the Royal BC Museum website is the primary portal to its digital records.

The new targets reflect an anticipated (conservative) progression in all performance measures, based on previous years' data and the reductions of on site activities due to the focus on preparation for pack and move to the Collections and Research Building, and the third floor closure for the development of the new narratives.

## Discussion

2.4a This measure reflects the number of visitors to the Royal BC Museum's [corporate website](#). 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](#). The [Learning Portal](#) saw a significant increase in visitor traffic in the latter half of March 2020, immediately after the pandemic closure. The Royal BC Museum estimates that this trend will continue over the next three years with incremental improvement.

2.4c The Museum operates IMAX Victoria, which has a standalone website. This measure reflects the number of visitors to the [IMAX Victoria website](#).

The IMAX Victoria website saw a significant decrease in visitor traffic as it was closed from March 2020 through until September 2021. The revised targets have been set on the assumption that IMAX Victoria remains open and that public health orders are gradually eased.



## **Objective 2.5: Provide access to, and facilitate the repatriation of tangible and intangible cultural property and belongings to Indigenous communities in BC**

This objective supports and aligns with BC's *Declaration on the Rights of Indigenous Peoples Act*; the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples; and the Calls to Action from the Truth and Reconciliation Commission.

Wherever possible, the museum expedites repatriation requests from the Indigenous collections, both treaty-related and non-treaty related requests. The Indigenous Collections and Repatriation department (ICAR), works closely with First Nations communities on the return of ancestral remains at the Royal BC Museum and in other museums anywhere in the world.

A top priority in the next four years is to ensure ongoing, uninterrupted access to the Indigenous Collections throughout the modernization project, with consideration to the impacts of COVID-19. With this in mind, the ICAR continues to prioritize the task of digitizing all audio, film, video, photos, historic documents and research documents; digitized collections will ensure ongoing access for communities as repatriation discussions continue and enhance the existing public facing online database.

ICAR continues to receive feedback and guidance from the museum's Indigenous Advisory and Advocacy Committee (IAAC) on matters related to community engagement, ongoing community outreach, ideas around co-curatorial approaches for the renewed / refreshed museum and archives, the long-term maintenance and future planning for Thunderbird Park, and programs and services.

### **Key Strategies**

- Continue to provide Indigenous communities and individuals with digital copies of audio, film, video, photo and historic documents through online access and direct transfers to First Nations through repatriation agreements.
- Engage Indigenous communities on the protocols and appropriate processes for caring for their cultural belongings and the incorporation of Indigenous voices during the museum's modernization project (e.g. packing and moving Indigenous belongings).
- Look for means to preserve at-risk media and provide Indigenous communities in B.C. with access to photography and audiovisual collections.
- Continued work between ICAR and Learning department to offer a wide variety of school programs aimed at increasing awareness of Indigenous cultures and histories.
- Continue to consult with Indigenous communities about ongoing maintenance of totem poles in Thunderbird Park and developing longer-term plans for the future of the park.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.5a Number of audio recordings digitized & ready for transfer to communities & online access <sup>1</sup>	6	9	12	15
3.5b Number of existing photos digitized for transfer to communities and online access <sup>1</sup>	1,800 <sup>4</sup>	14,400	14,400	7,200
3.5c Creation of new photos & video of cultural objects that have not been photographed or video documented for online access & transfer to communities <sup>1</sup>	200 of 20,000 10% <sup>2</sup>	5,000 of 15,000 33%	5,000 of 10,000 66%	5,000 of 5,000 100%
3.5d Number of completed repatriation requests (treaty and non-treaty) <sup>1</sup>	Treaty: 3 Non-Treaty: 2	Treaty: 3 Non-Treaty: 3	Treaty: 4 Non-Treaty: 4	Treaty: 5 Non-Treaty: 5
3.5e: Outreach and Research Visits	5 (Te'mexw, Maa-nulth, Sto:lo, Gwa'Sala- Nakwax'daxw, Kitasoo)	5 (Heiltsuk, Hul'quimi'num Treaty, Gitxaala, Quatsino/U'mista, W'SANEC)	5 (Nuxalk, Ehattesaht, Lax Kw'alaams, Gitanyow, Tla- o-quiaht)	2 <sup>3</sup>

Data source: the Royal BC Museum Indigenous Collections and Repatriation department records

<sup>1</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

<sup>2</sup> 600 images/month x 1 digitizing technician

<sup>3</sup> The ability of the ICAR team to continue at pace will be impacted by the requirements of moving the collections to the Collections and Research Building in early 2025.

<sup>4</sup> There are currently 49,000 photos to be digitized.

## Linking Performance Measure to Objective

The performance measures have been developed to express the extent of repatriation and community engagement the Museum has been doing in a tangible way. Repatriation and reconciliation is a lengthy and sensitive process that requires a number of internal tactical work processes to occur.

Targets for these performance measures are realistic; and ongoing digitization of the Indigenous Collections will continue in order to ensure ongoing access to the collections.

## **Discussion**

The number of repatriation requests, repatriated files of intangible cultural heritage and the digitization of the Indigenous Collections, all reflect the desire and ability of the museum and archives to play a significant and meaningful part in the process of reconciliation and the strengthening of long-term community relationships. Each of these performance measures reflects our ability to provide Indigenous communities in B.C. with access to cultural belongings and/or to repatriate them. Repatriation requests are honoured, but, for varied and often complex reasons, these requests often take many years to reach fruition. The pandemic has severely affected and will continue to affect the museum's ability to facilitate repatriation with travel restrictions and the safety of elders and community members being paramount.

### **Goal 3: Effectively steward the collections**

The Royal BC Museum will continue to develop and care for museum and archives collections, ensuring the collections and knowledge remain relevant and accessible for audiences now and for generations to come.

#### **Objective 3.1: Protect the collections**

The 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 provides the necessary conservation, research, management, financial and environmental supports.

Digitization is a key aspect of preservation and access: capturing fragile archival materials like textual records, publications, maps, paintings, photographs and audio and visual materials, and making them accessible to the public through Access to Memory (AtoM) – the [BC Archives collection search website](#) and [Sitka](#), the BC Archives integrated library system. Growing access to digitized materials from our natural and human history collections is provided by online exhibitions, through the [Learning Portal](#) and through [Digital Field Trips](#) for schools.

Enabling access contributes towards increased equity, diversity, inclusion and accessibility (EDIA) by expanding regional outreach and opportunities to engage. Providing access to experts through outreach and online and connecting meaningfully with diverse cultural and demographic groups.

#### **Key Strategies**

- Continue to grow the AtoM and Integrated Museum Management (IMM) databases to provide resources for research and sharing of knowledge about British Columbia, as well as provide a preservation method related to the digitization of records.
- Continue to develop the Sitka BC Archives Library Database to provide expanded access to provincial archive and genealogy records.
- Provide access to the collections through the new public-facing [catalog and search system for the BC Archives library](#).
- Process and make publicly accessible government records transferred to the Royal BC Museum.
- Continue to introduce new incremental preservation and conservation steps as budgets allow.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Collection Risk Management Index (CRMI) score <sup>1</sup>	80%	80%	80%	80%
4.1b Number of additional objects attached to AtoM, in thousands (K)	7 K	7 K	7 K	7 K
4.1c Number of boxes of government records processed, in thousands (K) <sup>2</sup>	2 K	3 K	2 K <sup>3</sup>	2 K <sup>3</sup>
4.1d Number of records added to IMM, in thousands (K)	70 K	25 K	25 K	10 K

Data source: Royal BC Museum

<sup>1</sup>The CRMI refers to the number of outstanding risks to the collection as a percentage of those originally identified in the Royal BC Museum's comprehensive collections risk assessment.

<sup>2</sup>"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/Freedom of Information (FOI) issues, making the descriptions available online for researchers, providing reference services and managing access to the records.

<sup>3</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

## Linking Performance Measure to Objective

- 4.1a This performance measure reflects the risk to the material holdings of the Royal BC Museum, identifying the predominant threats to our objective of safeguarding the province's natural history and human history collections.
- 4.1b This performance measure indicates the Royal BC Museum's progress in digitizing BC Archives collections (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).
- 4.1c This performance measure indicates the Royal BC 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).
- 4.1d This performance measure indicates the Royal BC Museum's progress in uploading records to IMM, the museum collection's online management system, a tangible way to protect material records.

## Discussion

Outstanding risks identified in the Collections Risk Management Index (CRMI) 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 must be brought up to international standards. Other incremental improvements identified within the Collection Risk Management Plan have been completed. Once the

collections and archives are relocated to the new purpose-built Collections and Research Building, the CRMI score (4.1a) will improve. Completion of this move, an integral part of the museum's modernization plan, is scheduled to occur by 2024/2025.

Records from the Royal BC 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 as well as providing the public with access to records of the provincial government. The IMM and AtoM data sets (4.1b and 4.1d) 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 BC Museum's commitment to progress on the digital front, management of collections inventory control, and preservation.

The ongoing work of updating data and adding new records to IMM is captured in the targets going forward. The data sets for 4.1c have been amended from the 2021/22 Service Plan to reflect expected processing capacity in the coming years. There will be a hold on collections acquisitions during the move to the Collections and Research Building (to ensure the safety of all collections), which will affect the figures for 2024/25.

## Goal 4: Demonstrate a high level of continued financial responsibility

This goal reflects the Royal BC Museum's role in ensuring sustainable and responsible financial management. Specifically, this goal is about the long-term financial viability of all aspects of the museum and archives operations. Demonstrating high levels of financial responsibility will allow for improvements to the museum's programming and infrastructure, thereby attracting future visitors to British Columbia, and the Royal BC Museum. The organization is subject to significant financial pressures from the effects of increasing costs of human resources, utilities, property taxes and services. This goal also takes into consideration the likelihood of the COVID-19 pandemic's ongoing impact.

### Objective 4.1: Financial management and efficiency

The Royal BC Museum will focus on sound corporate financial management, administrative costs efficiencies and strategic human resources.

#### Key Strategies

- Deliver efficient, financially responsible human resources practices to effectively manage staffing levels and ensure hiring aligned with change management and modernization work along with operations.
- Review and streamline contracted services, as appropriate, to increase the funds available for internal operations.
- Simplify processes and develop more user-friendly programs and systems for stakeholders.
- Make programs and systems more user-friendly, and understandable for stakeholders, by simplifying processes and accountability reports, making it easier to undertake work with the Royal BC Museum.

Performance Measure(s)	2021/22 Forecast/ Benchmark	2022/23 Target	2023/24 Target	2024/25 Target
Managing operating budget within 10%	On or below budget	On or below budget	On or below budget	On or below budget

Data source: Royal BC Museum

#### Linking Performance Measure to Objective

Delivering on or below the annual budget demonstrates sound financial planning and responsibility.

#### Discussion

Objective 4.1 and the associated performance measure is new for 2022/23. The Museum is entering a period of change, with a shift from on-site operations and revenue generation to a focus on the modernization project and reimagining of the museum.

## Objective 4.2: Attract, retain, and develop a highly skilled, engaged and diverse workforce

### Key Strategies

- Continue to build employee engagement and increase talent development by investing in employee professional development opportunities.
- Modernize museum human resources practices, including a continued focus on monitoring and maintaining the health and wellbeing and psychological safety of employees.
- Ensure equity, diversity, inclusion and accessibility (EDIA) in human resource and management practices do not present a barrier and provide opportunities for Indigenous and other under-represented peoples within the organization.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.2a Employee Retention (% voluntary turnover) <sup>1</sup>	N/A	Less than 10%	Less than 10%	Less than 10%
4.2b Employee Engagement <sup>2</sup>	N/A	Establish a baseline	Maintain or Improve	Maintain or Improve

Data source: Royal BC Museum

<sup>1</sup>Performance measure targets begin in 2022/23 as the organizational structure and staffing has been solidified.

<sup>2</sup>Begin participation in the Work Environment Survey (January 2022 survey with results April 2022) and set benchmark staff engagement for measuring against in future years.

### Linking Performance Measure to Objective

Employee retention is a key focus, reflecting the value of retaining the knowledge and expertise of staff, allowing for capacity building and knowledge transfer to new employees.

Modernization of the Museum and its practices presents innovative work that can contribute positively toward employee retention.

### Discussion

Objective 4.2 is new for 2022/23 as the importance of a sustainable and engaged workforce is paramount to efficiency throughout the organization. If employees are satisfied and engaged in their work, it leads to increased productivity and a reduction in voluntary turnover, hiring and onboarding costs.

The Museum will focus on monitoring and maintaining the health and wellbeing, remote working needs, and productivity of employees during the year. In 2022/23, Royal BC Museum will continue working towards increasing employee satisfaction and engagement and will establish a baseline, using the Work Environment Survey in January 2022 (results April 2022).

The Museum will maintain the annual evaluation of employee engagement to assist the senior management in identifying opportunities to build employee engagement, continue talent development by providing employees with ongoing learning opportunities, increase capacity to



innovate, strengthen the Royal BC Museum’s ability to compete for top talent, and uphold commitments to diversity and inclusion to build an inclusive and thriving workplace.

### Objective 4.3: Leverage community support

Continuing relationships with the public and stakeholders are paramount to support the delivery of modernization and the museum and archives’ mandate. It also contributes to the long-term financial responsibility of the Museum in terms of generating donors, partner-relationships and future visitors.

#### Key Strategies:

- Maintain earned media coverage and in-kind advertising ratios.
- Continue to raise awareness of the value of the museum and archives collections.
- Maintain the Royal BC Museum’s presence across the province with regional outreach, to make the museum and archives more available to all British Columbians.
  - Continue to develop and deliver the [Digital Field Trips](#) school program, and new digital learning opportunities for all ages for all regions of the province.
  - Provide continued support to other heritage, scientific and cultural institutions with scientific, curatorial and archival expertise on a case-by-case basis.
  - Support government objectives (e.g. the Royal BC 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 and Rural Development).
  - Increase online access to photography and audiovisual collections.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.3a Value of media, both in-kind and earned, in millions (M) <sup>1</sup>	in-kind: \$0.30 M	in-kind: \$0.30 M <sup>2</sup>	in-kind: \$0.30M <sup>2</sup>	in-kind: \$0.30M <sup>2</sup>
	earned: \$17.5 M	earned: \$20 M <sup>2</sup>	earned: \$20 M <sup>2</sup>	earned: \$20 M <sup>2</sup>

Data source: Royal BC Museum financial reporting systems.

<sup>1</sup>Marketing, and Communications records.

<sup>2</sup>These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

### Linking Performance Measure to Objective

Media value, which is both the result of media relations coverage and leveraging of paid-for advertising, reflects public engagement with Royal BC 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. 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).

## Discussion

The targets for 4.3a (earned media) have been reduced to reflect the change in marketing spend anticipated due to the modernization project. All future targets for earned media have also been revised in this Service Plan. .

The targets are based on the expectation is that the Royal BC Museum will generate strong earned media results once the modernization plans for the museum site are announced and in the following months. As the projects evolves, it is expected that public interest will remain consistent, growing as the Collections and Research Building nears completion.

## Objective 4.4: Generate revenue from operations

Depending on the modernization project's scope and budget, it is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of the project and its impact on the Museum's day to day operations. The Royal BC Museum will continue to work to offset its operating expenses through opportunities for self-generated revenue.

## Key Strategies

- Continue to generate revenue from admission and other revenue sources.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.4a Revenue generated from operations, in millions (M)	\$4.067	\$2.865	\$4.583	\$4.583

Data source: Royal BC Museum financial reporting systems.

## Linking Performance Measure to Objective

4.4a These figures are a measurement of the Royal BC Museum's ability to generate revenue from operations.

## Discussion

During the 2022/23 period the third floor galleries will be closed while work is done to modernize the narratives. The second floor galleries will be open but without a blockbuster exhibition; the value proposition for visitors is lower than during normal operations and a reduced ticket price will be implemented for the year. Targeted revenue figures have been significantly reduced from the 2021 service plan. The third floor galleries will be closed while work is done to modernize the narratives. The second floor galleries will be open but without a blockbuster exhibition; the value proposition for visitors is lower than during normal operations.

## Financial Plan

### Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Province of British Columbia Operating Contributions	11,866	11,866	11,866	11,866
Other Provincial Funding	2,824	6,488	4,510	4,586
Museum Admission Fees	4,067	2,865	4,583	4,583
Other Income	3,148	7,455	8,269	8,717
<b>Total Revenue</b>	<b>21,905</b>	<b>28,674</b>	<b>29,228</b>	<b>29,752</b>
<b>Total Expenses</b>				
Salaries and Benefits	14,468	15,405	15,280	15,356
Building	2,280	2,613	2,613	2,694
Grant-in lieu of Taxes	832	832	832	832
Security	955	941	988	1,037
Amortization	1,303	1,263	1,263	1,263
Special Exhibitions	1,107	-	1,500	1,500
Other Operation Costs	6,199	9,770	8,577	8,895
<b>Total Expenses</b>	<b>27,144</b>	<b>30,824</b>	<b>31,053</b>	<b>31,577</b>
<b>Annual Surplus (Deficit)</b>	<b>(5,239)</b>	<b>(2,150)</b>	<b>(1,825)</b>	<b>(1,825)</b>
<b>Total Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Accumulated Surplus (Deficit)</b>	<b>24,837</b>	<b>22,687</b>	<b>20,862</b>	<b>19,037</b>
<b>Capital Expenditures</b>	<b>11,703</b>	<b>52,847</b>	<b>99,449</b>	<b>50,606</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## Key Forecast Assumptions, Risks and Sensitivities

- A business case for a new museum facility has been developed for consideration by government. It is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of the project and its impact on the Museum's day to day operations, including revenue and expense assumptions. The current forecast includes an assumption for additional revenues, which may include transitional government funding necessary to enable sustainable continuation of the Museum's operations.
- The Museum admission fees reflect an expectation that capacity restrictions resulting from public health orders will be eased.
- The Royal BC 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 financial contributions to the Royal BC Museum through its established endowments.
- Other expenses include information systems, project specific expenditures, marketing and supplies.
- The Royal BC Museum is subject to significant financial pressures from the effects of increasing costs of human resources, utilities, property taxes and services.

## Management's Perspective on the Financial Outlook

Going forward, the Royal BC Museum will be more reliant on the Province while modernizing its galleries and buildings. All fundraising efforts will go to phase 2 of the modernization project and on-going operational fundraising once Museum modernization of the downtown site is complete.

The Royal BC 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.

## Capital Expenditures

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Collections and Research Building	2025	19	206	224.4

## **Appendix A: Additional Information**

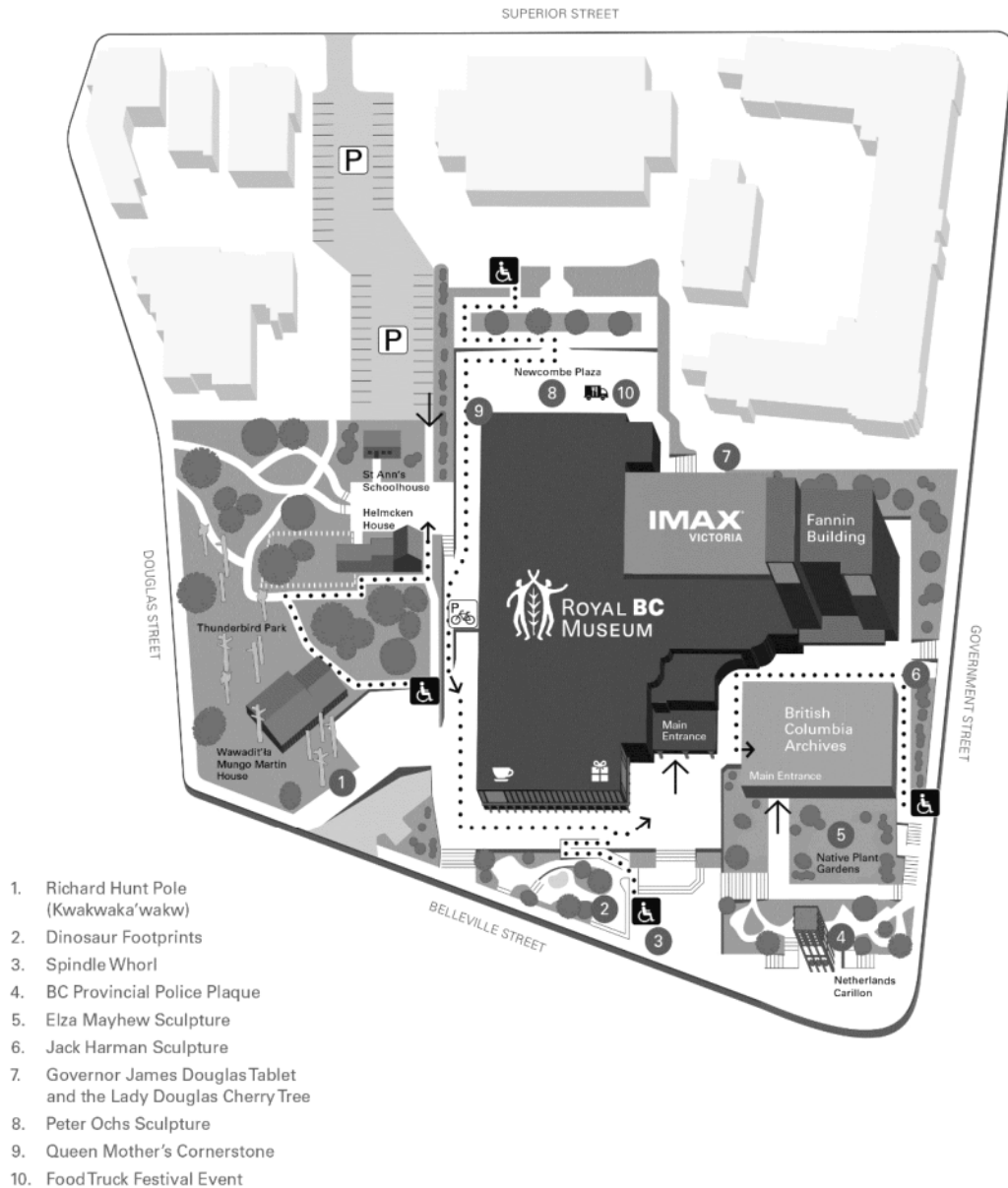
### **Corporate Governance**

- [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 BC Museum's Risk Register](#)

## Appendix B: Site Plan



## **Appendix C: Crown Mandate Letter from the Minister Responsible**



Ref: 42216

May 17, 2021

Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal British Columbia Museum  
675 Belleville Street  
Victoria, BC V8W 9W2

Dear Dr. Muzyka:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise, and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and Government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Royal BC Museum, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the Royal BC Museum about priorities and expectations for the coming fiscal year.

.../2



I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

.../3

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the Royal BC Museum, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2021/22 Service Plan:

- Continue to work closely with Government, partners, and Indigenous communities to advance reconciliation and support repatriation of belongings to Indigenous communities in British Columbia through:
  - providing support to Indigenous communities seeking to repatriate belongings from the Royal BC Museum and other museums nationally and internationally;
  - making the Royal BC Museum's Indigenous collections more available online;
  - capturing archive materials and increasing accessibility to the public through the Royal BC Museum's digitized Access to Memory system;
  - providing Indigenous communities and individuals with reproductions of records documenting their cultural heritage;
  - prioritizing the digitization of Indigenous materials, with a focus on digitizing:
    - linguistic tapes to support language revitalization;
    - key photograph collections;
    - Indigenous belongings, where appropriate and with permission; and
  - providing expertise and support to other organizations and delivery partners, including the Province, to advance repatriation and reconciliation.
- Increase the Royal BC Museum's presence across the province and make the Museum and archives more available to all British Columbians by:
  - emphasizing the value of the BC Archives and the legacy the archives represent for the citizens of British Columbia;
  - increasing access to collections through digitization of materials;

.../4

- continuing to provide support to other heritage, scientific, and cultural institutions with curatorial, scientific, and archival expertise;
  - acting as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens;
  - curating and supporting touring exhibits around British Columbia; and
  - continuing to offer wider access to British Columbians through events and programs such as National Indigenous Peoples Day, Community Days, and the Greater Victoria Public Library pass program.
- Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs, and enhancing access through digital programs and services, including:
  - ensuring that onsite exhibits such as Orcas: Our Shared Future and Wildlife Photographer of the Year 2021, prioritize safety of visitors and adhere to Provincial Health Orders and incorporate online elements where possible;
  - delivering the 2021/2022 learning programs, including building on the Digital Field Trips school program for teachers and students across British Columbia, offering sessions with Museum staff linked directly, through digital technology, to classrooms; and
  - increasing online access to photography and audio-visual collections.
- Prioritizing modernization by both continuing the redevelopment of the Royal BC Museum, as well as modernizing the operating and organizational practices generally, including:
  - ensuring the modernization project safeguards the collections and better protects the artifacts that are not currently on display;
  - developing and supporting funding, programming, and financial efficiencies for the modernization project and for on-going business;
  - prioritizing the allocation of resources (Financial and Human) to the modernization project to support successful project delivery;
  - applying a modernization lens to curatorial, research, exhibition, and operating practices, procedures, and policies, seeking internal and external transformation;
  - advancing fundraising in support of the modernization project and ongoing operations; and
  - continuing to explore commercial opportunities which will contribute positively to the Museum's financial position.

- Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of cultural safety for all, through:
  - completing a review and update of all policies, practices, and procedures to ensure diversity and inclusion is reflected throughout Museum operations;
  - beginning a two-year Diversity and Inclusion program applicable to all levels of the organization including the board and all staff;
  - diversifying the RBCM community of supporters and visitors at every level through defined programs;
  - co-creating an Inclusivity Action Plan in collaboration with community experts and ensuring adequate resources to implement the Plan;
  - instituting mandatory staff bias and inclusivity training, including an internal dialogue series on racism;
  - supporting workplace diversification, including recruitment, retention, and support of diversity in staff, volunteers, and researchers; and
  - work to implement the Work Environment Survey as conducted by the Public Service Agency for its next survey cycle and for future cycles including ensuring results are monitored and action plans established to address gaps.
- Respond to the COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.
  - ensuring community health and safety while prioritizing access to the Museum through both virtual offerings and adapting in-person experiences in response to the evolving situation;
  - exploring opportunities for alternative revenue sources to offset impacts of reduced visitation revenues;
  - planning ahead for the full recovery of Museum operations after the COVID-19 pandemic and for long-term sustainability of the Museum; and
  - accounting for potential impacts from the COVID-19 pandemic on the modernization project.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

Dr. Daniel F. Muzyka  
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I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,

A handwritten signature in black ink that reads "Melanie Mark". The script is cursive and fluid, with the first name and last name clearly distinguishable.

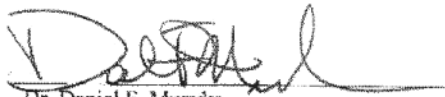
Melanie Mark  
Hli Haykwhl W̱ii X̱sgaak  
Minister of Tourism, Arts, Culture and Sport

Date: May 17, 2021

Enclosure

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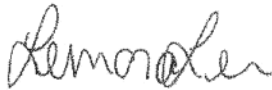
Dr. Daniel F. Muzyka  
Page 7



Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal BC Museum



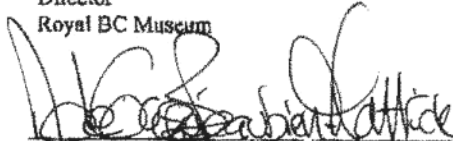
Wendy King  
Vice Chair  
Royal BC Museum



Lenora Lee  
Director  
Royal BC Museum



Peeter Wesik  
Director  
Royal BC Museum



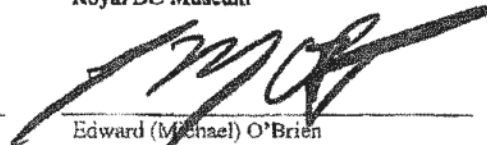
Nanon de Gaspé Beaubien-Matrick  
Director  
Royal BC Museum



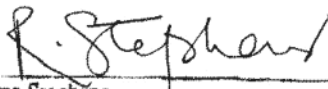
Nika Collison  
Director  
Royal BC Museum



Karen Aird  
Director  
Royal BC Museum



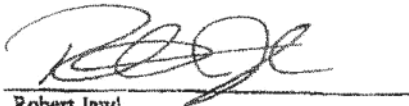
Edward (Michael) O'Brien  
Director  
Royal BC Museum



Ratana Stephens  
Director  
Royal BC Museum



Carole Alison James  
Director  
Royal BC Museum



Robert Jawl  
Director  
Royal BC Museum

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Dr. Daniel F. Muzyka  
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cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Wendy King  
Vice Chair  
Royal BC Museum

Lenora Lee  
Director  
Royal BC Museum

Peeter Wesik  
Director  
Royal BC Museum

Nanon de Gaspé Beaubien-Matrick  
Director  
Royal BC Museum

Nika Collison  
Director  
Royal BC Museum

Karen Aird  
Director  
Royal BC Museum

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Dr. Daniel F. Muzyka  
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cc: Edward (Michael) O'Brien  
Director  
Royal BC Museum

Ratana Stephens  
Director  
Royal BC Museum

Carole Alison James  
Director  
Royal BC Museum

Robert Jawl  
Director  
Royal BC Museum

Chief Executive Officer/President  
Royal BC Museum



## BRIEFING NOTE

### AGENCIES AND KEY PARTNERS

Name: Chinese Canadian Museum Society of British Columbia

Legislative Authority: *Societies Act*

Mandate/Mission:

The Chinese Canadian Museum Society of British Columbia was established in March 2020 as an independent, non-profit society through support of the Ministry of Tourism, Arts and Culture. The purposes of the Society as set out in its constitution are to:

1. Provide a public amenity by establishing, maintaining and operating a museum of Chinese Canadian history and culture for the public;
2. Advance education regarding Chinese Canadian history and culture by:
  - a) Collecting, documenting, preserving, exhibiting and displaying for the public, objects, documents or records of cultural or historical value or significance;
  - b) Educating about racial prejudice and discrimination experienced by Chinese Canadians, both past and present, in Canada through interactive exhibits and displays; and
  - c) Organizing and providing educational presentations, lectures, seminars and workshops on the historical contributions, living culture and traditions of Chinese Canadians;
3. Provide grants of funds or other property, from time to time, to qualified donees as defined in subsection 149.1(1) of the *Income Tax Act* (Canada); and
4. Undertake activities ancillary and incidental to the attainment of the above-mentioned purposes.

Guided by its mission statement “*Connecting to the Chinese Canadian story – addressing inclusion for all,*” the Chinese Canadian Museum aspires to provide an invigorating and transformative experience for present and future generations through its exhibitions and programming throughout B.C. and Canada.

Board of Directors:

Last Name	First Name	Title	Mechanism
Avison	Claire	Provincial Director	Gov Appt.
Jonker	Brian	Provincial Director	Gov Appt.
Wong	Grace	Chair	Member Elected
Adams	Jon	Director	Member Elected
Chang	Christina	Director	Member Elected
Chan	Tung	Director	Member Elected
Ding	Guo	Director	Member Elected
Lim	Imogene	Director	Member Elected
Lee	Burton	Director	Member Elected
Lowe	Alan	Director	Member Elected
Lee	Ted	Director	Member Elected
Louie	Raymond	Director	Member Elected
Ting	Tiffanie	Director	Member Elected
Ma	William	Director	Member Elected
McBay	Brian	Director	Member Elected
Singh	Sandra	Municipal Director	City of Vancouver Appt.
Wong	Randall Sun-Kue	Director	Member Elected
Wong	Sonny	Director	Member Elected
Lee	Wendy	Director	Member Elected

Appointments required:

- None

Issues: Advice/Recommendations; Cabinet Confidences

- 
- Opening planned for July 2023 to align with 100th anniversary of the *Chinese Immigration Act* (aka the *Chinese Exclusion Act*).

Key Contact:

Grace Wong  
Chair  
778-386-8546  
gracewong.vancouver@outlook.com



CHINESE  
CANADIAN  
MUSEUM  
華裔博物館

# INTERIM REPORT TO GOVERNMENT OF BRITISH COLUMBIA ON FUNDING AGREEMENT DELIVERABLES

SEPTEMBER 1, 2021

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The Chinese Canadian Museum Society of British Columbia (the Society) was incorporated on March 13, 2020, as a non-profit society under the *Societies Act* of British Columbia. The Society was established in response to the commitment by the Government of British Columbia (the Province) to create a museum recognizing the history, the significance, and the contributions of Chinese immigrants and Chinese Canadian settlers in the Province.

On March 27, 2020, the Society and the Province, represented by the Ministry of Tourism, Arts, Culture and Sport (formerly the Ministry of Tourism, Arts and Culture) entered into a Shared Cost Agreement (Agreement). The Agreement stipulates that the Society deliver to the Province interim progress reports semi-annually on September 1 and March 1, except for the first progress report which was due on October 1, 2020.

This report represents the September 1, 2021, interim report requirement, the third interim report as required under the current shared cost agreement with the Province of BC. The report is organized into the following sections:

### **Section 1: Administrative and Start-Up**

Articulates progress towards completing and actioning the requirements outlined in the Obligations of the Recipient and Insurance sections of the Shared Cost Agreement, except in the case where those requirements are financial or have funding requirements, which will be reported out in the funding section.

### **Section 2: Implementation Phase**

Articulates progress towards completing and actioning the requirements outlined in Schedule A (A.1) (a) (Implementation Phase) of the Shared Cost Agreement.

### **Section 3: Operational Phase**

Articulates progress towards completing and actioning the requirements outlined in Schedule A (A.1) (b) (Operational Phase) of the Shared Cost Agreement.

### **Section 4: Funding**

Articulates progress towards completing and actioning the requirements outlined within and throughout the agreement related to funding requirements, including budgets.

OVERALL PROGRESS AT A GLANCE – September 1, 2021

ACTIVITY	PROGRESS	STATUS	NOTES
ADMINISTRATIVE AND START UP			
Commence carrying out the Project within one week of the Commencement Date	100%	Complete	The Society commenced the project on March 20, 2020, by holding its first board meeting.
Provide evidence to Province of Project Commencement	100%	Complete	The Society provided minutes from the March 20, 2020, board meeting to the Province on March 24, 2020.
Establish and maintain books of account, and administrative/financial records	100%	Complete	<p>The Society hired an Operations Manager, who maintains the books of account and administrative and financial records. In addition, the Museum of Vancouver continues to provide additional financial accounting services.</p> <p>MNP is confirmed as the Society's financial auditor.</p> <p>The Society entered into a Registered Office Agreement with Turlex Office Services Limited Partnership, wherein Turlex will maintain the incorporation records of the Society and serve as the Society's legal address.</p>
The Recipient will provide and maintain insurances	100%	Complete	<p>The Society maintains directors' and officers' liability insurance with Aon Insurance.</p> <p>The Society maintains commercial and property insurance and a fine arts insurance package with Marsh Canada.</p> <p>The Society has also recently obtained accidental volunteer insurance with Mercer - Marsh Canada.</p>
Make every effort to become a registered charity under the <i>Income Tax Act</i>	80%	On Track	Norton Rose Fulbright LLP submitted the Society's charitable status application to the Canada Revenue Agency on June 9, 2021. A decision is expected within 6 months.

ACTIVITY	PROGRESS	STATUS	NOTES
<b>IMPLEMENTATION PHASE (IMPLEMENTATION DEADLINE DECEMBER 31, 2021)</b>			
Hire at least 1 FTE and/or contracted support	100%	Complete	<p>The Society currently employs 5 full-time term contract staff, including an Operations Manager, Exhibition and Program Manager, Outreach Coordinator, Visitor Services and Community Engagement Coordinator, and Board Administrator.</p> <p>The Society also contracts various vendors/consultants to support the planning and development of the museum.</p>
Planning Work	60%	On Track	Contracted Project Manager developed three-year workplan for the Society. Programming Consultants, NGX and Barker-Langham are contracted to lead the conceptualization of the thematic plan for provincial hub.
Development of Website	100%	Complete	Website launched on August 13, 2020, and is regularly updated.
Secure Vancouver temporary premise to host temporary exhibit	100%	Complete	The Society continues to host the temporary exhibition, <i>A Seat at the Table</i> , in the historic Hon Hsing Building.
Complete a Business Case for Museum	100%	Complete	Lord Cultural Resources updated the business case for the hub and spoke model and facility plan for the preferred site for the Vancouver Chinatown provincial hub. The updated business case includes financial modelling, capital costs and revenue and expense projections for the provincial hub based on the preferred site identified by the Society.
Develop and Implement Fundraising Strategy & Plan	50%	On Track	Discovery Group completed Fundraising Action Plan. Discovery Group contracted to begin execution of the plan.
<b>OPERATIONAL PHASE</b>			
Continued operation of website	100%	Complete	Website is maintained and updated regularly. A more comprehensive website build is currently being designed that will include expanded content and the museum's branding.

ACTIVITY	PROGRESS	STATUS	NOTES
Development of Regional Hub and Spoke Network	60%	On Track	<p>Lord Cultural Resources completed regional hub and spoke document, articulating the process for becoming a regional hub or spoke of the museum.</p> <p>MOU signed with Victoria Chinatown Museum Society with the purpose of establishing a regional hub in Victoria Chinatown.</p>
FUNDING			
Establish Endowment Fund	100%	Complete	<p>The \$10 million was received in a single transfer to the Society on April 2, 2020 and placed <b>Business Information</b></p>
Transfer \$8 million of the Funding into the Endowment Fund	100%	Complete	<p>On April 3, 2020, \$8 million of the funds were transferred <b>Business Information</b></p>
Raise or generate, from sources other than the Province, at least \$8 million	20%	On Track	<p><b>Business Information</b> The Society has acquired, raised or generated from grants, donations and interest income to date from sources other than the Province.</p> <p>The Society has negotiated a lead in-kind donation valued at over \$7 million through the building acquisition process subject to funding confirmation.</p>
Maintain \$8 million Principal	100%	On Track	<p>The Society continues to maintain minimum principal of \$8 million in an Endowment to March 31, 2025, and from and after March 31, 2025.</p>
ONGOING			
Interim Progress Report	100%	Complete	<p>Reports due semi-annually on March 1, 2021, and September 1, 2021</p>
Annual Progress Status	50%	On Track	<p>First report due December 31, 2021, and every year on same date thereafter.</p>
3-year strategic plan	100%	Complete	<p>3-year strategic plan completed and endorsed by the board on September 18, 2020.</p>



ACTIVITY	ACTIVITIES UNDERTAKEN SINCE LAST INTERIM REPORT
<b>ADMINISTRATIVE AND START UP</b>	
Establish and maintain books of account, and administrative/financial records	The Society hired an Operations Manager, who maintains the books of account and administrative and financial records. In addition, the Museum of Vancouver continues to provide supplementary financial accounting services and supporting development of Society's financial systems.
The Recipient will provide and maintain insurances	The Society acquired additional volunteer accidental insurance. Directors' and Officers' liability insurance and museum insurance are maintained.
Make every effort to become a registered charity under the <i>Income Tax Act</i>	Norton Rose Fulbright LLP submitted the Society's charitable status application to the Canada Revenue Agency on June 9, 2021. A decision is expected within 6 months.
<b>IMPLEMENTATION PHASE (IMPLEMENTATION DEADLINE DECEMBER 31, 2021)</b>	
Hire at least 1 FTE and/or contracted support	<p>The Society currently employs 5 full-time term contract staff, including an Operations Manager, Exhibition and Program Manager, Outreach Coordinator, Visitor Services and Community Engagement Coordinator, and Board Administrator.</p> <p>The Society also contracts various vendors/consultants to support the planning and development of the museum.</p>
Planning Work	<p>A Project Manager was contracted to create a three-year workplan to outline all aspects of planning for the establishment of the Museum.</p> <p>NGX Interactive and Barker-Langham were contracted as Program Consultants to lead the conceptualization of the thematic program for the provincial hub. This work is anticipated to be completed in fall 2021.</p> <p>The Society released its official logo and brand platform in May 2021.</p>
Secure Vancouver temporary premise to host temporary exhibit	The Society and the Wongs' Benevolent Association are in the process of working with the City of Vancouver to extend the occupancy permit for Hon Hsing building until June 2022.
Complete a Business Case for Museum	Lord Cultural Resources updated the business case for the hub and spoke model and facility plan for the preferred site for the Vancouver Chinatown provincial hub. The updated business case includes financial modelling, capital costs and revenue and expense projections for the provincial hub based on the preferred site identified by the Society.

Develop and Implement Fundraising Strategy & Plan	The Society contracted the Discovery Group as its fundraising consultant to develop a fundraising strategy, internal policies and procedures. The Discovery Group has been contracted to lead the initial implementation of the plan.
OPERATIONAL PHASE	
Development of Regional Hub and Spoke Network	The business case produced by Lord Cultural Resources includes an overview of the hub and spoke model, and case studies of two potential types of regional hubs. The Society has initiated a pilot project to establish a temporary exhibition in Victoria as a first step toward establishing a regional hub in Victoria; the responsibility which is intended to be transferred to the Victoria Chinatown Museum Society in due course, and when the VCMS has charitable status. The Society is currently negotiating a lease for this temporary exhibition to be located in Fan Tan Alley in Victoria Chinatown.
FUNDING	
Raise or generate, from sources other than the Province, at least \$8M	Since the last interim report, the Society earned <sup>Business</sup> <del>Informatio</del> from grants, donations and interest income. -

## SECTION 1: ADMINISTRATIVE AND START UP

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This section focuses on the administrative and start-up items articulated in the Obligations of the Recipient and Insurance sections of the Shared Cost Agreement.

Section	Requirement	Status
Obligations of the Recipient, 5(b)	Commence carrying out the project within one week of the Commencement Date	Complete – March 20, 2020

### Previously Completed Activities

- The Society commenced the project on March 20, 2020, by holding its first board meeting and subsequently established five committees to support the establishment of the Museum and ongoing work of the Society.
- Updated Terms of Reference for the 2021-22 operating year have been approved for each committee which are all active and meeting on a monthly basis, or as required.
- In September 2020, the Board completed its first strategic plan developed through seven virtual sessions facilitated by Rockandel & Associates.

Section	Requirement	Status
Obligations of the Recipient, 5(d)	By no later than 14 business days after the Commencement Date, provide evidence satisfactory to the Province to demonstrate that the Recipient has commenced the Project in accordance of section 5(b) of this Agreement	Completed – March 24, 2020

### Previously Completed Activities

- For the purposes of the Shared Cost Agreement the commencement date was April 1, 2020. The Society provided minutes from the March 20, 2020, board meeting to the Province on March 24, 2020.

Section	Requirement	Status
Obligations of the Recipient, 8(a)	The Recipient will establish and maintain books of account, administrative records, invoices, receipts and vouchers for all expenses incurred in a form and content satisfactory to the Province	Completed – December 2020

- The Society hired an Operations Manager, who maintains the books of account and administrative and financial records. In addition, the Museum of Vancouver continues to provide supplementary financial accounting services and supporting development of Society's financial systems.
- The Society held its first Annual General Meeting on May 14, 2021.
- MNP was reconfirmed as the Society's financial auditor at the Annual General Meeting.

#### Previously Completed Activities

- The Society retained the Museum of Vancouver to provide financial and accounting services to support the initial operations of the Society.
- In December 2020, the Society entered into a Registered Office Agreement with Turlex Office Services Limited Partnership, a wholly owned and controlled subsidiary of Norton Rose Fulbright LLP, wherein Turlex will act as the legal address of the Society and maintain access to the incorporation records of the Society that are required to be kept under section 20 of the *Societies Act*.

Therefore, the Society's address of record was changed to:

1800 – 510 West Georgia Street  
Vancouver, BC, V6B 0M3

Section	Requirement	Status
Insurance, 19	The Recipient will, without limiting its obligations or liabilities herein, provide and maintain insurances with insurers licensed in Canada with coverage of a type, and in amounts, that any similar business, acting reasonably, would procure for a project of the scope, size, and exposure of this project, during the term of this Agreement and for any subsequent ongoing operations	Completed – May 13, 2020

- The Society acquired additional volunteer accident insurance. Directors' and Officers' liability insurance and museum insurances are maintained.
- The Society and Wongs' Benevolent Association are working with the City of Vancouver to extend the occupancy permit for Hon Hsing building until June 2022.

#### Previously Completed Activities

- The Society has purchased insurance for the Board with coverage effective April 1, 2020.
- On October 1st, 2020, the Hon Hsing Building lease was transferred from the Museum of Vancouver to the Chinese Canadian Museum Society of BC with associated insurance purchased for the temporary exhibition.

Section	Requirement	Status
Default, 21(h)	The Recipient makes every effort to be eligible for and apply to become a registered charity under the <i>Income Tax Act</i> (Canada) within 12 months of the Commencement Date, or thereafter ceases to be a registered charity	In Progress

- Norton Rose Fulbright LLP submitted the Society's charitable status application to the Canada Revenue Agency on June 9, 2021. A decision is expected within 6 months.

#### Previously Completed Activities

- The Society retained the services of Norton Rose Fulbright LLP on August 17, 2020, to undertake charitable status registration with the Canada Revenue Agency on behalf of the Society.
- The Society explored establishing a donor advised fund to allow for charitable donations prior to being granted charitable status. The Society has not proceeded with a donor advised fund as it has not been necessary.

*This deliverable is on track for completion by December 31, 2021.*

## SECTION 2: IMPLEMENTATION PHASE

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This section focuses on the requirements contained within the Implementation Phase as articulated in Schedule A, section A.1(a) of the Shared Cost Agreement with the date required to complete these items, the Implementation Deadline, being December 31, 2021.

Section	Requirement	Status
Schedule A, A.1(a)(i.)	Hire at least 1 FTE and/or contracted support as required	Completed – July 15, 2020

- The Society currently employs 5 full-time term contract staff, including an Operations Manager, Exhibition and Program Manager, Outreach Coordinator, Visitor Services and Community Engagement Coordinator, and Board Administrator.
- The Society also contracts various vendors/consultants to support the planning and development of the museum.

### Previously Completed Activities

- The Society, through agreement with the Museum of Vancouver, contracted an Exhibition and Program Manager, Visitor Services and Community Engagement Coordinator, and Board Administrator.
- The three previously contracted staff were transitioned to fixed-term full-time employees.

Section	Requirement	Status
Schedule A, A.1(a)(ii.)	Planning work including administrative functions and preliminary functional programming for the future operation of a museum	In Progress

- The Society contracted NGX Interactive and Barker-Langham as Programming Consultants to lead the conceptualization of the thematic program for the CCM provincial hub. The consultants are leading the development of the museum's core themes, undertake concept research, and facilitate the development of the museum's thematic concept plan. This work is anticipated to be completed in fall 2021.
- A Project Manager was contracted to create a three-year workplan to outline all aspects of planning for the establishment of the Museum.
- The Society's logo, brand platform and brand graphic manual were finalized by Leap Creative Group in May 2021.

#### Previously Completed Activities

- The Society established committees to advance the project, including a Programs and Outreach committee.
- The Society contracted Lord Cultural Resources to develop options for the Regional Hub and Spoke model.
- Lord Cultural Resources has completed a regional hub and spoke document which articulates the role of the Society in the implementation and operation of the hub and spoke system, a key element to the functional program.
- A Project Manager supported the development of a detailed project plan in MS Project for the Chinese Canadian Museum.

*This deliverable is on track for completion by December 31, 2021.*

Section	Requirement	Status
Schedule A, A.1(a)(iii.)	Development of a website for the museum	Completed – August 13, 2020

- The Society is in the process of rebuilding the website with additional content following the completion of museum branding. The revised website will aim to reflect the museum's long-term vision and mission, including significant content development regarding the museum's physical and digital programming.

#### Previously Completed Activities

- The Society launched its inaugural web presence at [www.chinesecanadianmuseum.ca](http://www.chinesecanadianmuseum.ca)
- To support the longevity of the Society's web presence, various other web domains were transferred or acquired.
- The Society secured web hosting services through Squarespace.
- **Business Information**

Section	Requirement	Status
Schedule A, A.1(a)(iv.)	Secure a temporary premise to host a temporary exhibit in Vancouver Chinatown	Completed – April 1, 2020 and August 15, 2020

- Between the launch of the temporary exhibit on August 15, 2020, and late August 2021, the temporary exhibit hosted over 4,000 people.
- In June 2021, the temporary exhibition “A Seat at the Table: Chinese Immigration and British Columbia,” received the 2020 Public History Prize in the products and projects category from the Canadian Historical Association.

#### Previously Completed Activities

- On April 1, 2020, the Society, through the Museum of Vancouver, secured the first floor of the historic Hon Hsing Building to host the temporary exhibition: “A Seat at the Table.”
- The temporary exhibition opening ceremony took place on August 13, 2020.
- The temporary exhibition opened to the public on August 15, 2020.
- Premier John Horgan and the Honourable Melanie Mark, Minister of Tourism, Art, Culture and Sport attended a virtual tour of the exhibition in Spring 2021.

Section	Requirement	Status
Schedule A, A.1(a)(v.)	Complete a business case for a museum that includes multiple, scalable costed options	Completed – May 2021

- Lord Cultural Resources completed the updated business and facility plan for the Vancouver Chinatown provincial hub. The updated business case includes financial modelling, capital costs and revenue and expense projections for the provincial hub based on the preferred site identified by the Society.
- The Society and the owners of the preferred site have signed a Letter of Intent, which is anticipated to be followed by a Purchase and Sale Agreement.

#### Previously Completed Activities

- Lord Cultural Services was retained to develop a regional hub and spoke business case and update the 2019 Business case for the provincial hub in Vancouver Chinatown.
- The Society, with the support of a contracted land advisor, evaluated potential sites in Vancouver Chinatown for the Provincial Hub including engagement with the site owners.
- Lord Cultural Resources completed a regional hub and spoke document which provides an overview of lessons learned from networked museum models, key criteria and relationships associated with physical facilities and digital engagement, and the role of the Society in the implementation and operation of the hub and spoke system.
- The Society signed a Memorandum of Understanding with the owner of the preferred site to start official negotiations.



Section	Requirement	Status
Schedule A, A.1(a)(vi.)	Develop a fundraising strategy and plan and begin execution of the plan	In Progress

- The Society contracted the Discovery Group as fundraising consultants to develop the initial fundraising strategy and plan. On June 18, 2021, the board endorsed a Campaign Action Plan and fundraising policies, including a Gift Acceptance Policy, Gifts of Cultural Property Acceptance Policy, Fundraising Policy, Privacy Policy, Naming and Recognition Policy, and Third-Party Fundraising Policy.
- The Discovery Group has been contracted to begin the execution of the “Planning Phase” outlined in the Campaign Action Plan.
- The Society is currently developing its campaign cabinet.

#### Previously Completed Activities

- The Society initiated planning work related to the fundraising strategy and plan led by the Finance and Audit Committee.

*This deliverable is on track for completion by December 31, 2021, as required.*

## SECTION 3: OPERATIONAL PHASE

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This section focuses on the requirements contained within the Operational Phase as articulated in Schedule A, section A.1(b) of the Shared Cost Agreement with the operational phase defined as after the Implementation Deadline of December 31, 2021.

Section	Requirement	Status
Schedule A, A.1(b)(i.)	Continue to operate a website for the Museum	Completed – August 13, 2020
Schedule A, A.1(b)(ii.)	Continue to establish and support the development of a regional hub and spoke network by exploring all revenue sources, including donations, grant funding, or other assistance	In Progress

- The Society plans to continue to improve on the website and integrate further functionality and programming as the Provincial Hub is developed and the functional program is established.
- The Society is tracking various governmental and private grant program opportunities, their eligibility requirements, and their application timelines. The Society is preparing to submit applications to these programs in due course, once it satisfies the minimum eligibility requirements. Such programs may include, and are not limited to:
  - BC Arts Council: Arts Infrastructure Program
  - BC Arts Council : Operating Assistance - Public Museums
  - City of Vancouver : Cultural Spaces Grant Program
  - Department of Canadian Heritage: Cultural Spaces Fund
  - Department of Canadian Heritage: Museums Assistance Program

### Previously Completed Activities

- Lord Cultural Resources has completed a regional hub and spoke document which builds upon the work completed to date (2018 – Lord Cultural Resources: Museum Advisory Report; 2019 – University of British Columbia: Feasibility Study; 2018 – Lord Cultural Resources: Chinese Canadian Museum Business Case); and is informed by public opinions and expert advice (2019 – What We Heard Report; 2019 - Chinese Canadian Museum Working Group Statement). The business case provides key criteria and relationships associated with physical facilities and digital engagement, roles and responsibilities, and an operational plan with the focus on the Victoria Chinatown and Kamloops as models for regional hubs. Another strong focus is on digital engagement to achieve the objectives of the Chinese Canadian Museum.

## SECTION 4: FUNDING

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This section covers all funding related requirements throughout the Shared Cost Agreement and captures the progress and status of each.

Upon execution of the Agreement, the Society became eligible and received payment in the amount of \$10 million in funding from the Province.

Section	Requirement	Status
Obligations of the Recipient 5(e)	Establish an endowment fund no later than 15 days after the Commencement Date, which must at all times be managed in accordance with Schedule C (the "Endowment Fund")	Completed – April 2, 2020
Obligations of the Recipient 5(f)	No later than 15 days after the Commencement Date, transfer \$8M of the Funding into the Endowment Fund	Completed – April 3, 2020

- The Society is continuing to maintain the established \$8 million endowment fund \ **Business Information**  
**Business Information**

- 

### Previously Completed Activities

- The \$10 million was received in a single transfer to the Society on April 2, 2020, and was placed **Business Information**  
**Business Information**
- \$8 million of the funds were transferred **Business Information** effectively establishing the endowment fund.
- **Business Information**

- The Society entered a Memorandum of Understanding for the purchase of the site for the Provincial Hub that is expected to include a significant charitable donation as part of the purchase and sale agreement pending confirmation of funding.

Section	Requirement	Status
Schedule A,A.3(d)	Establish the Endowment Fund by no later than the date in section 5(e) of this Agreement, and at all times maintain the Endowment Fund in accordance with the investment terms and conditions set out in Schedule C	Completed – April 2, 2020, and May 15, 2020, and ongoing

- The Society establishment and investment of the \$8 million endowment fund continues to be in alignment with Schedule C of the Shared Cost Agreement.

Section	Requirement	Status
Schedule A,A.3(e)	Raise or generate, from sources other than the Province, at least \$8M by no later than March 31, 2025	Ongoing

- As reported in Section 2 of this report, the Society hired a consultant to lead the development of its fundraising strategy and plan.

#### Business Information

#### Fundraising from Sources Other Than the Province:

##### Acquired Funds Since Last Interim Report **Business Information**

##### **Business**

- **Information** in donations
- **Business Information**

Previously Acquired Funds: \$374,669.31

- **Business Information**
- \$173,511.00 from the City of Vancouver
- **Business** in donations
- **Information**
- **Business Information**

#### Additional Funding from Province: \$24,000

- \$20,000 from the Ministry of Tourism, Arts, Culture and Sport
- \$4,000 from Ministry of Tourism, Arts, Culture and Sport for Family Day and Lunar New Year activities.

## Ongoing Responsibilities

Section	Requirement	Status
Upon the execution of this Agreement by both parties, the Recipient becomes eligible for, and the Province will make a payment in the amount of \$10 million Canadian being the amount of contribution funding approved by the Province. The Funding will be allocated as follows:		
Schedule B,B.1(a)	\$2M to be used by the Recipient for Eligible Costs incurred by the Recipient;	Ongoing
Schedule B,B.1(b)	\$8M to be placed in the Endowment Fund and invested in accordance with Schedule C, with earnings to be used by the Recipient for Eligible Costs incurred by the Recipient.	Ongoing
The Recipient may use the Funding only for direct costs properly and reasonably incurred by the Recipient for the Project on or after the Commencement Date and during the term of this Agreement ("Eligible Costs"), which may include the following:		
Schedule B,B.2(a)	Operating and capital costs associated with establishing and operating the Provincial Hub and developing administrative capacity of the Recipient	Ongoing
Schedule B,B.2(b)	Operating and capital costs for supporting Regional Hub and Spokes (the network of hubs and spokes across the Province);	Ongoing

These requirements are ongoing and continually assessed in the decision-making processes of the Society as it relates to use of funds and the stipulations placed on them within the Shared Cost Agreement.

## BRIEFING NOTE

### AGENCIES AND KEY PARTNERS

Name: BC Arts Council

Legislative Authority: *Art Council Act*

#### Mandate:

The BC Arts Council is an advisory board<sup>1</sup> established under the *Arts Council Act of British Columbia* for the purposes of:

- (a) providing support for arts and culture in British Columbia;
- (b) providing persons and organizations with the opportunity to participate in the arts and culture in British Columbia; and
- (c) providing an open, accountable and neutrally administered process for managing funds for British Columbia arts and culture.

#### Vision:

Artists and cultural organizations in British Columbia are well-supported, thriving, and able to reach their full potential under principles of equity, diversity, accessibility, and reconciliation. Arts and culture are seen as fundamental to developing vibrant and resilient communities, where the people of British Columbia are highly engaged in the province's unique arts and culture sector recognized for its innovation and leadership in Canada and abroad.

#### Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Chung	Sae-Hoon (Stan)	Chair and Member	Order in Council	2020-07-31	July 31, 2024
Claxton	Dana	Vice-Chair and Member	Order in Council	2021-03-05	July 31, 2024
Andre-Brown	Jules	Member	Order in Council	2021-12-31	December 31, 2022
Case	Ian Roger	Member	Order in Council	2017-12-31	December 31, 2023
Darcy	Judith	Member	Order in Council	2021-12-31	December 31, 2022
Dhaliwal	Kirandeep	Member	Order in Council	2019-12-31	July 31, 2025
Djwa	Jai (Phillip)	Member	Order in Council	2018-07-31	July 31, 2024
Henman	Patricia (Pat)	Member	Order in Council	2018-07-31	July 31, 2024
Heron	Dean Jason Patrick	Member	Order in Council	2017-12-31	December 31, 2023
Huron	Miranda	Member	Order in Council	2021-12-31	December 31, 2022
Martin	Paula	Member	Order in Council	2020-07-31	July 31, 2023
Murray	Michael (Mike)	Member	Order in Council	2019-07-31	July 31, 2023
Orlando	Dionne (Simone)	Member	Order in Council	2018-07-31	July 31, 2024
Vickers	Roy	Member	Order in Council	2019-07-31	July 31, 2023

#### Appointments required:

- **90 days:** There are three members with terms expiring December 31, 2022. Two members are seeking reappointment for a term of two years. One member is resigning when their term expires. Additionally, the Council currently has one vacancy. A Notice of Position will be posted after the Transition for the two vacancies.

#### Issues:

- Delivering the commitments to reconciliation, equity, diversity, inclusion and access as stated in *Extending Foundations: Action Plan for the BC Arts Council 2022-2024*.
- Strategic visioning to support the arts and culture sector beyond 2024, to take place largely in FY2023/24.

<sup>1</sup> <https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/services-policies-for-government/public-sector-management/cabro/cabro-crown-agency-registry.pdf>

Key Contact:

Dr. Sae-Hoon (Stan) Chung  
Chair  
Personal Information

# Extending Foundations

ACTION PLAN FOR THE BC ARTS COUNCIL 2022-2024



BRITISH COLUMBIA  
ARTS COUNCIL



BRITISH  
COLUMBIA



The BC Arts Council acknowledges it carries out its work on the traditional territories of Indigenous nations throughout British Columbia. We pay our respects to the Elders, past and present, descendants and custodians of these lands. We honour the knowledge keepers and the continuing relationships with Indigenous peoples in B.C. that develop through our work together. The BC Arts Council is grateful to the ləkʷəŋən (Songhees) and Xwsepsum (Esquimalt) ancestors and families, on whose ancestral lands we operate our main offices.

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## Message



Together, we are proud to launch *Extending Foundations: An Action Plan for the BC Arts Council 2022-2024*.

In the summer of 2021, Parliamentary Secretary Bob D'Eith led a series of roundtables with arts and culture leaders, artists from various disciplines, and practitioners from around the province, focusing on COVID-19 recovery priorities, and looking ahead to the

future. Themes from these meetings, along with input we have received directly from the sector, have been used to develop a new concept for action and renewal for the BC Arts Council. This new action plan reflects what we heard and reaffirms our commitment to real action.

The *Extending Foundations Action Plan* rebalances and renews the BC Arts Council, forging a more equitable and socially just role for public arts funding in the province. We are responding to the need for systemic change by reducing barriers, increasing accessibility, and making space for those that have been traditionally left out. We will actively and intentionally embed reconciliation, equity, diversity, inclusion, and access across all programs and will be expecting the same from the organizations we fund.

Under the Action Plan we have already introduced both the Arts Infrastructure and Arts Impact Grant programs. We now invite you to join us as we introduce seven pivotal changes to funding programs and processes over the next two years and as we look ahead, together, to build a vision for the future through our next round of strategic visioning, to take place beginning later this year.

Sincerely,

Sae-Hoon Stan Chung, Chair, BC Arts Council

Dana Claxton, Vice Chair, BC Arts Council

HLI HAYKWHL WII XSGAAK, Melanie Mark, Minister of Tourism, Arts, Culture and Sport

Bob D'Eith, Parliamentary Secretary for Arts and Film

# Background

## How we got here

The BC Arts Council was founded under the *Arts Council Act*, which defines its purposes as:

- providing support for arts and culture in British Columbia,
- providing persons and organizations with the opportunity to participate in the arts and culture in British Columbia, and
- providing an open, accountable, and neutrally administered process for managing funds for British Columbia arts and culture.

## New Foundations Strategic Plan

In July 2018, the BC Arts Council released its strategic plan, *New Foundations: 2018-2022*.

## Vision

Artists and cultural organizations in British Columbia are well-supported, thriving, and able to reach their full potential under principles of equity, diversity, accessibility, and reconciliation. Arts and culture are seen as fundamental to developing vibrant and resilient communities, where the people of British Columbia are highly engaged in the province's unique arts and culture sector recognized for its innovation and leadership in Canada and abroad.



## Values

Artistic  
Development and  
Achievement

Indigenous  
Engagement and  
Cultural Vitality

Equity, Access,  
and Diversity

Collaboration and  
Partnerships

Engagement and  
Participation

Recognition and  
Promotion

Fair and  
Transparent  
Governance

## About Extending Foundations

In April 2022, the BC Arts Council announced the extension of its current strategic plan to 2024 and the launch of *Extending Foundations: Action Plan 2022-2024*. The plan is intended to support the arts and cultural community to navigate through a period of renewal and recovery as it emerges from the health, economic, social, and cultural impacts of the COVID-19 pandemic and addresses calls for social justice.

The Action Plan has been developed to support the need for stability, rebalancing, and renewal across the sector while forging a more equitable and socially just role for public arts funding in the province as the sector recovers from the pandemic.

With a timeline of just two years, the Action Plan is focused on transparency and accountability to activate key changes in the short term while providing a road map for the next round of strategic visioning for the BC Arts Council.

## Action Areas

The Action Plan incorporates commitments and actions from *New Foundations* alongside significant new activities driven through seven key action areas.

**Action 1** | Renew Strategic Visioning and Planning

**Action 2** | Establish Diversity, Equity, and Access Program Supports

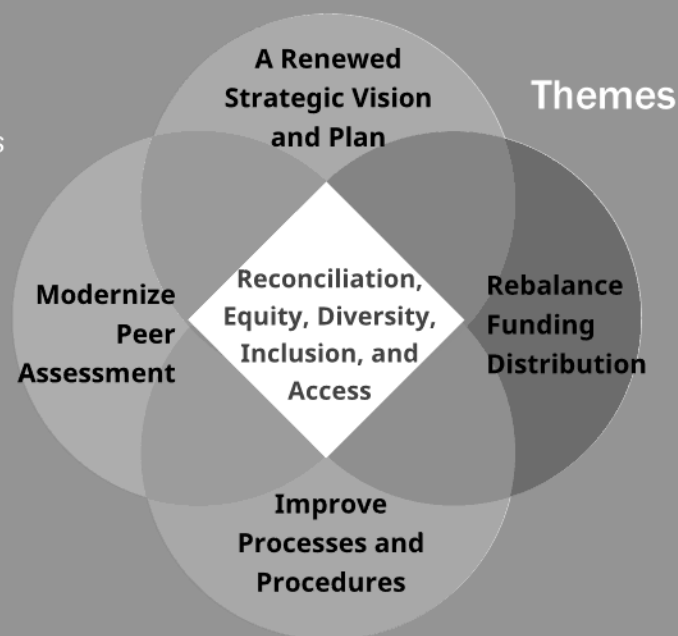
**Action 3** | Implement Process and Procedure Improvements

**Action 4** | Modernize Peer Assessment

**Action 5** | Rebalance Funding Distribution

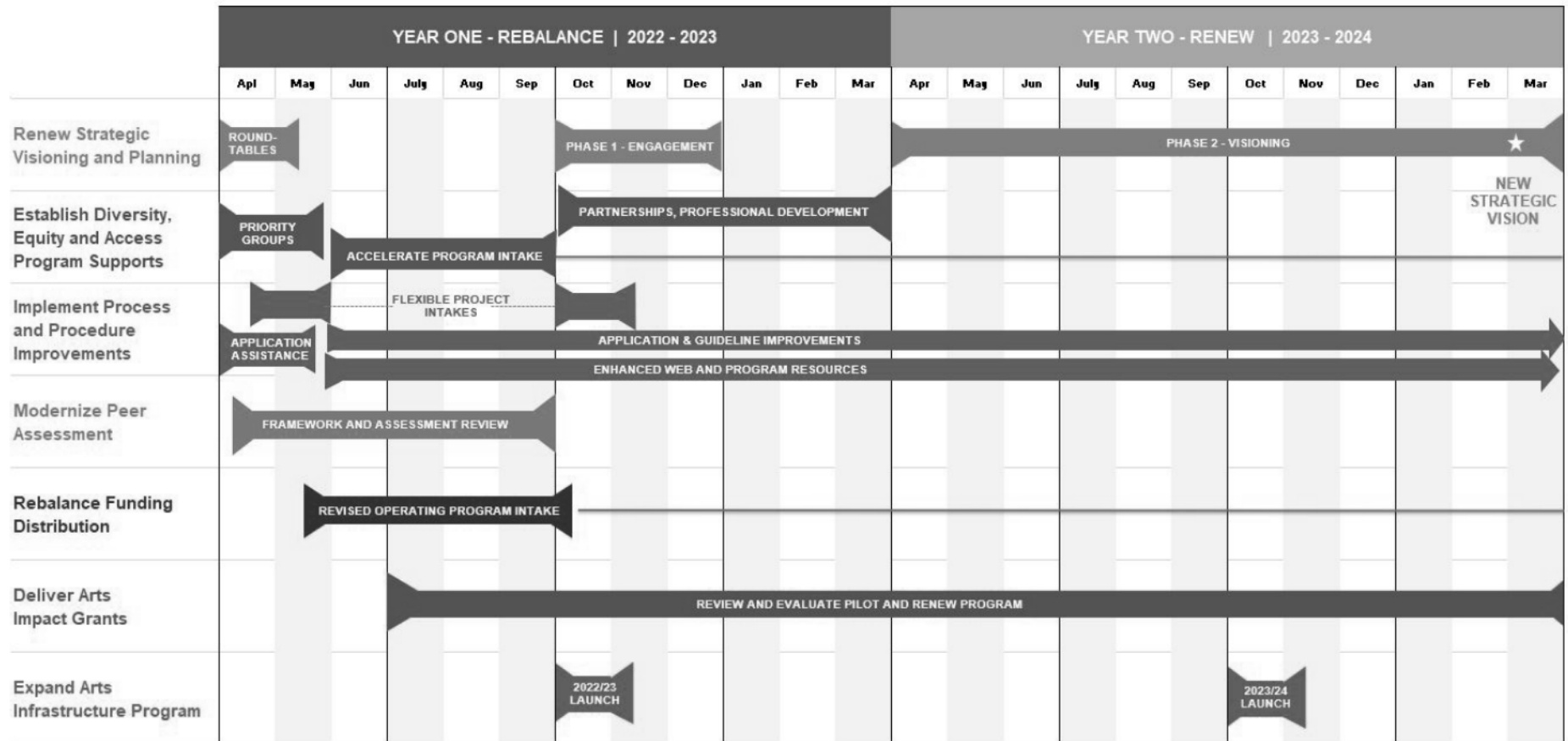
**Action 6** | Deliver Arts Impact Grants

**Action 7** | Expand Arts Infrastructure Program



## Implementation

This document provides an overview of the actions to be implemented over the next two years. A companion online Activity Tracker will be updated regularly as specific activities are confirmed and initiatives developed.



# Extending Foundations Action Plan

ACTION



Renew Strategic Visioning and Planning



Establish Diversity, Equity, and Access Program Supports

PRIORITIES

CURRENT STRATEGIC PLAN  
EXTENSION

STRATEGIC VISION FOR  
2024

TARGETED INVESTMENT IN  
UNDERSERVED AND EQUITY  
DESERVING ORGANIZATIONS

EQUITY SUPPORT  
INITIATIVES

ACTIVITIES

- Launch *Extending Foundations: Action Plan 2022-2024*.
- Continue implementation of existing strategic directions.

- Advance opportunities for further renewal in 2024.
- Continue engagement to set the stage for next round of visioning.

- Create multi-year capacity building program for underserved and equity deserving organizations.
- Provide suite of supports through partnerships and research.
- Introduce designated priority groups policy based on existing strategic directions and identified gaps.

- Develop new partnerships for program delivery.
- Expand professional and organizational development activities.
- Create equity advisory structures to enhance voices of Indigenous and equity-deserving communities in policy, program, and processes.

# Extending Foundations Action Plan

ACTION



Implement Process and Procedure Improvements



Modernize Peer Assessment

PRIORITIES

REDUCED BARRIERS TO FUNDING PROGRAMS

INCREASED ACCESS TO SERVICES

TRANSPARENT, ACCOUNTABLE PEER ASSESSMENT PROCESS

ACTIVITIES




- Streamline program intakes for flexibility and accessibility.
- Simplify program guidelines.
- Reduce barriers in application process.

- Introduce application assistance funding for applicants requiring service provider.
- Launch webinar and regional outreach series.
- Enhance web resources to increase transparency and accessibility.

- Conduct evaluation and review of peer assessment process to enhance transparency and fairness.
- Introduce revised peer assessment framework.
- Introduce designated priority groups to address gaps and support transparency.



# Extending Foundations Action Plan

ACTION	 Rebalance Funding Distribution	 Deliver Arts Impact Grants	 Expand Arts Infrastructure Program
	FUNDING REDISTRIBUTION WITHIN EXISTING BUDGET TO SUPPORT EQUITY	FLEXIBLE STRATEGIC DEVELOPMENT PROGRAM	SPACES THAT SUPPORT THE WORK OF B.C.'S ARTS AND CULTURAL PRACTITIONERS
ACTIVITIES	<ul style="list-style-type: none"> <li>• Launch revised Operating Assistance program with single deadline for all professional organizations.</li> <li>• Reduce barriers in eligibility.</li> <li>• Focus on equity and transparency in processes.</li> <li>• Highlight outcome and impact across funding programs, including pandemic recovery and renewal.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer continued support for pandemic recovery and renewal.</li> <li>• Focus on outcomes and impact.</li> </ul> <p><i>Program introduced 2021/22.</i></p> <ul style="list-style-type: none"> <li>• Evaluate program and renew for future years.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase budget to support larger grant amounts.</li> <li>• Expand eligibility of applicants and activity.</li> </ul> <p><i>Program expanded 2021/22.</i></p> <ul style="list-style-type: none"> <li>• Evaluate program and renew for future years.</li> </ul>

## Tracking Success

Measuring our performance and impact is critical to renewal and rebalance.

The BC Arts Council will use indicators to track and benchmark progress to inform current activities and future planning under the following anticipated outcomes:



Support for pandemic recovery and renewal.



Reduction of barriers to BC Arts Council funding for underserved communities.



Collaboration with and increased support for equity-deserving communities.



Increased capacity for arts and culture production and spaces.

# BC Arts Council

## Mailing Address

Box 9819, Stn Prov Govt,  
Victoria, BC V8W 9W3

## Street Address

800 Johnson Street  
Victoria, BC V8W 1N3

Tel (250) 356-1718

## BRIEFING NOTE

### AGENCIES AND KEY PARTNERS

Name: Creative BC

Legislative Authority: *Societies Act*

Mandate: No government mandate letter. The ministry provides direction through an annual contract.

Creative BC is an independent, not-for-profit agency created by the Province in April 2013 to build the capacity of B.C.'s creative sector. Creative BC's mission is to elevate a diverse and dynamic creative sector through leadership, collaboration, and investment. The Province provides annual funding to Creative BC (\$3.215M in FY2022/23) for program delivery, strategic planning, research and international/regional marketing and promotion. Creative BC also administers the provincial film and television tax credit programs on behalf of government and receives annual funding through administration fees from the Production Services Tax Credit to administer the tax credit programs, operate the Provincial Film Commission and deliver domestic programming.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Finkelstein	Jesse	Chair	Non-gov appointment	September 28, 2017	September 2023
Clark	Louise	Vice Chair + Secretary-Treasurer	Non-gov appointment	September 23, 2016	September 2025
Bromley	Robert	Former Chair	Non-gov appointment	September 24, 2013	September 2025
Wattie	Kate	Member	Non-gov appointment	September 16, 2021	September 2024
Tam	Bill	Member	Non-gov appointment	September 16, 2021	September 2024
Dhaliwal	Jeevyn	Member	Non-gov appointment	September 17, 2020	September 2023
Grady	Michelle	Member	Non-gov appointment	June 10, 2016	September 2025
Lew	Shirley	Member	Non-gov appointment	September 17, 2020	September 2023
O'Grady	Matt	Member	Non-gov appointment	September 28, 2017	September 2023
Smyth	Kesi	Member	Ministerial Letter	September 16, 2021	September 23, 2024
Sterritt	William (Jamie)	Member	Ministerial Letter	February 21, 2019	February 26, 2025

Appointments required:

- No appointments required in the next 90 days.

Issues:

- Amplify BC Funding Terms Concluding:** Amplify BC funding will end in 2023/24. Advice/Recommendations: Cabinet  
Confidences

- **Interactive Digital Media Sector support:** The IDM sector is supported through two programs that are up for renewal in the next year.  
Advice/Recommendations; Cabinet Confidences  
Advice/Recommendations; Cabinet Confidences

- **Facilitating a positive relationship between government and the motion picture industry:** Creative BC acts as a liaison between government and industry, which includes providing research, gap/needs analysis, consultations, communication, and information sharing. The motion picture industry has expressed a desire to work collaboratively with government, specifically on changes related to the film and television tax credit programs and feels that a collaborative approach has been beneficial in the past.  
Advice/Recommendations

Key Contact:

Prem Gill  
CEO  
604-730-2233  
pgill@creativebc.com

## BRIEFING NOTE

### AGENCIES AND KEY PARTNERS

Name: viaSport

Legislative Authority: N/A

Purpose: “To lead the development and growth of amateur sport in B.C.—bring more families to the field of play, more fans into the stands, more athletes to the podium, more sporting events to the province, and more supporters of the system” (viaSport 2022-2027 Strategic Plan).

- viaSport is the main service delivery partner for government’s investment in the amateur sport sector.
  - Administers approximately \$15.4 million in annual funding on behalf of the Ministry of Tourism, Arts, Culture and Sport.
- viaSport works with approximately 70 provincial sport organizations to develop safe, inclusive, and meaningful sport experiences including:
  - Recruiting and training coaches and officials;
  - Implementing athlete development programs; and
  - Supporting community clubs.
- viaSport works closely with federal, provincial, and municipal governments, and with Indigenous leaders and communities throughout the province (such as Canadian Sport Institute Pacific, SportMed BC and ISPARC).

Current Appointees: Government does not appoint members to this non-profit organization.

#### Board of Directors

Last Name	First Name	Title
Ramsbottom	Rick	viaSport Chair
Burton	Jessica	viaSport Vice Chair
Shorter	Samantha	viaSport Treasurer
Festinger	Jon	viaSport Past Chair
Dalzell	Kacey	viaSport Board Member
Baker	Tsnomot - Brad	viaSport Board Member
Punzo	Sam	viaSport Board Member
Lawless	Peter	viaSport Board Member
McGuinness	Erica	viaSport Board Member
Main	Eron	viaSport Board Member
Wong	Geoffrey	viaSport Board Member

Appointments required:

- N/A

Issue:

**Sector Funding**  
Cabinet Confidences

Advice/Recommendations; Cabinet Confidences

-

Advice/Recommendations; Cabinet Confidences

- Advice/Recommendations; Cabinet Confidences The Province has publicly committed to funding such a mechanism at the last Federal-Provincial-Territorial Ministers for Sport Conference in August 2022.
- Advice/Recommendations; Cabinet Confidences

Key Contact:

Charlene Krepiakovich  
Chief Executive Officer  
778-655-1753

## BRIEFING NOTE

### AGENCIES AND KEY PARTNERS

Name: Indigenous Sport, Physical Activity and Recreation Society (ISPARC)

Legislative Authority: *Societies Act*

Mandate: ISPARC's mandate is to improve the health outcomes of Indigenous people across British Columbia by supporting and encouraging physically active communities.

The Ministry transfers \$1.4 million annually to ISPARC to deliver the Indigenous Sport, Physical Activity and Recreation Strategy and the Premier's Awards for Indigenous Youth Excellence in Sport. In addition, the Ministry supports ISPARC to develop cultural safety awareness and education in the sport sector to further support the delivery and improved access to programs and initiatives for Indigenous peoples.

The Ministry also separately invests additional funding to ISPARC to support Team BC's participation in the North American Indigenous Games (e.g. \$1.46 million for the 2023 North American Indigenous Games).

TACS also recently invested \$3.6 million in one-time funding to implement the multi-year RISE (Resilient, Inspire, Strength and Engage) grant program to support children and youth in and out of government care who want to participate in a sport, physical activity, or cultural program opportunity.

Current Appointees: Government does not appoint members to this non-profit organization.

Current Board members:

Last Name	First Name	Title	Initial Appt	Term Expiry
McKay	Corinne	President	February 2021	February 2024
Smecher	Curtis	Vice President	February 2021	February 2023
Charlie	Cheryl	Secretary/Treasurer	February 2021	February 2023
Ormerod	Louise	Board member	February 2021	February 2024
Samuel	Wally	Board member	February 2021	February 2023

Appointments required:

- N/A

Issue:

#### **2027 North American Indigenous Games (NAIG)**

- Tk'emlúps te Secwépemc (Kamloops Indian Band) is the only B.C. candidate community that put their name forward to host the 2027 North American Indigenous Games. ISPARC is working with Tk'emlúps te Secwépemc to develop their bid. The NAIG Council will announce the winning Western North American community in July 2023 at the NAIG being held in Nova Scotia.
- Cabinet Confidences; Government Financial Information; Intergovernmental Communications



Key Contact:

Rick Brant  
Executive Director  
250-710-4604

**Tourism Arts Culture and Sport**  
**Ministry Transition Binder - 30-60-90**  
**CONFIDENTIAL**

Issue	Status/Key Milestones/Next Steps
<b>30 Days</b>	
CREATIVE <b>Motion Picture Marketing Trip to Los Angeles (November 2022)</b>	<ul style="list-style-type: none"> <li>• The Motion Picture Production Industry Association (MPPIA) is leading a motion picture delegation to Los Angeles from November 12 to 18.</li> <li>• Minister Beare, Parliamentary Secretary D'Eith and staff will be participating in the trip from November 15 to 18.</li> <li>• The trip will include: studio meetings, roundtables with key industry partners and a B.C. industry reception at the Consulate General of Canada.</li> <li>• Overarching goals of the trip: build business relationships in a key source location, promote B.C. as a desirable filming location and highlight B.C.'s leadership in sustainable production and diversifying its workforce. The delegation will promote key initiatives in B.C.'s motion picture industry (Reel Green and Creative Pathways).</li> </ul>
CREATIVE <b>Knowledge Network CEO Recruitment</b>	<ul style="list-style-type: none"> <li>• In August, Knowledge Network began its process to recruit a new CEO. This work included establishing a board committee, hiring a recruitment firm, and conducting position profiling.</li> <li>• Knowledge Network is using an executive recruitment firm with BIPOC recruitment expertise, Leaders International, to support the CEO recruitment process.</li> <li>• The CEO position was posted in early October. The posting will be up for a minimum of six weeks.</li> <li>• Knowledge Network hopes to make an offer in December, with a new CEO starting in the new year.</li> </ul>
ARTS & CULTURE <b>Royal BC Museum:</b> Downtown Museum Site	<ul style="list-style-type: none"> <li>• Advice/Recommendations; Cabinet Confidences</li> </ul>
ARTS & CULTURE <b>Vancouver Art Gallery (VAG)</b>	<ul style="list-style-type: none"> <li>• Provincial funding of \$50M for a new facility for the VAG announced October 14<sup>th</sup> (TBC), building on \$50M provided in 2008, for a total Provincial contribution of \$100M.</li> <li>• Intergovernmental Communications</li> </ul>
TOURISM <b>Indigenous Tourism BC (ITBC) AGM</b>	<ul style="list-style-type: none"> <li>• ITBC AGM scheduled for December 1 and 2 in Vancouver. Opportunity to sign and announce a renewed Accord between ITBC and the Province and renewed MOU between ITBC and Destination BC.</li> </ul>

Issue	Status/Key Milestones/Next Steps
TOURISM <b>Destination BC Performance Based Budget Increase</b>	<ul style="list-style-type: none"> <li>Revised performance-based funding model approved in September 2021.</li> <li>KPMG audited 2021/22 performance targets which were verified all met or exceeded – awaiting indication from Treasury Board staff if budget increase granted and process.</li> </ul>
HERITAGE <b>First Peoples Cultural Council Announcement of Successful BC 150 Time Immemorial projects</b>	<ul style="list-style-type: none"> <li>FPCC's \$7.5M in Heritage projects to be announced.</li> </ul>
SPORT <b>2030 Olympic and Paralympic Winter Games</b>	<ul style="list-style-type: none"> <li>A Hosting Proposal (Business Case) to the Provincial and Federal Governments was received on October 12. It included a specific ask of both senior governments and outlined some of the risks and financial obligations to be shared by all parties.</li> <li>Advice/Recommendations; Cabinet Confidences</li> </ul>
SPORT <b>North American Indigenous Games</b>	<ul style="list-style-type: none"> <li>The North American Indigenous Games (NAIG) Council has launched the bid process to determine which Province or Territory in the Western Canada region (BC, AB, SK, YK, NWT) will host NAIG 2027.</li> <li>The Indigenous Sport, Physical Activity and Recreation Council (ISPARC) is leading BC's domestic bid process. One BC community will be selected and a Letter of Intent is due to NAIG Council by November 25.</li> <li>Advice/Recommendations; Cabinet Confidences; Government Financial Information</li> <li></li> </ul>
SPORT <b>2024 Grey Cup</b>	<ul style="list-style-type: none"> <li>The BC Lions submitted a bid to host the CFL's 2024 Grey Cup.</li> <li>Advice/Recommendations; Cabinet Confidences; Government Financial Information</li> <li>Advice/Recommendations; Cabinet Confidences; Government Financial Information</li> <li>Premier Horgan also wrote a letter of support.</li> <li>Advice/Recommendations; Cabinet Confidences; Government Financial Information</li> <li>The CFL will announce the winning city in November 2022.</li> </ul>
SPORT <b>FIFA World Cup 2026</b>	<ul style="list-style-type: none"> <li>In June 2022, Vancouver was named a Host City for the men's FIFA World Cup in 2026.</li> <li>Cabinet Confidences</li> <li></li> </ul>

Issue	Status/Key Milestones/Next Steps
<b>60 Days</b>	
HERITAGE <b>Public and Stakeholder consultation on <i>Heritage Conservation Act</i> changes</b>	<ul style="list-style-type: none"> <li>Archeology Branch (Ministry of Forests) is leading work to modernize the Act in line with DRIPA; TACS Heritage Branch will be part of reviews and consultations.</li> </ul>
SPORT <b>2030 Olympic and Paralympic Winter Games</b>	<ul style="list-style-type: none"> <li>Advice/Recommendations; Intergovernmental Communications</li> </ul>
<b>90 Days</b>	
ARTS & CULTURE <b>Repatriation Roundtable for DRIPA Action Item 4.33</b>	<ul style="list-style-type: none"> <li>Advice/Recommendations; Intergovernmental Communications</li> </ul>
ARTS & CULTURE <b>South Asian Museum</b>	<ul style="list-style-type: none"> <li>Advice/Recommendations; Cabinet Confidences</li> </ul>
ARTS & CULTURE <b>Royal BC Museum: Collections and Research Building Procurement</b>	<ul style="list-style-type: none"> <li></li> </ul>
TOURISM <b>Tourism Recovery Programs</b>	<ul style="list-style-type: none"> <li>Final allocation decisions and announcement planning for tourism recovery programs:               <ul style="list-style-type: none"> <li>Destination Development Infrastructure Fund (\$15-\$30M)</li> <li>Business Events Fund (\$3M)</li> </ul> </li> </ul>
HERITAGE <b>Decision on approach to acquisition of heritage property</b>	<ul style="list-style-type: none"> <li>Policy options to be presented for fossil sites that are at risk of being sold or damaged (eg Bull River).</li> </ul>
SPORT Cabinet Confidences	<ul style="list-style-type: none"> <li>Cabinet Confidences; Government Financial Information; Intergovernmental Communications</li> <li></li> </ul>
SPORT <b>F-P/T Sport, Physical Activity and Recreation (FPT SPAR) Mechanism for Sport</b>	<ul style="list-style-type: none"> <li>The FPT SPAR works together on a broad range of sport and health issues of interest to governments. TACS Minister is the BC lead.</li> <li>Ministers' Conferences are held in conjunction with the Canada Games. The next Ministers' Conference is Feb 17-18, 2023 in Charlottetown, PEI in conjunction with the 2023 Canada Winter Games (Feb 18-March 2023).</li> </ul>

Issue	Status/Key Milestones/Next Steps
	<ul style="list-style-type: none"> <li>○ Briefings and travel confirmations will need to take place leading up to Feb 2023.</li> <li>● Key policy issues for the 2023 Conference: <ul style="list-style-type: none"> <li>○ Maltreatment in Sport (safe sport)</li> <li>○ FPT Work on Concussions</li> <li>○ Canadian Sport Policy Renewal</li> <li>○ Girls and Women in Sport</li> <li>○ Canada Games (financial framework, hosting rotation, strategic priorities)</li> <li>○ Indigenous Sport (North American Indigenous Games, sport development)</li> </ul> </li> <li>● Physical Activity priorities.</li> </ul>
SPORT Cabinet Confidences	<ul style="list-style-type: none"> <li>● Cabinet Confidences</li> </ul>

MINISTRY OF TOURISM, ARTS, CULTURE AND SPORT  
KEY STAKEHOLDERS

MINISTRY OF TOURISM, ARTS, CULTURE AND SPORT

Branch	Organization	Contact	Description	Key Issues
TSS	<b>Tourism Sector Recovery Roundtable</b>	Minister is Chair  Tourism Sector Strategy Division serves as secretariat	A 22-member advisory group that discusses matters of importance within the tourism sector and proposes coordinated and strategic actions to support tourism sector recovery from COVID-19 and re-building a thriving visitor economy in B.C.	<ul style="list-style-type: none"> <li>• Tourism sector recovery from COVID-19</li> <li>• Tourism labour market</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>Tourism Industry Association of BC</b>	Walt Judas CEO 778-953-0620 <a href="mailto:wjudas@tiabc.ca">wjudas@tiabc.ca</a>	A not-for-profit tourism industry association that advocates for the interests of BC's tourism industry	<ul style="list-style-type: none"> <li>• Ongoing tourism sector recovery</li> <li>• Labour challenges</li> <li>• Uses of MRDT</li> <li>• Tourism sector funding</li> </ul>



Branch	Organization	Contact	Description	Key Issues
TSS	<b>Indigenous Tourism Association of BC</b>	Brenda Baptiste Chair 604 921-1070 (ext. 222) <a href="mailto:Brenda@indigenousofbc.com">Brenda@indigenousofbc.com</a>	The Indigenous Tourism Association of BC is a non-profit, membership-based organization committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry.	<ul style="list-style-type: none"> <li>Provincial support and funding for Indigenous tourism development</li> </ul>
TSS	<b>Adventure Tourism Coalition</b>	Scott Benton, Executive Director Adventure Tourism Coalition 250.655.4103 <a href="mailto:scott.benton@wilderness-tourism.bc.ca">scott.benton@wilderness-tourism.bc.ca</a>	The Adventure Tourism (AT) Coalition is a group of 19 organizations representing nature-based tourism activities in B.C. Activities represented by the coalition include mountain biking, skiing, fishing, hunting, wildlife viewing, guide outfitting, etc.	<ul style="list-style-type: none"> <li>Land Act policy changes to create business certainty</li> </ul>
TSS	<b>Commercial Bear Viewers Association (CBVA)</b>	Tom Rivest, President Great Bear Nature Tours <a href="mailto:info@greatbearstours.com">info@greatbearstours.com</a>  Katherine MacRae, Executive Director 604 762-7751 <a href="mailto:grizzlybearconservation@gmail.com">grizzlybearconservation@gmail.com</a>	CBVA was formed to promote sustainable bear viewing in British Columbia and aid in the protection of wild bears and their ecosystems.	<ul style="list-style-type: none"> <li>Protection for bears</li> <li>Balanced management of B.C. lands for extractive and non-extractive industries.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>go2HR</b>	Reverend Ian Powell, Chair GM Inn at Laurel Point 250-386-8721 <a href="mailto:ian.powell@laurelpoint.com">ian.powell@laurelpoint.com</a>  Krista Bax, CEO 604-633- 9787 <a href="mailto:kbax@go2hr.ca">kbax@go2hr.ca</a>	BC's tourism human resource association, responsible for playing a lead role in executing the BC Tourism Human Resources Strategy.	<ul style="list-style-type: none"> <li>• Tourism labour market</li> <li>• Tourism HR needs</li> <li>• Delivery of regional HR supports</li> </ul>
TSS	<b>Guide Outfitters Association of BC</b>	Mark Werner, President 778 349-0105 <a href="mailto:president@goabc.org">president@goabc.org</a>  Scott Ellis, Executive Director 604 541-6332 <a href="mailto:ellis@goabc.org">ellis@goabc.org</a>	The Guide Outfitters Association of BC, a non-profit society, was established in 1966 to represent guide outfitting. Represents 60-70% of the guide outfitters in BC.	<ul style="list-style-type: none"> <li>• Wildlife management</li> <li>• Improved business certainty as part of government decision-making processes.</li> </ul>
TSS	<b>Wilderness Tourism Association of BC</b>	Kevin Smith, President 250 881-3671 <a href="mailto:president@wilderness-tourism.bc.ca">president@wilderness-tourism.bc.ca</a>  Scott Benton, Executive Director C: 250-388-3155 <a href="mailto:executivedirector@wilderness-tourism.bc.ca">executivedirector@wilderness-tourism.bc.ca</a>	The Wilderness Tourism Association of British Columbia works to ensure a sustainable future for BC's wilderness tourism industry through leadership, advocacy and stewardship.	<ul style="list-style-type: none"> <li>• Member of the Adventure Tourism Coalition</li> <li>• Nature based tourism and land use conflicts</li> </ul>
TSS	<b>BC Restaurant and Food Services Association</b>	Ian Tostenson President & CEO P: 604 669-2239 C: 604 986-1429 <a href="mailto:itostenson@bcrfa.com">itostenson@bcrfa.com</a>	The BCRFA is a collective group of over 3,000 restaurant professionals devoted to creating a favourable business environment for members.	<ul style="list-style-type: none"> <li>• Access to labour including Temporary Foreign Workers Program</li> <li>• Regulation changes to support business development</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS/MRB	<b>Canada West Ski Areas Assoc. (CWSAA)</b>	Eddie Wood, Chair 778 484-5535 <a href="mailto:office@cwsaa.org">office@cwsaa.org</a>  Christopher Nicholson President and CEO C: 778 257-4155 <a href="mailto:ceo@cwsaa.org">ceo@cwsaa.org</a>	CWSAA is a not-for-profit trade assoc. that represents the Ski Areas of Western Canada. Areas of focus are government relations, media relations, marketing, safety & risk management and industry conferences.	<ul style="list-style-type: none"> <li>• Represent MRB tenure holders</li> <li>• Access to labour via the Temporary Foreign Worker (TFW) program</li> <li>• Air access</li> <li>• Land tenure policies</li> <li>• Search and rescue funding</li> <li>• Climate change advocacy</li> </ul>
TSS	<b>BC Lodging and Campgrounds Association (BCLCA)</b>	Patrick Gramiak President 250-864-4858 <a href="mailto:patrick@woodlakerv.com">patrick@woodlakerv.com</a>	The BCLCA is a not for profit trade association and consumer marketing organization and represents the interests of British Columbia's independently owned and operated small and mid-size lodging and campground/RV parks.	<ul style="list-style-type: none"> <li>• Viability of private campgrounds (land valuations, taxes)</li> <li>• Interest to be included as non-fixed accommodation in Municipal and Regional District Tax program</li> </ul>
TSS	<b>Vancouver Airport Authority</b>	Tamara Vrooman President & CEO, Vancouver Airport Authority 604-276-6501 <a href="mailto:tamara_vrooman@yvr.ca">tamara_vrooman@yvr.ca</a>	Operator of largest airport in B.C. with Key stakeholder in air access.	<ul style="list-style-type: none"> <li>• Recovery of passenger volumes to pre-pandemic levels</li> <li>• Re-establishing airline connections to international destinations</li> </ul>
TSS	<b>BC Hotel Association</b>	Ingrid Jarrett CEO 604-681-7164 <a href="mailto:ceo@bcha.com">ceo@bcha.com</a>	The BCHA is the advocate and spokesperson for the interests of the hotel industry throughout BC with over 600 hotel and 200 associate members	<ul style="list-style-type: none"> <li>• COVID-19 impacts on workforce</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>BC Destination Management Organization Association (BC DMOA)</b>	Nancy Small Chair 604-821-5477 <a href="mailto:nsmall@tourismrichmond.com">nsmall@tourismrichmond.com</a>	BCDMOA is a non-profit society advocating for over 61 community-based destination marketing organizations.	<ul style="list-style-type: none"> <li>MRDT funding for community DMOs</li> </ul>
TSS	<b>City of Fernie (RMI)</b>	Ange Qualizza, Mayor 250 423-2233 <a href="mailto:ange.qualizza@fernie.ca">ange.qualizza@fernie.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>
TSS	<b>City of Kimberley (RMI)</b>	Don McCormick, Mayor 250 427-5311 250-908-4396 (c) <a href="mailto:dmccormick@kimberley.ca">dmccormick@kimberley.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>
TSS	<b>City of Revelstoke (RMI)</b>	Gary Sulz, Mayor 250 837-2161 <a href="mailto:gsulz@revelstoke.ca">gsulz@revelstoke.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>
TSS	<b>City of Rossland (RMI)</b>	Kathy Moore, Mayor 250 362-7396 <a href="mailto:mayor@rossland.ca">mayor@rossland.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>
TSS	<b>District of Tofino (RMI)</b>	Josie Osborne, Mayor 250 725-3229 <a href="mailto:osborne@tofino.ca">osborne@tofino.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>
TSS	<b>District of Ucluelet (RMI)</b>	Mayco Noel, Mayor 250 726-7744 <a href="mailto:mnoel@ucluelet.ca">mnoel@ucluelet.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>Infrastructure funding</li> <li>COVID-19 Recovery</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>Invermere on the Lake (RMI)</b>	Allen Miller, Mayor 250 342-9281 <a href="mailto:mayor@invermere.net">mayor@invermere.net</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Resort Municipality of Whistler (RMI)</b>	Jack Crompton, Mayor 604 935-8101 <a href="mailto:mayor@whistler.ca">mayor@whistler.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Sun Peaks Mnt Resort Municipality (RMI)</b>	Al Raine, Mayor 250 578-2020 <a href="mailto:araine@sunpeaksmunicipality.ca">araine@sunpeaksmunicipality.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Town of Golden (RMI)</b>	Ron Oszust, Mayor 250 344-2271 (ext. 229) <a href="mailto:ron.oszust@golden.ca">ron.oszust@golden.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Town of Osoyoos (RMI)</b>	Sue McKortoff, Mayor 250 495-6515 <a href="mailto:smckortoff@osoyoos.ca">smckortoff@osoyoos.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Village of Harrison Hot Springs (RMI)</b>	Leo Facio, Mayor 604 796-2171 <a href="mailto:lfacio@harrisonhotsprings.ca">lfacio@harrisonhotsprings.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Village of Radium Hot Springs (RMI)</b>	Clara Reinhardt, Mayor 250 347-6455 <a href="mailto:clara.reinhardt@radiumhotsprings.ca">clara.reinhardt@radiumhotsprings.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>
TSS	<b>Village of Valemount (RMI)</b>	Owen Torgerson, Mayor 250 566-4435 <a href="mailto:otorgerson@valemount.ca">otorgerson@valemount.ca</a>	Receives funding from the Province through the Resort Municipality Initiative (RMI).	<ul style="list-style-type: none"> <li>• Infrastructure funding</li> <li>• COVID-19 Recovery</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>Thompson Okanagan Tourism Association</b>	Ellen Matthews, CEO 2280 Leckie Rd, Kelowna, BC V1X 6G6 Cell: Personal Information <a href="mailto:ellen@totobc.com">ellen@totobc.com</a>  Michael J. Ballingall, Chair Senior VP, Big White Ski Resort Cell: 250 470-7350 <a href="mailto:mballingall@bigwhite.com">mballingall@bigwhite.com</a>	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	<ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Marketing</li> <li>• Regional Roles and Responsibilities</li> </ul>
TSS	<b>Kootenay Rockies Tourism Association</b>	Kathy Cooper, CEO & Travel Trade 1905 Warren Ave, Kimberley, BC V1A 1S2 Tel: 250 427 4838 ext. 201 Cell: Personal Information <a href="mailto:Kathy@KootenayRockies.com">Kathy@KootenayRockies.com</a>  Mike McPhee, Chair (2020 – 2022)	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	<ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Marketing</li> <li>• Regional Roles and Responsibilities</li> </ul>
TSS	<b>Cariboo Chilcotin Coast Tourism Association</b>	Amy Thacker, CEO 350 Barnard St, Williams Lake, BC V2G 4T9 Tel: 250 392 2226 Cell: 250-302-1463 <a href="mailto:amy@landwithoutlimits.com">amy@landwithoutlimits.com</a>  Andre Kuerbis, Chair Owner - AFK Business Consulting and Services Tel: 250-217-6438 <a href="mailto:info@afk-consulting.com">info@afk-consulting.com</a>	Regional Destination Management Association (RDMO) - Non-profit social enterprise supporting four pillars of social responsibility: communities, businesses, culture and environment.	<ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Marketing</li> <li>• Regional Roles and Responsibilities</li> </ul>

Branch	Organization	Contact	Description	Key Issues
TSS	<b>4VI (formerly Tourism Vancouver Island)</b>	<p>Anthony Everett, President &amp; CEO  501-65 Front St, Nanaimo, BC V9R 5H9  Tel: 250.740.1211  Cell: <del>Personal Information</del>  <a href="mailto:anthony@tourismvi.ca">anthony@tourismvi.ca</a></p> <p>Janet Docherty, Chair  President / Owner, Merridale Ciderworks Corp.  Office: 250 743-4293  <a href="mailto:Janet@merridale.ca">Janet@merridale.ca</a></p>	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	<ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Marketing</li> <li>• Regional Roles and Responsibilities</li> </ul>
TSS	<b>Northern British Columbia Tourism Association</b>	<p>Clint Fraser, CEO  1274 5 Ave, Prince George, BC V2L 3L2  Tel: 250.561.0432 ext 2.  Cell: 250-612-8580  <a href="mailto:clint@nbctourism.com">clint@nbctourism.com</a></p> <p>Gladys Atrill, Chair  Tourism Smithers  250.847.5072  <a href="mailto:gatrill@smithers.ca">gatrill@smithers.ca</a></p>	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	<ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Marketing</li> <li>• Regional Roles and Responsibilities</li> </ul>
HB	<b>Heritage BC</b>	<p>Kristin Clausen, Executive Director  PO Box 846, Ladysmith, BC V9G 1A6  Tel: 604-417-7243  <a href="mailto:kclausen@heritagebc.ca">kclausen@heritagebc.ca</a></p>	Non-profit lead agency to provide heritage sector with resources, training, skills, development, and capacity building in heritage conservation.	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Heritage advocacy</li> <li>• Community heritage</li> </ul>

Branch	Organization	Contact	Description	Key Issues
HB	<b>BC Paleontological Alliance</b>	Dan Bowen, Chair 2120 Stewart Ave, Courtney, BC V9N 3H9 250 897-5026 <a href="mailto:danbowen@shaw.ca">danbowen@shaw.ca</a>	Union of paleontological organizations working to advance paleontological resources and science in BC.	<ul style="list-style-type: none"> <li>Fossil management policy and programs</li> <li>Provincial Fossil designation</li> </ul>
HB	<b>BC Historical Federation</b>	PO Box 448, Fort Langley, BC V1M 2R7 <a href="mailto:info@bchistory.ca">info@bchistory.ca</a>	Non- profit organization that encourages interest in heritage in British Columbia	<ul style="list-style-type: none"> <li>Funding for sector</li> <li>Education and school curriculums</li> </ul>
HB	<b>FPTCH Working Group</b>	25 Eddy Street, 8th Floor Gatineau, Québec K1A 0M5 <a href="mailto:pch.secfptcp-secfptch.pch@canada.ca">pch.secfptcp-secfptch.pch@canada.ca</a>	Federal Provincial Territorial Working Group for Culture and Heritage (FPTCH) is a pan-Canadian forum for discussing priorities, best practices, and the development of heritage	<ul style="list-style-type: none"> <li>Funding</li> <li>Economic recovery</li> <li>Protecting heritage</li> <li>Indigenous cultural heritage</li> </ul>
HB	<b>Community Futures</b>	33163 2 <sup>nd</sup> Ave Mission, BC V2V 6T8 Tel: 604-289-422	Non-profit, community driven organization in rural BC mandated to support small business development and rural economic diversification.	<ul style="list-style-type: none"> <li>Heritage site policy and program development in rural areas</li> </ul>



Branch	Organization	Contact	Description	Key Issues
HB	<b>Geographical Names Board of Canada</b>	580 Booth Street, 5th Floor Ottawa ON K1A 0E4 <a href="http://nrcan.geonames-toponymes.rncan@canada.ca">nrcan.geonames-toponymes.rncan@canada.ca</a>	Canada's national coordinating body responsible for policy and standards on place names; secretariat housed in Natural Resources Canada.	<ul style="list-style-type: none"> <li>• Geo Name policy</li> <li>• National standards</li> </ul>
A & C	<b>ActSafe</b>	Don Parman Performing Arts Manager 604-733-4682 x. 112 <a href="mailto:donparman@actsafe.ca">donparman@actsafe.ca</a>	Workplace safety within arts and culture sector.	<ul style="list-style-type: none"> <li>• Safety, recovery and resilience in the arts and culture workplace.</li> <li>• Respectful workplaces.</li> </ul>
A & C	<b>BC Arts Council (BCAC)</b>	Dr. Sae-Hoon Stan Chung Chair Personal Information	Created in 1995 under the <u>Arts Council Act</u> . The BCAC administers government grant funding in support of arts and cultural activity in communities across BC.	<ul style="list-style-type: none"> <li>• Strategic direction of the BCAC</li> </ul>
A & C	<b>British Columbia Alliance For Arts and Culture</b>	Rainbow Robert Executive Director 604 681 3535 (209) <a href="mailto:rainbow@allianceforarts.com">rainbow@allianceforarts.com</a>	A not-for-profit organization and BC's arts information aggregator and resource to the arts, culture and heritage community.	<ul style="list-style-type: none"> <li>• Ongoing sustainable recovery and resilience support for the Arts and Culture Sector</li> </ul>

Branch	Organization	Contact	Description	Key Issues
A & C	<b>British Columbia Museums Association (BCMA)</b>	Ryan Hunt Executive Director 250-356-5700 250 884 0499 <a href="mailto:executivedirector@museumsassn.bc.ca">executivedirector@museumsassn.bc.ca</a>	A not-for-profit organization supporting BC's museum, gallery, and related heritage communities through networking, advocacy, innovation, and professional development.	<ul style="list-style-type: none"> <li>Ongoing sustainable recovery and resilience support for the Arts and Culture Sector</li> </ul>
A & C	<b>Arts BC</b>	Elliott Hearte Director 778-410-5104 <a href="mailto:eharte@artsbc.org">eharte@artsbc.org</a>	Independent non-profit arts service organization focused on professional and management development for arts and culture sector workers and practitioners.	<ul style="list-style-type: none"> <li>Equity, inclusion and access.</li> </ul>
A & C	<b>ArtStarts in Schools</b>	Paneet Singh Co-Director, Programs 604-336-0626 <a href="mailto:paneet@artstarts.com">paneet@artstarts.com</a>	Independent non-profit arts service organization and Arts-in-Education service delivery partner for BC Arts Council.	<ul style="list-style-type: none"> <li>Equity, inclusion and access.</li> </ul>
A & C	<b>BC Touring Council</b>	Miriam Manley Executive Director (Nelson/Revelstoke) 250 352-0021 <a href="mailto:admin@bctouring.org">admin@bctouring.org</a>	Independent non-profit arts service organization and regional touring and arts presentation delivery partner for BC Arts Council.	<ul style="list-style-type: none"> <li>Regional access to arts and culture.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
A & C	<b>Chinese Canadian Museum Society of BC (CCMSBC)</b>	Grace Wong Chair Personal Information  Melissa Lee CEO 604-818-4803 <a href="mailto:melissa.lee@chinesecanadianmuseums.ca">melissa.lee@chinesecanadianmuseums.ca</a>	Established as a not-for-profit organization in Spring 2020 to support the establishment and operations of the Chinese Canadian Museum.	<ul style="list-style-type: none"> <li>Establishment of the museum and commitment for ongoing operational support</li> </ul>
A & C	<b>First Peoples' Cultural Council (FPCC)</b>	Tracey Herbert CEO (250) 652-5952 <a href="mailto:tracey@fpcc.ca">tracey@fpcc.ca</a>	A provincial Crown Corporation established in 1990 to administer the First Peoples' Heritage, Language and Culture Program.	<ul style="list-style-type: none"> <li>Program delivery and distribution of \$1.75M (FY22) in BCAC funds</li> <li>Advising on preservation and fostering of First Nations languages, arts and other aspects of cultural development</li> <li>Key expert advisor in repatriation</li> </ul>
A & C	<b>FPTCH</b>	The FPT Culture and Heritage Secretariat 25 Eddy Street, 8th Floor Gatineau, Québec K1A 0M5 <a href="mailto:pch.secfptcp-secfptch.pch@canada.ca">pch.secfptcp-secfptch.pch@canada.ca</a>	Federal Provincial Territorial Working Group for Culture and Heritage (FPTCH) is a pan-Canadian forum for discussing priorities, best practices, and the development of arts, culture, heritage and sport in Canada.	<ul style="list-style-type: none"> <li>National Museums Policy</li> <li>National and Provincial Culture Statistics</li> <li>Changes to relevant Federal Legislation</li> <li>Discussing and monitoring national and regional trends</li> </ul>

Branch	Organization	Contact	Description	Key Issues
Creative	<b>Motion Picture Production Industry Assoc. of BC (MPPIA)</b>	Peter Leitch, President 604-983-5555 <a href="mailto:peterl@nsstudios.ca">peterl@nsstudios.ca</a>  Michelle Grady, Board member <a href="mailto:mgrady@imageworks.com">mgrady@imageworks.com</a>	MPPIA is a member-based, non-profit organization dedicated to a strong future for B.C.'s motion picture production sector.	<ul style="list-style-type: none"> <li>• Request for Animation and Visual Effects (VFX) COVID Relief funding</li> <li>• Diversity, equity and inclusion initiatives</li> </ul>
Creative	<b>DigiBC</b>	Loc Dao and Rachel Kelly, temporary joint Executive Directors (Brenda Bailey – <sup>Person</sup> <sub>al</sub> ) <a href="mailto:exec@digibc.org">exec@digibc.org</a>  Jon Lutz, Board Chair <a href="mailto:team@digibc.org">team@digibc.org</a>	DigiBC is a not-for-profit industry association representing B.C.'s video gaming, interactive, animation, and visual effects sectors.	<ul style="list-style-type: none"> <li>• Supporting the interactive digital media sector during COVID-19 pandemic.</li> <li>• Interactive Digital Media Tax Credit (IDMTC).</li> </ul>
Creative	<b>Canadian Media Producers Association (CMPA) – BC Branch</b>	Tracey Friesen, Managing Vice-President  778-654-5951 <a href="mailto:tracey.friesen@cmpa.ca">tracey.friesen@cmpa.ca</a>	CMPA is a non-profit trade organization that works on behalf of over 75 B.C. companies engaged in the production and distribution of television, feature film, and digital media content.	<ul style="list-style-type: none"> <li>• Advocating for B.C.'s fair share of federal funding.</li> <li>• Recovery of B.C.'s domestic motion picture industry.</li> <li>• Federal/provincial support to address lack of COVID-19 insurance coverage for domestic productions that need to halt due to COVID-19.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
Creative (and A & C)	<b>Creative BC</b>	Prem Gill, CEO, 604-730-2233 <a href="mailto:pgill@creativebc.ca">pgill@creativebc.ca</a> Rob Bromley, Board Chair Personal Information	Independent, not-for-profit agency created by the Province to build the capacity of BC's creative sector. Creative BC works closely with the creative sector and administers the BC Film Tax Credit programs, Provincial Film Commission and programming for the motion picture industry, Amplify BC (music funding), and development and export marketing support.	<ul style="list-style-type: none"> <li>• Facilitate the return of film production and work with industry to address emerging issues</li> <li>• Launch new Domestic Motion Picture Fund</li> <li>• Ongoing Amplify BC funding; program to expire in Mar 2021</li> <li>• Ratification of a new Filming in BC Policy</li> <li>• Diversity, Equity and Inclusion (Creative Pathways Initiative)</li> </ul>
Creative	<b>Music BC</b>	Lindsay MacPherson, Executive Director 604-873-1914 <a href="mailto:lindsay@musicbc.org">lindsay@musicbc.org</a>  Patrick Aldous, Board President 604-684-6377 <a href="mailto:patrick@cfalaw.ca">patrick@cfalaw.ca</a>	Music BC is a non-profit society dedicated to providing information, education, funding, advocacy, awareness, and networking opportunities to develop and promote the growth and sustainability of the BC music community	<ul style="list-style-type: none"> <li>• Status of live music sector as impacted by COVID-19 Health Order restrictions.</li> <li>• Safe re-opening Guidelines and protocols for music industry</li> <li>• Renewal of Amplify BC funds</li> </ul>

Branch	Organization	Contact	Description	Key Issues
Creative	<b>Association Book Publishers of BC (ABPBC)</b>	Heidi Waechtler, Executive Director,  604-684-0228 <a href="mailto:heidi@books.bc.ca">heidi@books.bc.ca</a>	ABPBC is a provincial association that works to support the long-term health and success of the Canadian-owned book industry in B.C.  30 members.	<ul style="list-style-type: none"> <li>• COVID-19 recovery– B.C. publishers project 50% loss in revenues.</li> <li>• Renewal of Book Publishing Tax credit (sunsets Mar 2021).</li> <li>• Federal Copyright Act review: ensuring creators are compensated.</li> </ul>
Sport	<b>viaSport</b>	Charlene Krepiakovich, CEO 778-655-1753 <a href="mailto:charlenek@viasport.ca">charlenek@viasport.ca</a> <a href="https://www.viasport.ca">https://www.viasport.ca</a>  Jon Festinger, Chair <a href="mailto:jon@fblawstrategy.com">jon@fblawstrategy.com</a> 604-568-9192	viaSport is an independent, non-profit which operates as an umbrella organization that represents roughly 70 provincially focused organized sport organizations across BC and is the main alternative service delivery partner for government' investment in sport.	<ul style="list-style-type: none"> <li>• Lead development and implementation of Return to Sport guidelines.</li> <li>• Assess impacts of COVID on sport organizations.</li> <li>• Allocate provincial and federal government COVID-19 relief funding for the sport sector.</li> <li>• Develop and implement Safe Sport program.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
Sport	<b>Indigenous Sport, Physical Activity and Recreation Council (ISPARC)</b>	<p>Rick Brant Executive Director 250- 710-4604 <a href="mailto:rbrant@isparc.ca">rbrant@isparc.ca</a> <a href="http://isparc.ca">http://isparc.ca</a></p> <p>Corinne McKay, President</p>	The Indigenous Sport, Physical Activity and Recreation Council oversees implementation of the Aboriginal Sport, Recreation and Physical Activity Strategy and Team BC participation at the North American Indigenous Games.	<ul style="list-style-type: none"> <li>• Monitor impact of COVID-19 on communities and implement Return to Activity Guidelines for Indigenous sport.</li> <li>• Prepare to launch renewed Indigenous sport and physical activity strategy.</li> <li>• Manage B.C.'s participation in the North American Indigenous Games (2020 Games have been postponed due to COVID).</li> </ul>

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**Ministry of  
Tourism, Arts,  
Culture and Sport**

**2022/23 – 2024/25  
SERVICE PLAN**

**February 2022**





For more information on the Ministry of Tourism, Arts, Culture and Sport contact:

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## Minister's Accountability Statement



*The Ministry of Tourism, Arts, Culture and Sport 2022/23 – 2024/25 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

*Melanie Mark*

Honourable Melanie Mark  
Minister of Tourism, Arts, Culture and Sport  
February 4, 2022

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## Purpose of the Ministry

The mission of the Ministry of Tourism, Arts, Culture and Sport is to promote growth in tourism, and integrate it with the vibrant arts, culture, creative and sport sectors in British Columbia for the benefit of residents, visitors, and investors. The Ministry's work supports welcoming, inclusive communities that value diversity and equitable opportunities for participation in sports, cultural activities, and the arts.

The Ministry oversees five Crown corporations: Destination BC, the BC Pavilion Corporation, the Royal BC Museum, the Knowledge Network, and the BC Games Society. The Ministry also provides oversight to the Office of the BC Athletic Commissioner.

The Ministry works with the BC Arts Council to support cultural and artistic diversity in the province and with Creative BC to grow the economic impact of B.C.'s creative sector, support sustainable employment, and showcase B.C. owned creative content and production capabilities on a global scale. The Ministry also works with viaSport to support quality, inclusive and accessible sport across B.C. As of April 1, 2022 the Ministry will also be responsible for the Mountain Resorts, Heritage and Historic places programs.

Delivery of the Ministry's mandate is guided by key legislation, including: the Arts Council Act, the Athletic Commissioner Act, the Destination BC Corp. Act, the Museum Act, the Pacific National Exhibition Enabling and Validating Act, the Knowledge Network Corporation Act, the Hotel Guest Registration Act, the Hotel Keepers Act, the Pacific National Exhibition Incorporation Act and the Tourism Act.

## Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Tourism, Arts, Culture and Sport will support the government's priorities including the foundational principles listed above and selected action items identified in the November 2020 Minister's Mandate Letter.

## Performance Planning

### Goal 1: Support the resiliency and sustainable growth of British Columbia's tourism economy.

World-wide restrictions on travel and gatherings because of the ongoing global pandemic have resulted in a significant decrease in tourism business and employment in British Columbia and latent demand for a return to travel by consumers. In addition, the compounding impacts of recent climate events including wildfire, floods, and mudslides have further hampered the tourism sector's recovery. While the Province rebuilds, it is expected to take another two to three years for tourism revenues to return to pre-pandemic levels.

### Objective 1.1: Work to ensure B.C.'s tourism sector is resilient and able to compete globally.

The resilience of B.C.'s tourism sector is grounded in benefits for people and communities, opportunities to contribute to a cleaner future, and sustainable growth. B.C.'s competitive position in the global tourism marketplace is bolstered by the Ministry's strategic tourism investments and through its work with the Destination BC and PavCo Crown Corporations as well as through effective partnerships with industry to re-establish visitation from target markets.

### Key Strategies

- Implement policies and programs and continue to market B.C. as a destination of choice to support the continued recovery and long-term resiliency of the tourism sector.
- Deliver on the provincial tourism priorities outlined in the [Strategic Framework for Tourism in B.C.](#)
- Build on the new, closer relationship with Mountain Resorts and Heritage as part of this broader sector strategy.
- Continue to invest in destination development and tourism infrastructure to enhance and promote visitor experiences and foster community vitality.
- Continue to partner with Indigenous Peoples and communities to support tourism economic development following the principles of self-determination.
- Champion leading human resources practices that support the tourism sector's efforts to address recruitment and retention challenges and promote the variety of job opportunities.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a B.C. tourism industry revenue <sup>1</sup>	0%	+50%	+60%	+10%

Data source:

<sup>1</sup>BC Stats. Measured on a calendar year basis.

### **Linking Performance Measure to Objective**

Annual growth in Provincial tourism revenue is a fundamental measure of economic success. It measures the money received by businesses, individuals, and governments due to tourism activities. This is important to measuring the success of efforts to increase tourism post-pandemic. However annual growth during ongoing states of emergency is not realistic, instead the focus over the next couple of years will be on providing short-term relief, pivoting to emphasize domestic tourism, and investing in initiatives to support longer-term recovery efforts through such programs as destination development.

### **Discussion**

Tourism industry revenue serves as an overall indicator for the growth of the tourism sector. Industry revenue increases were limited in 2021/22 due to summer wildfires, fall flooding, and other weather events combined with travel restrictions for domestic and international visitors and health and safety guidelines to limit the impact of the COVID-19 pandemic. For 2022/23 and beyond, the targets for tourism revenue growth have been revised based on updated Destination BC forecasts for the recovery of international markets.

### **Objective 1.2: Support the B.C. tourism sector to recover from the pandemic by promoting and expanding a safe return to event hosting.**

The occurrence and economic impact of events was significantly impacted due to travel and gathering restrictions from the COVID-19 pandemic. Supporting the resumption and reactivation of events throughout B.C. encourages overnight visits and extended stays, as well as geographical and seasonal dispersion. Events and festivals provide activities and experiences that not only benefit visitors but provide value to residents and assist in making B.C. communities vibrant places to live. Business events make a significant contribution to the overall provincial economy and are economic catalysts to the vitality of many cities bringing expertise, ideas and people from around the world, promoting innovation leading to investment in key sectors, and ultimately spurring economic growth.

### **Key Strategies**

- Invest in the reactivation of events that increase economic activity and reconnect people through sport, arts, culture and commerce.
- Provide funding to start-up & established events and to support bid preparation
- Rebuild confidence and drive bookings in B.C.'s business events and conferences industry

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Number of events hosted through the Tourism Events Program <sup>1</sup> , BC Arts Council funding <sup>2</sup> ; Amplify BC <sup>3</sup> ; and Hosting BC and Major Sport Events Program <sup>4</sup> .	162	367	Maintain or improve	Maintain or improve	Maintain or improve

Data source:

<sup>1</sup>Internally compiled Tourism Sector Strategy Division Data – 21 events in 2020/21 and 7 forecasted for 2021/22.

<sup>2</sup>Internally compiled BC Arts Council (Professional Festivals & Community Festivals) – 142 events in 2020/21 and 130 forecasted for 2021/22.

<sup>3</sup>New addition to performance measure recognizing government funding provided to Creative BC for this program supports events. Internally compiled Amplify BC data from Creative BC – 95 events in 2020/21 and 100 forecasted for 2021/22.

<sup>4</sup>Measure is comprised of internally compiled data from the Hosting BC and Major Sport Events Program – 0 events in 2020/21 and 130 events across the two sport grant programs forecasted for 2021/22.

### Linking Performance Measure to Objective

As the sector recovers, a greater number of events will be able to proceed. This will provide more opportunity for economic activity in local communities and support positive mental health outcomes for more British Columbians. Tourism will benefit as British Columbians and visitors are attracted to events beyond their communities.

### Discussion

One-time investments by the Ministry are designed to accelerate recovery of the tourism, arts and culture sectors. The \$29-million Festivals, Fairs and Events Recovery Program will significantly influence the size and number of events being held in communities across British Columbia in 2021/22. In addition, the Business Events Grant Program will assist with the reactivation of meetings, conventions, and exhibitions to position B.C. as a safe, world-class, event hosting jurisdiction once again. Annual programs such as the Tourism Event Program and Hosting BC are being reactivated to support event planning beyond 2022/23 for events such as the Vancouver stop on the World Rugby Sevens Series. This builds on investments made by government to support venues and businesses critical to putting on events through the Major Anchor Attractions Program and Small and Medium-sized Business Recovery Grant Program.

## Goal 2: Support creative, arts and culture organizations and artists to help develop British Columbia's creative economy.

### Objective 2.1: Support arts and culture development in British Columbia so that the sector is vibrant, resilient, and recognized for creative excellence.

#### Key Strategies

- Improve access to funding for historically underserved artists, cultural practitioners, and arts and culture organizations.
- Invest in arts supports for Indigenous artists and organizations, as well as build cultural competency for non-Indigenous organizations to support reconciliation.
- Invest in programs that support sector recovery, increase equity practices in the sector and community connectedness through arts and culture.
- Explore how to connect the work of heritage and historic sites to support this objective

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Number of BC Arts Council grants awarded	2,037	1,885 <sup>1</sup>	Maintain or exceed	Maintain or exceed	TBD
2.1b Number of artists and arts organizations supported by the BC Arts Council	1,213	1,100 <sup>1</sup>	Maintain or exceed	Maintain or exceed	TBD

Data source:

<sup>1</sup>Forecast is expected to be lower as the Microgrant program in 2020/21 was a one-time program for COVID-19 pandemic relief with numerous small grants.

#### Linking Performance Measure to Objective

The vibrancy, resilience, and creative excellence of the sector is supported by the Arts and Culture Division through programs that are equitable, accessible, and reflect the diversity of British Columbians. Increasing the number of funded artists and arts organizations in B.C. will expand the reach of BC Arts Council funding while increasing equity, access and diversity practices in the sector. This will be guided by the use of analysis looking at the distribution and impact on different groups of people with different identify factors. Together these measures better reflect the diversity, distribution and range of impacts of BC Arts Council funding.

### Objective 2.2: Invest in cultural infrastructure.

#### Key Strategies

- Invest in arts infrastructure projects.
- Continue the modernization of the Royal BC Museum, including establishing the Collections and Research Building in Colwood.



- Continue development of a Chinese Canadian Museum of B.C. to highlight both the past and present significant contributions of Chinese Canadians to society.
- Start work to create a museum to document the history, art, and contributions of South Asian people in B.C.
- Support the redevelopment of the Jewish Community Centre of Greater Vancouver.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Number of organizations supported for capital infrastructure projects	99 <sup>1</sup>	75 <sup>2</sup>	75+	75+	75+

Data source: BC Arts Council and Ministry of Tourism, Arts, Culture and Sport.

<sup>1</sup>BC Arts Council Arts Infrastructure Program (97) plus Royal BC Museum and Chinese Canadian Museum

<sup>2</sup>BC Arts Council Arts Infrastructure Program (72) plus Royal BC Museum; Jewish Community Centre of Greater Vancouver and Chinese Canadian Museum.

### Linking Performance Measure to Objective

Investing in arts infrastructure projects in B.C. supports the economic recovery of the arts and culture sector from the impacts of the COVID-19 pandemic, wildfires, flooding, and other severe weather events. Infrastructure projects can continue to support artistic innovation, creativity, equity, diversity, accessibility, reconciliation, and engagement in communities across B.C.

### Discussion

The Minister's mandate letter commitments related to arts and culture infrastructure support the creation of dedicated arts and culture spaces and the renovation of existing spaces, as well as investments in large cultural infrastructure projects. The measure also includes the number of direct investments made by the Ministry towards other infrastructure projects. Updated guidelines for the Arts Infrastructure Program now allows for a maximum grant of \$250,000, increased from \$75,000. There is a projected decrease in the number of grants to be issued from 97 in 2020/21 (plus two additional large cultural infrastructure projects - RBCM and Chinese Canadian Museum) to 72 in 2021/22 (plus three additional large infrastructure projects - RBCM, CCM, and Jewish Community Centre) as fewer but larger value grants are expected.

**Objective 2.3: Implement initiatives to support B.C.'s creative sector companies and workforce to recover from the impacts of COVID-19 pandemic and further the creation, production and monetization of commercial creative products.**

### Key Strategies

- Support Creative BC and the Knowledge Network to enable a strong recovery of B.C.'s creative sector and continue to advocate for a fair share of funding for B.C.'s creators from federal government programs, including COVID-19 recovery supports.
- Prioritize funding allocations for equity deserving creative professionals and businesses, through Creative BC's programs and Knowledge Network's commissioning efforts and

pursue opportunities to increase labour market participation of underrepresented and marginalized groups.

- Lead cross-ministry and intergovernmental coordination, policy development and research to support the sustainability of B.C.'s creative sector.
- Work across government to explore the long-term competitiveness of the visual effects industry and, more broadly, the creative technology sector.
- Continue to deliver upon the three-year Amplify BC commitment to protect BC venues, companies and artists, and to ensure the music sector's strong recovery from COVID-19.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3a Value of annual economic contribution across B.C.'s creative sector <sup>1</sup>	\$4.44B Total GDP <sup>2</sup>	\$4.44B Total GDP <sup>3</sup>	Maintain or improve	Maintain or improve	Maintain or improve

<sup>1</sup> Data Source: Internally compiled statistics from Creative BC's Creative Industries Economic Results Assessment (CIERA).

<sup>2</sup>In 2020/21 the baseline was revised from \$4.85B to \$4.44B total GDP. CIERA is updated on an annual basis. Changes reflect refinements to federal public data sets from Statistics Canada. These refinements have been applied to 2020/21 baseline data to ensure historical consistency and comparability. The 2020/21 CIERA data will be published by Creative BC in February 2022.

<sup>3</sup>Note: A target of maintaining or improving is due to the significant impacts of the pandemic on the sector. It also reflects its resilience despite facing many challenges.

### Linking Performance Measure to Objective

This measure reflects the cumulative impact of the Province's investment in both supporting foreign production and developing B.C.-owned intellectual property (IP) through Creative BC programs and tax incentives. These efforts result in expanded global market reach, increased regional film activity, and more employment opportunities. These investments also generate the products that leverage federal and private sector funding and ensure future growth in B.C.'s creative sector.

## Goal 3: Ensure accessible, safe and inclusive sport opportunities for all British Columbians while supporting economic and social development.

### Objective 3.1: Collaborate with communities and partners to reduce barriers to inclusivity in sport and increase participation opportunities.

#### Key Strategies

- Implement *Pathways to Sport: A Strategic Framework for Sport in British Columbia 2020-2025*, with an enhanced focus on helping the sector recover from the COVID-19 pandemic.
- Invest in the *Indigenous Sport, Physical Activity and Recreation Council* (ISPARC) to reach and empower Indigenous youth across the province.

- Provide grant and funding opportunities for organizations and communities providing sport programs for targeted populations, including girls and women, low-income families, individuals with a disability, new Canadians, kids in care and the 55+ population.
- Promote gender equity at all levels of participation and leadership by providing support and resources for organizations that are committed to reaching gender equity in sport.
- In partnership with viaSport, implement programming that addresses harassment and abuse in sport to foster safe and inclusive environments for sport in B.C.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Number of children, from population groups typically underrepresented in sport, reached through targeted sport programs <sup>1</sup>	12,500	15,000	25,000	30,000	36,000

Data source:

<sup>1</sup> Total number of children reached through programs delivered by the Indigenous, Sport, Physical Activity and Recreation Council (ISPARC), KidSport BC, and the After School Sport and Arts initiative administered by MTACS. Baseline data is from ISPARC's 2020/21 Annual Report, KidSport BC's 2020 Annual Report, and ASSAI reporting from the 2020/21 school year, representing pre-pandemic numbers. Many sport programs were not available throughout the pandemic and restart continues to be delayed. Monitoring will be required as programs return to full activity and shift to meet post-pandemic needs.

### Linking Performance Measure to Objective

Supporting children and youth from population groups typically underrepresented in sport, including working with the Indigenous Sport, Physical Activity and Recreation Council to support reconciliation through sport, is a priority for the Ministry as identified in *Pathways to Sport: A Strategic Framework for Sport in British Columbia 2020-2025*. Monitoring how targeted programs are reaching underrepresented population groups provides an important indication of the work that is being done to ensure sport is inclusive for all.

### Discussion

This performance measure tracks the number of children and youth reached through three targeted initiatives intended to increase sport participation opportunities for these population groups. This measure does not include children and youth from key populations reached through other mainstream sport programming. The on-going impacts of COVID-19 made it more challenging than originally anticipated to get sport programs up and running at full capacity, particularly in Indigenous communities. Looking forward, targets have been adjusted to reflect the work that is required to re-engage communities and individuals across the province in sport.

### Objective 3.2: Support sport in communities across the province and provide opportunities for athletes, coaches and officials to develop and compete close to home

#### Key Strategies

- Invest in sport hosting opportunities that will support economic recovery in communities across the province.
- Promote the BC Summer and BC Winter Games and the 55+ Games as opportunities to support athlete development and provide host communities with opportunities to profile their communities and build event-hosting capacity to support future economic development.
- Enhance development opportunities for targeted groups, including athletes with a disability, girls and women, underprivileged youth, Indigenous athletes and the LGBTQ2+ community.
- Celebrate the achievements and contributions of B.C. athletes, coaches and volunteers through awards such as the Premier's Awards for Indigenous Youth Excellence in Sport.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Number of communities that host sport events <sup>1</sup>	0 <sup>2</sup>	15	40	45	45

Data source:

<sup>1</sup>Major Events Program and Hosting BC.

<sup>2</sup>Due to COVID-19 related restrictions on gatherings and events throughout 2020/21, all events were cancelled or postponed. In 2019/20, prior to COVID-19 related restrictions, 43 communities hosted sport events across B.C. A gradual return to event hosting is expected as restrictions begin to ease in 2021/22 and beyond.

#### Linking Performance Measure to Objective

Sport event hosting supports economic development in communities across the province and provides valued opportunities for B.C. athletes in pursuit of the podium to compete locally. The Ministry's Major Event Program supports single-sport competitive events, usually aligned with a national sport organization. The Hosting BC program, administered by .viaSport, supports smaller, regional sport events.

#### Discussion [Optional]

This performance measure was developed to help track the distribution of sport events supported by the Ministry. Measuring the number of communities that host sport events supported by Ministry funded programs tracks progress towards ensuring communities and athletes throughout the province are able to realize the benefits associated with sport event hosting and help support economic recovery. This measure also supports the Event Hosting objective in the Strategic Framework for Sport to ensure that sport contributes to the social and economic objectives of communities throughout B.C. Sport events did not resume as early in 2021/22 as originally

forecast, leading to a decrease in the number of communities reached. However, the interest in hosting sport events that has been demonstrated by communities and event organizers in the second half of 2021/22 has led to more optimistic targets for the return of sport event hosting in 2022/23 and beyond.

## Financial Summary

Core Business Area	2021/22 Restated Estimates <sup>1</sup>	2022/23 Estimates	2023/24 Plan	2024/25 Plan
<b>Operating Expenses (\$000)</b>				
Tourism Sector Strategy	24,429	24,429	24,429	24,429
Arts and Culture	38,003	38,008	38,008	38,008
Sport and Creative Sector	24,698	25,517	25,517	25,517
Transfer to Crown Corporations and Agencies	76,851	78,271	78,271	78,271
Executive and Support Services	1,719	1,730	1,742	1,742
BC Arts and Culture Endowment Fund Special Account	4,230	4,230	4,230	4,230
Physical Fitness and Amateur Sports Fund Special Account	1,200	1,200	1,200	1,200
<b>Total</b>	<b>171,130</b>	<b>173,385</b>	<b>173,397</b>	<b>173,397</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	1	3	3	3
<b>Total</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Capital Plan (\$000)</b>				
BC Pavilion Corporation Capital Fund	10,000	10,000	10,000	10,000
Royal BC Museum Capital Fund	110,779	55,946	120,576	138,802
<b>Total</b>	<b>120,779</b>	<b>65,946</b>	<b>130,576</b>	<b>148,802</b>
<b>Other Financing Transactions (\$000)</b>				
Tourism Development Disbursements	600	600	600	600
<b>Total Net Cash Requirements</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## **Appendix A: Agencies, Boards, Commissions and Tribunals**

As of February 4, 2022, the Minister of Tourism, Arts, Culture and Sport is responsible and accountable for the following:

BC Arts Council

BC Games Society

BC Pavilion Corporation

Creative BC

Destination British Columbia

Knowledge Network Corporation

Royal British Columbia Museum

Medal of Good Citizenship Committee