Ministry of Small Business, Tourism and Culture

Annual Report 1993 – 94

Province of British Columbia

CANADIAN CATALOGUING IN PUBLICATION DATA

British Columbia. Ministry of Small Business, Tourism
and Culture
Annual Report. -- 1993/94–

Annual
Report year ends Mar. 31
Continues: British Columbia. Ministry of Tourism and Ministry Reponsible for Culture. Annual Report. ISSN 1192-5426 and continues in part: British Columbia. Ministry of Economic Development, Small Business and Trade. Annual Report. ISSN 1192-7232.
ISBN 1201-7221 – Annual report – British Columbia. Ministry of Small Business, Tourism and Culture.

1. British Columbia. Ministry of Small Business, Tourism and Culture – Periodicals. 2. Small business — British Columbia — Periodicals. 3. Tourist trade – British Columbia – Periodicals. 4. British Columbia – Cultural policy – Periodicals. I Title.

HC117.B7B73 354.7110682'05 C95–960168–6

Ministry of Small Business, Tourism and Culture

Annual Report

1993-94

Province of
British Columbia

March 15, 1995

His Honour the Honourable David C. Lam
Lieutenant-Governor of British Columbia

May It Please Your Honour:

I respectfully submit the Annual Report of the Ministry of Small Business, Tourism and Culture for the fiscal year ended March 31, 1994.

Bill Barlee

Bill Barlee
Minister of Small Business,
Tourism and Culture

March 15, 1995

The Honourable Bill Barlee
Minister of Small Business, Tourism and Culture
Province of British Columbia

Minister:

I have the honour to submit the Annual Report of the Ministry of Small Business, Tourism and Culture for the fiscal year ended March 31, 1994.

Philip Halkett
Deputy Minister
Ministry of Small Business,
Tourism and Culture

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Community and Regional Development

Community and Regional Development Division

The Community and Regional Development Division operates four branches in Victoria and Vancouver, five Regional Management Units based in Kamloops, Nanaimo, Nelson, Prince George and Terrace, and 60 Government Agent offices in communities throughout the province.

The nine components of the Division are:

- Regional Management Units (5)
- Community Economic Development Branch
- Small Business Development Branch
- Business Equity Branch
- Client Ministries and Regional Support Services Branch

The ministry places a high priority on having resources available in all regions of British Columbia to deliver programs and services that are responsive to local needs. The division has a strong regional and community presence through its five Regional Management Units and local offices.

The **Regional Management Units**, through 24 regional economic development officers in 22 communities, support community economic development, small business initiatives, aboriginal economic development, and government initiatives related to regional economic development. These regional resources provide information and technical and financial support to assist communities and regions to define and achieve their economic development goals.

The Regional Development Units also oversee 60 **Government Agent offices**, which deliver approximately 50 programs, and services for 20 government ministries and agencies. These include property tax collection, vital statistics services, voter registration, the Medical Services Plan, fish and wildlife licences, the Gold Commissioner, manufactured home registration, and motor vehicle licences.

The **Community Economic Development Branch** provides policy and program development for community economic development. The **Small Business Development Branch** provides similar services to small business. The **Business Equity Branch** operates business finance programs. The **Client Ministries and Regional Support Services Branch** provides central administrative and operational support for the Regional Management Units and Government Agents.

Regional Operations

A strong regional and community presence is supported by the ministry's regional operations.

There are five Regional Management Units (RMUs) - Kamloops, Nelson, Prince George, Terrace and Nanaimo - with 24 Regional Economic Development Officers (REDOs) in 22 communities throughout British Columbia.

In addition, a broad range of government informational services is delivered throughout the province by a network of government agents offices in 60 communities (between 10 and 14 offices reporting to each RMU).

RMUs are responsible for the delivery of ministry programs and initiatives that promote economic development and diversification at the community levels. They work with local community leaders and other government agencies to assist communities with economic, aboriginal economic and small business development.

Included in the 60 Government Agents offices are 19 Provincial Access Centres, managed by the RMUs. These access centres are located throughout B.C. and accommodate several ministries under one roof to provide efficient delivery of government services in a one-stop shopping environment for British Columbians who live outside the Vancouver Island/Lower Mainland areas.

Regional Programs

B.C. Young Entrepreneurs Conferences

This program was designed as a series of one-day conferences to introduce B.C.'s Grade 11 and 12 students to the career option of owning their own business. The conferences include workshops, presentations and exhibits.

Home-Based Business Workshops

The Home-Based Business program is designed to provide advice and technical assistance to potential entrepreneurs who intend to start and operate businesses from their homes. The program supports the home-based business concept through the provision of instruction manuals on business planning and a series of province-wide workshops.

The focus of the workshops is on either the planning, financing and management aspects of the business, or on the promotion, management and marketing functions of various services and products.

Women in Business Conferences

This program, delivered in the regions, is designed to assist women entrepreneurs in facing the unique challenges of starting and operating their own business.

Business Information Centre Program

The Business Information Centre Program is designed to ensure that existing and potential entrepreneurs throughout the province have access to business information. This province-wide program provides funding to individual Chambers of Commerce that operate Business Information Centres (BICs) throughout British Columbia. During fiscal 1993-94, 85 BICs were in operation.

Each BIC is staffed with trained business information officers who can help individuals and businesses locate key business information on:

- marketing trends
- local conditions
- government programs and regulations
- tender opportunities

The ministry also provides a series of publications and how-to manuals for distribution to the public and all BICs are linked by an electronic information system that enables them to exchange information and ideas, and to access existing databases.

The Nanaimo Regional Management Unit directly operates two BICs located in Vancouver and Victoria. These BICs have extensive resource libraries, information sources and staff who can provide advisory services to clients. They make their services and information available throughout the province via toll-free lines and faxing services.

The BIC program is run through the RMU offices located in the five regions. Each regional manager is responsible for the operations, funding and monitoring of the BICs. The Small Business Development Branch provides program policy and support services to the regional staff.

Community Economic Development

The Community Economic Development Branch provides support for the Regional Management Units (RMUs) as they deliver programs and services to promote local and regional stability and diversification. It also undertakes policy and program development in the area of community economic development.

The branch's programs and services assist the RMUs serve B.C. communities by helping communities attract and sustain businesses, jobs and investment.

Small Business Development

In 1993-94, the Small Business Development Branch was responsible for the following programs:

Home-Based Business Program

In addition to the Home-Based Business workshops delivered by the RMUs, the Home-Based Business program helps

Home-Based Businesses

- ✔ One in four Canadian households operates some form of home business.
- ✔ Those who operate home-base businesses spend less then 40 per cent of the workday at the home base - 30 per cent is spent on the road and 32 per cent at the premises of the customer or client.
- ✔ About 50 per cent of home-based businesses provide services and the remainder are manufacturers and wholesalers.
- ✔ People working at home are more likely to be male than female.
- ✔ About 22 per cent of home-based business owners are more than 50 years of age.
- ✔ Forty-eight per cent of people primarily running home-based businesses live in a non-urban area.
- ✔ Independence and flexibility are more important than financial rewards as motivations for being home-based.
- ✔ The number of registered public complaints about home-based businesses is so small as to be insignificant.
- ✔ Most new businesses in B.C. - 76 per cent - are started in the owner's home.

home-based entrepreneurs in the arts, craft and gift-producing industries access the wholesale market by assisting them to participate in the semi-annual B.C. Creative Arts show. Home-based businesses in the computer, high tech or business-related field, are assisted through the annual *Window On Business* Show.

Apart from providing assistance to attend trade shows, the program is designed to serve as a business education event for participants. The home-based business which applies to the show undergoes a product evaluation process conducted by three to four experts in the retail industry. Each participant is provided feedback on pricing, promotional material, quality of workmanship, design of product and their ability to sell their product, plus suggestions to improve on their product.

An *Exhibitors' Information Guide* prepares the entrepreneur for participating in a large trade show, and seminars are also held on such topics as marketing, exporting, etc.

Publications For Business Assistance

The Small Business Development Branch prepares, prints and distributes a number of publications designed to assist in planning, organizing, financing, managing and operating businesses. These materials are available through Business Information Centres, ministry offices and agencies.

Publications available to the public include:

- *Preparing a Business Plan*
- *Preparing a Cash Flow*
- *Exploring Business Opportunities*

Small Business in British Columbia

State of the Industry:

The small business sector is defined as firms having fewer than 20 employees or annual revenues between $25,000 and $2 million. Over the last decade, small business has created jobs and provided new kinds of employment opportunities for thousands of British Columbians. They have also been capturing new markets — both locally and internationally.

Today, British Columbia has more than 130,000 incorporated small businesses that comprise more than 90 per cent of all businesses in the province. They employ more than 430,000 people or 29 per cent of the province's work force. Each year, small businesses generate about a third of the total business revenue and more than half of the total net business profit for the entire province. They create most of the new jobs.

Small businesses are becoming more innovative and are developing new products and services in different industries. Overall, more than half of the small business sector is located in the Lower Mainland. Among industries, the largest numbers of small business jobs are in:

- community, business and personal services,
- retail trade,
- construction,
- manufacturing,
- wholesale trade
- primary industries

- *Starting a B.C. Business*
- *Independent Business Handbook*
- *Home-Based Business Manual*
- *Home-Based Business Exhibitors Handbook*
- *Women in Business Startup Kits*

Small Business Week

The ministry co-sponsored Small Business Week events with the Federal Business Development Bank (FBDB). FBDB and the ministry, through its regional branches, organized activities with local Chambers of Commerce and other business organizations. These activities included business conferences, trade shows, seminars and workshops. In addition, there are 'entrepreneur of the year' awards, women's business information sessions, youth conferences and business counselling sessions.

Businesswomen's Advocate

In co-operation with the Ministry of Women's Equality and other federal and provincial agencies, this unit supports the development of women entrepreneurs. Its objectives are:

- to identify obstacles that make it difficult for women to operate businesses (particularly access to financing) and to strengthen support networks for startup, growth and survival;
- to change perceptions and influence effective policy and ministry initiatives for women entrepreneurs;
- to initiate and facilitate promotion and delivery of business resource information to women through regional offices and identified access centres within each community;
- to review and modify existing small business programs to reflect the unique needs of women; and
- to improve the research, information and access to skill development that women need to launch and operate a thriving business.

Business Equity

The Business Equity Branch comprises the Equity Capital Program, the Employee Share Ownership Program and Administration and Compliance.

Administration and Compliance

The Administration and Compliance Unit manages the internal administrative, budgeting, financial and auditing functions of the Business Equity Branch. Its goal is to ensure that the branch co-ordinates its activities and operates efficiently and according to legislation of other authorities.

Equity Capital Program

The Equity Capital Program encourages individuals and corporations to make

Equity Program Statistics

	1993-1994	Total to March 31, 1994	1994-1995 Projection
Equity Capital Program			
VCCs	31	283	30
Investors	1,053	5,680	1,200
Equity Raised	$ 34.1 M	$ 192.0 M	$ 30.0 M
Tax Credits (Deferred Revenue)	$ 10.2 M	$ 57.6 M	$ 9.0 M
Employment Base	743	4600	800
Small Businesses	57	208	60
Investments	$ 27.3 M	$ 150.0 M	$ 28.0 M
Employee Investment Program			
ESOPs	7	30	10
Investors	193	2,175	850
Equity Raised	$ 1.7 M	$ 11.0 M	$ 1.5 M
Tax Credits (Deferred Revenue)	$ .3 M	$ 1.7 M	$ .3 M
Employment Base	780	6,111	1,550
Small Businesses	7	30	10
Working Opportunity Fund			
Investors	4,229	9,110	6000
Equity Raised	$ 23.0 M	$ 44.0 M	$ 33.5 M
Tax Credits (Deferred Revenue)	$ 4.6 M	$ 8.8 M	$ 6.7 M
Employment Base	33	45	350
Small Businesses	3	4	6
Program Totals			
Investors	5,475	16,965	8,750
Equity Raised	$ 58.8 M	$ 247.0 M	$ 65.0 M
Tax Credits (Deferred Revenue)	$ 15.0 M	$ 68.1 M	$ 16.0 M
Employment Base	1556	10,756	2,700
Small Businesses	67	242	79

risk-capital investments in small and medium-sized B.C. businesses of targeted industrial sectors. An increased supply of equity capital enables these businesses to build stronger balance sheets and more stable operations, which promotes growth and economic diversification.

As an incentive, investors receive a 30 per cent tax credit on the amount they invest in venture capital corporations (VCCs). This makes the investment more attractive by reducing the amount at risk and improving the financial return. These VCCs in turn invest in equity shares of eligible small businesses.

The Equity Capital Program can be used to preserve and protect jobs where an employer is experiencing temporary financial difficulty. As such, the program is one of the tools available to the Job Protection Commission to help B.C. businesses avoid closure.

Employee Share Ownership Program

Employee ownership and involvement generate superior business performance which, in turn, promotes job creation, competitiveness and economic growth. Such ownership also stimulates common economic interests between employers and employees which can lead to innovation and greater productivity.

The Employee Share Ownership Program consists of two components:

- Employee Share Ownership Plans, which are designed to help employees invest directly in the company for which they work.
- Employee Venture Capital Corporations (EVCCs), which encourage indirect investment in eligible businesses through pooled investment funds of employees.

B.C. employees who make equity investments in Employee Share Ownership Plans or Employee Venture Capital Corporations receive a 20 per cent provincial tax credit. Investors of Employee Venture Capital Corporations receive a further 20 per cent federal tax credit.

The Employee Share Ownership Program has also been used as another tool of the Job Protection Commission to preserve and protect jobs where an employer is facing financial difficulty.

Working Opportunity Fund

The Employee Investment Program allows the formation of large labour-sponsored venture capital funds such as the Working Opportunity Fund (EVCC) Ltd. Sponsored by seven major B.C. unions, the fund pools employee capital and invests in equity shares of B.C. businesses. Of the funds raised, 80 per cent must be invested in small and medium-sized B.C. businesses active in "value-added" sectors which result in export enhancement, import replacement, or economic diversification.

Investment in the Working Opportunity Fund is open to all working British

Columbians, allowing residents of the province to invest in their future by supporting small and medium-sized business and job creation. Investors receive a 20 per cent provincial tax credit and a 20 per cent federal tax credit on their investment, for a total tax credit incentive of 40 per cent.

Client Ministries and Regional Support Services

The branch provides professional program, service and training support to Government Agents, Regional Economic Development Officers and the Regional Management Units (RMUs) in the field, and to other branches and the division in Victoria. The support is in the areas of client ministry and agency programs and services, aboriginal and sustainability initiatives, and administrative functions.

The support for the field delivery of client ministry programs and services through the Government Agents is currently being assessed through a key divisional priority — the Government Agents Strategic Directions initiative. This initiative is reviewing the existing and potential business cases for all aspects of the GA service delivery. The process includes broad-based consultation with GAs, RMUs, customers and client ministries. The initiative will provide options and recommendations for the ministry executive on the future direction and role of the Government Agents.

Government Agents deliver information and approximately 575 services to the public on behalf of 18 client ministries and a number of other agencies, covering approximately 50 program areas. The GA offices are located in 60 communities across the province, outside the Vancouver and Victoria areas.

The GAs provide program licensing, registration and registry searches, hold statutory appointments in support of a variety of program areas, and act as a point of access to the public for govern-

B.C. Government Agents

Government Agents provide access to many government programs and services in B.C. communities located outside Victoria and Vancouver. These include:

- drivers licences
- personal property registry searches
- registration and certification of vital statistics information
- property tax explanation and payment
- voter registration
- hunting and fishing licences
- mining claim and lease information and tags
- assistance to the public trustee
- the taking of affidavits
- issuance of electrical and other permits
- assistance in landlord-tenant disputes
- the collection of revenue
- gold commissioner

Government Agents Revenue Collection

Fiscal Year	Government Agent Revenue ($million)	Percentage Change	Provincial Government Revenue ($million)	Government Agent Collected Revenue as a percentage of provincial government revenue
1988-89	541.5	78.2	11,006.60	4.9
1989-90	693.6	28.1	12,569.80	5.5
1990-91	631.8	-8.9	13,610.70	4.6
1991-92	795.1	25.8	14,437.10	5.4
1992-93	852.9	7.3	16,243.00	5.3
1993-94	1,123.4	31.7	17,993.00	6.3

ment information, problem-solving, advice and program referral.

The branch provides policy support and advice to Regional Management Units on priority government sustainability initiatives such as the Commission on Resources and Environment (CORE), Protected Areas Strategy (PAS) and the Land Use Co-ordination Office (LUCO). Staff sit on senior policy committees in Victoria, and help to provide regional staff with access to policy directions.

The program for Educational and Entertainment Television Services (PEETS), winding down after 14 years of operation, has contributed $8.1 million toward educational television and radio programming for 517,000 British Columbians residing in more than 465 remote communities.

The branch, through the aboriginal Initiatives Team, also provides policy support, training and advice to the regions and the division on aboriginal initiatives.

Aboriginal Initiatives Team

The Aboriginal Initiatives Team, as part of the Client Ministries and Regional Support Services Branch, is mandated to assist the Regional Management Units (RMUs) in their program and project development with aboriginal peoples. 1993-94 was the first year of operation. Team goals were to:

1. **Develop and implement the Program Options for Aboriginal Economic Development Discussion Paper.**

In July 1992, Cabinet approved a mandate for the former Ministry of Economic Development, Small Business and Trade and the Ministry of Aboriginal Affairs to act as lead agencies in the co-ordination

Revenue Collected through Revenue Management System

Year	Revenue(millions)	% Growth over Previous Year
1989-90	693.6	28.1
1990-91	631.8	-8.9
1991-92	795.1	25.8
1992-93	852.9	7.3
1993-94	1,123.4	31.7

Transactions Recorded through Revenue Management System

Year	Transactions (million)	% Growth over Previous Year
1989-90	2.2	11.44
1990-91	2.38	7.11
1991-92	2.60	8.92
1992-93	2.57	-1.04

and delivery of economic development assistance to aboriginal peoples. A preliminary technical report which identified needs and possible strategy directions was completed in early 1993 based on consultations with aboriginal organizations. A technical review of aboriginal economic development literature was also prepared.

The result was the production in March 1994 of a discussion paper entitled *Program Options for Aboriginal Economic Development*. The discussion paper focuses on a CED approach to aboriginal economic development and outlines specific approaches and initiatives on four areas: planning, financing, labour force development and institutional support.

2. Co-ordinate cultural awareness training sessions for Victoria and regional staff.

The Aboriginal Initiatives Team co-ordinated an extensive cultural awareness training series with Victoria headquarters staff from January to March 1994. Bi-weekly afternoon sessions were held at the Mungo Martin Big House with various coastal First Nation speakers.

The RMUs also conducted cultural awareness sessions. The Aboriginal Initiatives Team assisted the Nelson and Kam-

loops RMU in preparing a joint cultural awareness session with Interior First Nation speakers.

3. Participate in specific initiatives such as the Aboriginal Artists Project.

The Aboriginal Artists Project is a co-operative project between our ministry and BC Trade. The project was established to explore potential business and trade opportunities with aboriginal artists in BC. A project steering committee was formed to determine the direction and purpose of the project. Representatives on the committee consisted of aboriginal artists, aboriginal organizations, and art retailers.

The committee required additional information related to needs assessment, market demands and strategies for the future of the project. A needs assessment survey and market study were undertaken with participation from aboriginal artists across the province.

4. Support initiatives for the International Year of the World's Indigenous Peoples.

The United Nations proclaimed 1993 as the International Year of the World's Indigenous People (IYWIP) with the theme *"Indigenous People: A New Relationship"*. The goal of the provincial initiative was to elevate public awareness of IYWIP and also to recognize the value and diversity of aboriginal people in British Columbia and their contributions to the prosperity, culture and heritage of the province.

The division (both headquarters and RMUs) contributed to various cultural initiatives with aboriginal organizations and communities in British Columbia.

5. Support the RMUs in program development and delivery.

The RMUs, through the regional economic development officers, began working relationships with the various aboriginal organizations and communities within their respective service areas in 1993-94. The RMUs based this working relationship upon the premise of strengthening and diversifying aboriginal economies and promoting an entrepreneurial climate. Examples of various initiatives the RMU's participated in were: business planning, business training support, feasibility studies, and community planning initiatives.

Major Accomplishments in 1993-94

Community and Regional Economies

- Contributed $1.4 million in funding to 68 Economic Development Commissions serving more than 100 communities.
- Sponsored several Regional Economic Conferences, including the:
  - Nicola Valley Community Economic Development Summit
  - Princeton Economic Development Summit
  - Columbia-Kootenay Symposium
  - Northern Economic Development Conference (Prince George)
  - Vancouver Island Economic Development Conference

  The conferences focused on:
  - integrating the economic development objectives of individual communities;
  - identifying the economic opportunities and areas of probable job growth within the region;
  - exploring potential models for co-operation among organizations to achieve regional economic growth.
- Assisted Elk Valley and Granisle with their Natural Resource Community Fund applications and implementations. Elk Valley received $1.3 million which was used in the community for training, short-term job creation, worker relocation and social assistance for youth. The community of Granisle received $231,000 which was used for local government assistance.
- Provided technical and financial assistance for a number of community planning initiatives and for capacity-building initiatives such as the Mayors' Institute. The Mayors' Institute, begun in 1991, is co-funded by private sector supporters such as the Bronfman Foundation. It brings together small groups of mayors to discuss issues of concern, share experiences and explore creative solutions through discussion among themselves and with selected specialists.

Aboriginal Economies

- Vancouver Island - provided training and business plan support for the Chemainus First Nations Ivy Green Campsite, and for aboriginal tourism development opportunities related to the West Coast Trail.
- Kootenay - provided financial and technical support for feasibility work on the St. Eugene Mission.

- Kamloops - supported the Shuswap Nation Tribal Council in its conducting community economic leakage studies.
- Prince George - supported the Aboriginal Women's Conference in Fort St. John.
- Terrace - provided a Board of Directors' Workshop at Gitwangak.
- Victoria - participated in several initiatives focusing on the International Year of the World's Indigenous People.
- Assisted Elk Valley and Granisle with their Natural Resource Community Fund applications and implementations
- Provided technical and financial assistance for a number of community planning initiatives and for capacity-building initiatives such as the Mayors' Institute.

Regional Management Units

Kamloops Regional Management Unit:

- Held Women in Business workshops in Vernon, Kamloops, Penticton and Kelowna attended by 378 women.
- Held a Youth Entrepreneur conference in Vernon with 120 attendees from six high schools involved.
- Held 11 Home-Based Business workshops, attended by 200 people throughout the region.
- Provided funding to 11 Economic Development Commissions and 17 BICs.
- Co-ordinated major economic summits in Merritt and Princeton in November 1993, attended by the Minister, Cabinet colleagues and senior government officials.
- Delivered a High Technology Workshop in partnership with the Central Interior Regional Science Council.
- Provided funding, in partnership with the Ministry of Aboriginal Affairs, to the Shuswap Nation Tribal Council to undertake an Economic Leakage Study.
- Funded a Wood Waste Study for the Xaxli'p Tribal Council to identify small business opportunities for the use of wood left on the ground after logging.
- Funded a feasibility study in Osoyoos to determine the economic feasibility of developing a Desert Interpretative Centre.
- Assisted the North Okanagan Regional District to keep the Coldstream Ranch as a historic site. Local private interests ultimately bought it and will keep a large scale cattle ranch in operation.
- Supported and participated in a "Made In Kamloops" Small Business Trade Fair.
- Provided funding support to an Okanagan Aboriginal Economic Development Conference held in Vernon.

- Supported an Internet Pilot Project in Kelowna involving 10 business and other users and B.C. Systems Corporation.

Nanaimo Regional Management Unit:

- Struck a partnership to provide "one-stop-shopping" for provincial and federal business information through a newly formed Canada—British Columbia Business Service Centre located in Vancouver. The partnership will greatly reduce duplication and will deliver business services in a "seamless" fashion to clients.
- Organized the Campbell River Conference to bring together individuals from all sectors of the region to discuss the issues and the future economic development of the region.
- Participated in the Vancouver Island CORE process by providing support to the government sector at the table. The regional director was also a member of the Interagency Management Committee.
- Assisted with the preparation of a socio-economic analysis for the communities of Gold River, Tahsis and Zeballos.
- Assisted two Richmond-based companies to establish a partnership with the Richmond High School to look into forming and financing skill development programs for students interested in high technology work.
- Worked with the Mowachaht Band of Gold River, to develop options and strategies for the opening of their Yuquot campsite and cabin resort.
- Assisted the Ditidaht, Pacheenaht and Ohiaht tribes, and Parks Canada to develop a comprehensive five-year business plan to support the formation of the "West Coast Trail Development Corporation" and its pursuit of commercial opportunities and development of the West Coast Trail.
- Assisted the Chemainus Band to organize the revitalization of their Ivy Green Campground. A campground manager was trained and a long-term business plan was developed.
- Funded 20 Economic Development Commissions and six volunteer commissions
- Funded six Women in Business conferences and events, attended by 175 women.
- Funded 30 Home-Based Business workshops attended by 693 participants.
- Funded 36 Business Information Centres.

Nelson Regional Management Unit:

- Held seven Home-Based Business seminars, three Women in Business conferences, one Small Business Sector workshop and provided startup fund-

ing for Cranbrook and area Home-Based Business Association.

- Supported a symposium, the Kootenay Economic Development Planning Document and Community Open Houses as part of the Columbia-Kootenay Regional Initiative.
- Supported the community committee and assisted in development of a Tourism Marketing Strategy for Fernie as part of the Elk Valley Community Adjustment Initiative.
- Supported startup of the Best Practice Centre, Community Equity Fund and electronic highway initiatives as part of the Trail Economic Development Strategy.
- Assisted the band and tribal council in feasibility study project as part of the St. Eugene Mission Business Plan/Marketing Survey.
- Held three meetings in the region of the TI member group and 10 Task Force meetings as part of the Kootenay Regional Advisory Group.
- Participated in development of a Regional Manufacturers Directory, the Nelson Sustainable Communities project and the Arrow Kookanusa Reservoirs Recreation project.
- Conducted region-wide consultation for a *Small Business* discussion paper and *Program Options for Aboriginal Economic Development* discussion paper.
- Provided financial support and monitoring to 17 Economic Development Commissions (EDC) and 13 Business Information Centres (BIC).

Prince George Regional Management Unit

- Held a conference, *Sharing Northern Perspectives*, in Prince George in February 1994 for 150 native and non-native economic development practitioners.
- Funded an Aboriginal Women in Business conference in the Northeast in March 1994 to provide aboriginal women with practical information on starting and managing a business.
- Established a regional business-information-linking library in Prince George in partnership with the Prince George Regional Development Corporation, Chambers of Commerce and Business Development Centres.
- Provided assistance to the community of Wells to lay the groundwork for a multi-agency economic planning process to develop a local government proposal.
- Held a Home-Based Business (HBB) Information Weekend February 1994 in Prince George to increase public awareness and provide HBB training and information workshops.
- Provided funding towards a Williston Lake Socio-Economic Impact Study to assess the impact on the community

and surrounding area of various levels on the Williston Lake reservoir.

- Established a new Business Information Centre (BIC) in Fort St. James, bringing the regional BIC centres to a total of 12.
- Held 17 Home-Based Business Workshops in the region.

Northwest Regional Management Unit:

- Granisle Natural Resources Community Fund assisted the Village of Granisle in completing their NRCF application to the provincial government for emergency support in November 1993 and successfully allowed the community to create a new Economic Development Strategy.
- Northern Ministers Conference - October, 1993 - Ministers Bill Barlee and Jackie Pement hosted this event in Smithers; all of the western provinces and Newfoundland discussed issues of training, education and employment in the north.
- Held 200 meetings with small business owners in the region to discuss the ministry's Small Business discussion paper.
- Completed the Orenda Socio-Economic Impact Study on Aboriginal Communities and reviewed the issues surrounding a proposal to develop a pulp and paper mill in the Terrace-Kitimat Corridor.
- Supported Regional Advisory Councils (RACS) in North Coast and Nechako.
- Provided support to Land Claims negotiating tables and the Inter-Agency Management Committee.
- Provided funding assistance to six full-time Community Economic Development committees, two volunteer committees and supported eight BICs.

Government Agent Services/Client Ministries

- Government Agents Strategic Directions Initiatives began to develop new business directions for Government Agents for the 21st century.
- Collected government revenues of $1.1 billion in 1993-1994 and entered 2.7 million transactions through the Ministry Revenue Management System.
- Developed an agreement with the Bank of Montreal to provide banking services to Atlin residents through the Government Agent's office.
- Evaluated 1993-1994 property tax collection processes and developed training sessions for the 1994-1995 tax season.
- Developed new protocol agreements for the Dease Lake Government Agent's office to provide document filing services for Terrace Court Services and to collect revenue for Northwest Tel in Dease Lake.

- Developed a pilot project with Motor Vehicles Branch to use the Government Agents Revenue Management System (GARMS) for recording fines revenue collection in Surrey.

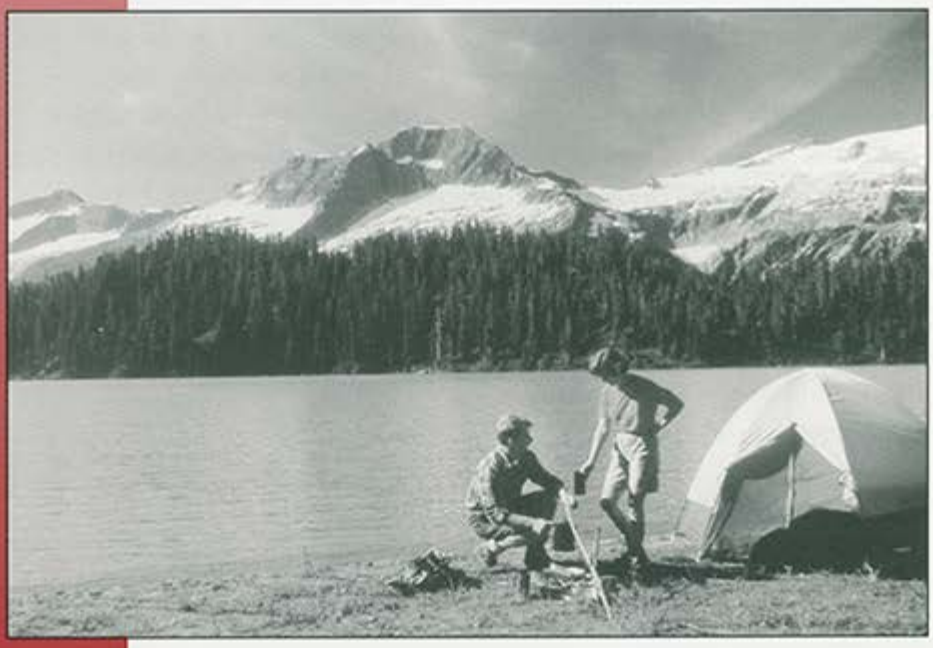
Small Business

- Administered the Equity Capital Program which encourages private sector investment in B.C. small businesses. The program raised $34.1 million from investments by 1,053 individuals into venture capital corporations (VCCs). A total of $27.3 million was invested in 57 small businesses within B.C.
- Administered the Employee Share Ownership Program which encourages employee investment and participation in B.C. businesses, and registered six new plans. The Employee Share Ownership Program raised $0.53 million from 96 employees for investment into seven B.C. businesses.
- Raised funds for investment in small- and medium-sized B.C. businesses through the Working Opportunity Fund (WOF). The fund raised $23 million from 5,362 investors, having a total of $43.8 million raised and four WOF investments at the end of fiscal 1993-94.
- Matched 250 home-based businesses with wholesale purchasers through two B.C. Creative Arts Shows, at which the value of transactions exceeded $1 million.
- Published and distributed several free publications for business people, including *B.C. Business Checklist, Preparing a Business Plan, Exploring Business Opportunities, Women in Business Startup Kit*, and *Starting a Home-Based Business Manual*.
- Sponsored 50 home-based businesses at the Window on Business Computer Show, generating $1 million in sales and leads.
- Released the *Commitment to Small Business* discussion paper, and completed consultations with more than 1,000 small businesses across the province.

Government-Wide Initiatives

- Held the annual Northern Ministers Conference in Smithers, bringing together provincial and territorial ministers responsible for northern development to discuss issues facing northern communities.
- Completed the Program for Educational and Entertainment Television Services (PEETS) after 14 years of successful operation. The program contributed $8.1 million toward educational television and radio programming for 517,000 British Columbians residing in more than 465 remote communities.

Tourism



Tourism Division

The Tourism Division has four branches:

- Industry Development Branch
- Industry Relations Branch
- Marketing Branch
- Tourism Services Branch

The **Industry Development Branch** assesses and develops tourism market opportunities, undertakes strategic planning for the division, provides planning assistance to communities, and conducts research and economic analysis. The Tourism Planning Unit helps communities and regions develop and implement action plans; the Economic Analysis Unit tracks market activities and conducts economic research and analysis; the Business Development Unit assesses business and market development opportunities and develops co-ordinated market plans.

The **Industry Relations Branch** supports communication and liaison between the division and the tourism industry.

The **Marketing Branch** undertakes sales activities in market areas, provides marketing services to the division and the tourism industry, and assists with market planning, research and evaluation. The Sales unit is responsible for direct sales activities to consumers through the travel trade and with industry partners; the Marketing Services Unit provides promotional advertising and media support in market areas, and produces marketing publications; the Market Research and Planning Unit provides marketing research and evaluation assistance to both the division and the tourism industry.

The **Tourism Services Branch** provides information to tourism consumers and programs for the tourism industry and Travel Infocentres. The Visitor Services Unit provides consumer information through a toll-free telephone number, visitor information centres, and tourism publications; the Industry Services Unit delivers the accommodation program and workplace training programs; the Educational Services Unit delivers training programs and helps co-ordinate training and education activities.

Industry Development

The Industry Development Branch, created from the Policy, Planning and Sustainable Development Division, was established in late 1993, and consists of three units in addition to this branch: Community Planning and Development, Product Development, and Research and Economic Analysis.

The branch plans, implements and evaluates programs which enhance the long-term international competitiveness of the B.C. tourism industry. It serves the needs of government and industry in the areas of tourism research and economic analysis, facilitates tourism development planning at the community and regional level, and identifies and addresses constraints to tourism development. Staff co-ordinate activities with other ministries and government agencies, communities and the tourism industry to meet tourism's common goals and objectives.

Community Planning and Development

This unit works closely with communities, regions and industry sectors to assist them in developing their tourism potential and in turn sustaining the economic and social benefits of tourism.

The unit delivers the Community Tourism Action Program (CTAP), which encourages communities to pursue tourism as a key component of the local economic base. During 1993-94, CTAP workshops were facilitated in the following communities: Cumberland, Surrey, Pacific Rim region, Northern Vancouver Island region, Princeton, Merritt, Fraser Canyon, Comox Valley, Bamfield and the Cowichan Valley. The branch also undertakes extensive follow-up with communities which have completed CTAP workshops.

Staff participated in the Commission on Resources and Environment (CORE) regional planning tables. The unit co-ordinated with the Inventory and Resource Planning unit, to provide technical assistance and information to government, the tourism industry and B.C. communities at the three CORE tables.

The unit participates in integrated planning and development initiatives. Staff work in co-operation with the Community and Regional Development division in preparing and implementing regional tourism development strategies. They help to implement tourism initiatives identified in regional planning processes. The unit also acts as a partner with other areas throughout the ministry in developing and preparing tools which assist in all levels of tourism planning and development. Products include a package tour guide, a community marketing program inventory guide and a revised development handbook.

Product Development

The Product Development unit, formerly Industry Strategies, encourages and assists in the planning and implementation of viable tourism markets and enhances the sustainable growth and development of tourism in B.C. by providing strategic information, analysis and advice in support of ministry policies, programs and services.

A number of important tourism initiatives were undertaken during the 1993-94 fiscal year. These include:

- a comprehensive study of the golf industry;
- monitoring and analysis of the Tatshenshini-Alsek rafting issues;
- reviewing an artificial reef project proposal using decommissioned navy vessels;
- participating on the Canada-British Columbia Tourism Agreement management committee; and
- co-ordinating tourism-related information technology and database issues, and contributing to an information technology conference held in February 1994.

In addition, the unit was responsible for handling inquiries from individuals interested in operating tourism businesses.

Note: With the restructuring of the ministry in September 1993, the Policy, Planning and Sustainable Development division re-organized, devolving the Industry Strategies unit and establishing the Product Development unit.

Research and Economic Analysis

This unit develops, manages, analyzes and delivers tourism information, implements market research projects and conducts evaluations of marketing programs and campaigns for the use of the Tourism Division and British Columbia's tourism industry.

Staff conduct industry research and economic analysis, product market-match analysis, high level target market identification, marketing evaluation, consumer tracking studies and focus-group testing. The unit works closely with other units in the division to ensure that research and economic analyses are undertaken to support program priorities. These include tourism markets and market potential, tourism industry profiles, economic valuation of the contribution of the tourism industry, economic analysis, tourism trend analysis and tracking impact assessment.

Staff undertake ongoing research projects in support of the tourism satellite account and measure the contribution to the gross domestic product, exports and employment. They also undertake industry analyses and assessments and work with regional tourism associations and divisional staff in analyzing the effectiveness of marketing. This unit produces monthly reports in conjunction with the Central Statistics Branch on accommoda-

tion room revenues. It also produces and distributes an annual status report of the industry, technical sectoral market research and macroeconomic valuation reports.

Industry Relations

The role of the Industry Relations Branch is to foster and maintain communications linkages between the tourism industry and the ministry.

The branch develops partnerships with the tourism sector, promoting improved co-operation and communication and increased awareness of the contribution tourism makes to the provincial economy, including the creation of jobs for British Columbians.

Activities during the fiscal year included industry liaison and publication of four issues of an industry newsletter, *Super, Natural News and Views*, which is circulated to more than 6,000 industry representatives, the public, all levels of government and the media.

As part of a government reorganization, and in conjunction with the ministry's Communications Branch, the Industry Relations Branch also assisted in providing general public relations services to the Tourism Division — including speech writing, news releases, briefings, reports and issues management.

Specific highlights included:

Issues management: In conjunction with line programs and the ministry's Corporate, Policy and Planning division, the branch provided industry and ministry executive with issues management services relating to sewage treatment practices in Victoria; fees and permits affecting tourism operators; and issues surrounding marketing budgets.

Conferences: The branch provided major assistance with the *"Ship to Shore '93"* Conference (September 15 -19, 1993) and the inaugural Tourism Industry Conference (December 1 - 3, 1993). The branch also assisted in the planning and promoting of the first *"Doormen of the World"* Conference for October 1994.

Marketing

The Marketing Branch promotes British Columbia and its tourism products to consumers and the travel trade world-wide through effective and cost-efficient marketing programs that match key products with priority markets. The branch delivers its message through co-operative programs with the private sector, other tourism associations, communities, regions, other provincial agencies and the federal government.

In 1993-94, the Marketing Branch operated along geographical lines. Marketing managers were responsible for the development of marketing strategies within

three marketing areas: the close-in regional market, the balance of North America, and overseas (Europe, Asia and the Pacific Rim). Marketing Services delivers advertising, media relations, cross-promotions, publications and tours. Market Planning and Research plans and evaluates the ministry's marketing programs.

The four-year Canada/British Columbia Tourism Agreement (CBCTA), ratified and implemented in late 1992, provided $2 million in 1993-94 aimed at encouraging the growth in sales and development of export-ready B.C. tourism products in priority international markets. A federal-provincial-industry project management committee administers projects and disbursements.

Regional Sales and Marketing

This section is responsible for marketing initiatives to B.C. residents, the western provinces and the Pacific Northwest states.

It develops co-operative marketing strategies with regional tourism associations, product sector groups and the private sector. These initiatives are directed toward increasing tourism sales for association members, for fresh and salt water fishing operators, guide outfitters, operators of guest ranches and campgrounds and other groups.

Partners in Tourism:

The ministry co-operates with the province's nine regional tourism associations through the Partners in Tourism program. In 1993-94, this joint venture program allocated more than $2.6 million, matched by the private sector, to marketing projects targeted at the B.C. resident, Western Canada and Pacific Northwest marketplaces. Ministry staff provide guidance and support for various association projects promoting each regions' unique products. Over 1,500 private sector members participated in advertising, brochure production and distribution, trade and consumer shows and promotional activities.

The ministry also provided $790,000 to assist the regional tourism associations with their administrative operations.

In addition to the Partners In Tourism program, $50,000 was provided for co-operative marketing with industry sector associations to assist in the promotion of their specific products in the marketplace.

North America – Sales and Marketing:

This section delivers the ministry's consumer and trade program to the long-haul market in North America. The territory includes markets in Eastern Canada, the United States (outside the regional market) and Mexico.

It promotes British Columbia directly to travel agents, tour operators, travel wholesalers, transportation companies, corporate/association meeting and incentive planners, encouraging these established industry sectors to increase the business they send or influence to come to British Columbia. The province was again ranked as the second most popular scheduled group travel destination in North America by SEA Tourism Travel Research.

Staff attended major travel trade events and co-ordinated public and private sector participation, meeting directly with business leaders who package British Columbia as a destination and with the agents who sell these and other travel products.

Lead roles were taken at major events for the following:

- American Bus Association
- National Tour Association (spring and fall)
- United states Tour Operators Association
- Canadian Society of Association Executives
- Incentive Travel and Meeting Executives Show
- Showcase Canada (Canadian consular M&IT series)

The section maintains a full-time sales manager in the United States based in Los Angeles. Sales efforts are concentrated on trade and consumer shows, personal sales calls on major wholesalers and agents, as well as co-ordination of sales efforts with Canadian consulates throughout the United States.

Section staff worked directly on a number of publications including:

- *British Columbia Travel Industry Guide 1994*
- *North American Group Travel Operators to British Columbia 1994*
- *British Columbia Receptive Operators*
- *Touring* (supplement to *Tour and Travel News*)

National Tour Association

The section was instrumental in attracting the annual long range planning meeting of the National Tour Association (NTA) to Whistler in June 1993. NTA is the largest association of group travel operators and this meeting brought the association's most influential operators to the province's newest summer group destination. The meeting resulted in several new tour programs and enhanced British Columbia's reputation as one of the continent's top group destinations

Co-operative initiatives undertaken in 1993-94 included:

Tourism North:

A joint marketing program, bringing together British Columbia's two northern regions, the Yukon and Alaska to promote the land route to Alaska. It is highlighted by the publication of *North to Alaska*, a widely advertised and distributed guide including extensive information on the

British Columbia portion of this famous route.

Ship to Shore:

The successful partnership of Tourism British Columbia, Tourism Vancouver and the Vancouver Port Corporation works together as the Pacific Rim Cruise Association. It produces an annual cruise and tour conference which brings hundreds of travel agents to Vancouver to inspect cruise ships and learn about profitable opportunities to sell pre- and post- cruise activities in British Columbia.

Team British Columbia:

Team B.C. is a partnership between Tourism British Columbia, Tourism Vancouver, the Vancouver Trade and Convention Centre, Tourism Victoria, the Victoria Conference Centre, the Penticton Trade and Convention Centre and the Kelowna Visitors and Convention Bureau. It is a co-operative, multi-layered, convention sales and marketing program aimed at increasing awareness of British Columbia as a meeting and convention destination.

The program targets previously identified and qualified business leads and attempts to "close the sale" for the destination.

Overseas Marketing:

This section develops and implements marketing strategies and activities in all major and emerging overseas markets. Its primary focus is on increasing B.C.'s on-season business, while introducing new products and promoting travel during off-season periods. In most overseas marketing activities, the provincial government creates the platform from which B.C. private-sector tourism products can be positioned.

B.C.'s key overseas tourism markets are, in order of priority, Japan, the United Kingdom, Germany and Australia. Potential markets identified for concentrated marketing are France, Italy, Korea and Taiwan. The ministry continues to support initiatives in secondary markets throughout Europe and Asia. Overseas markets have shown the fastest rates of growth of B.C.'s tourism markets, accounting for 16 per cent of out-of-province tourism revenues. Travellers from overseas countries spend more per person per trip than close-in markets and a higher proportion of their travel is for pleasure.

The section operates tourism offices in London, England and Tokyo, Japan, working directly with the trade to ensure that B.C. product is visible and included in travel itineraries.

In specific geographical markets, B.C. positions itself with Alberta under the umbrella of "Canada's West" in response to tour operators packaging of our tourism products.

During 1993-94, staff represented the ministry in more than 30 trade and consumer shows and marketplaces, including:

Canada Corroboree	Australia (5 cities)
World Travel Mart	London, England
Birmingham Ski Show	Birmingham, England
London Ski Show	London, England
Atelier, Canada	Paris, France
ITB	Berlin, Germany
CMT	Stuttgart and Cologne, Germany
Leipzig Travel Fair	Berlin, Germany
World Travel Fair	Tokyo, Japan
Kanata	Shirahama, Japan
Showcase Canada	Seoul, Korea
PATA Travel Mart	Seoul, Korea
Discover, Canada	Taipei, Taiwan
EIBTM	Geneva, Switzerland
CCS Seminars	Zurich and Berne, Switzerland
BIT	Milan, Italy
Rendez-vous Canada	Toronto, Canada

In B.C., the section produces Canada's West Marketplace, an annual trade show co-ordinated in conjunction with Alberta Tourism and Canadian Airlines International for more that 80 European and Asian buyers and international media representatives.

One of the section's key promotions is co-operative advertising in Japan, Germany, Australia, Taiwan and the U.K. undertaken jointly by representatives of Canada, Alberta, airline companies and key tour wholesalers. Staff disseminate newsletters, foreign-language tourism brochures, posters and key tour planning information to most European and Asian countries. Staff also organize seminars for key travel agents, and they make sales calls to tour wholesalers to expand B.C. itineraries and products. The section also works to implement consumer-oriented retail promotions. Staff promote and host geographic and product-specific familiarization tours for tour wholesalers, travel agents and media.

A program to inform the private sector about business in overseas markets was augmented by targeted marketing strategies for attracting the "incentive" market from the U.K., France, Germany, Italy, Japan and Australia.

Marketing Services

Marketing Services delivers programs specified in the marketing/business plans of the sales managers for Asia, Europe, North America and regional marketing. It manages cross-market activities for all market areas such as the production of marketing publications, generating unpaid media coverage through its media relations department, development and execution of promotions and the operation of familiarization tours for tour operators, the travel media and the travel trade. It also operates an image library for use in tourism activities by all marketing areas and for the industry at large.

The section manages several market- and sector-specific programs on behalf of the Marketing Branch. These include the Canada West Ski Area Association's co-operative ski marketing program, sponsored through the CBCTA. The program

was aimed at the U.S. market and involved many B.C. ski areas, U.S. retail stores, local U.S. media and private sector co-operative partners.

Promotions

Promotions staff is responsible for three separate programs within the Marketing Services section - Promotions, Familiarization Tours and Trade/Consumer Shows. The staff organize presentations for visiting travel industry from North America, Europe and Asia. They develop and implement promotions designed to increase awareness of specific product opportunities. Promotional campaigns in Alberta, British Columbia, Ontario, Washington, and Oregon have achieved awareness multiples of ten times or more.

- ✔ AirBC, *Great Escapes*, Western Canada
- ✔ B.C. Hydro, *Power Smart Month*, British Columbia
- ✔ Zellers, Across Canada Promotion, National
- ✔ AirBC, *Escape to Vancouver & Victoria*, Western Canada
- ✔ KRUZ Radio, *Ontario Promotion*, Southern Ontario

In 1993-94, the Trade/Consumer Show program continued to expand into the Chicago, Dallas and Boston markets. Staff increased industry participation in four major Trade/Consumer Shows in all of these markets with successful results for the participants.

- ✔ International Adventure and Outdoor Travel Show - Chicago
- ✔ American Airlines Flyaway Vacation Supermarket - Dallas
- ✔ Canadian Adventure Travel Outdoor Recreation Marketplace - Boston

The unit also created 46 separate Familiarization Tours for over 639 travel agents and tour operators from North America, Europe and Asia, a 22 per cent increase in participants over 1992-93. Promotions staff supported Media Relations staff at the Los Angeles Media Marketplace and in the co-ordination of familiarization tours for visiting media.

Publications

This area is responsible for:

- producing publications which are a mainstay of communication with consumers and the trade,
- maintaining an up-to-date image bank for ministry- and tourism-related activities, and
- producing collateral material required by the ministry.

British Columbia Travel Guide

This colourful brochure is distributed as the main fulfillment piece for written and telephone enquiries. Distribution is through the ministry's offices, Travel Infocentres, consumer shows, trade shows, and Tourism Canada offices.

Mandarin- and German-language Travel Guides

The 1992 International Travel Guide was revised and translated into Mandarin. *The 1992 German Travel Guide* was also revised.

British Columbia Accommodations

Once again, the *Accommodations Guide* was produced by the ministry for distribution through the fulfillment system. The one million copies continue to be a valuable marketing service to the private sector and an important information piece for the travelling public.

B.C. Road Map and Parks Guide

As one of the most popular and most widely used publications, 250,000 copies of the 1993 map and 1,200,000 copies of the 1994 map were printed.

British Columbia Travel Industry Guide

This easy to use catalogue contains listings of tourism services, commissionable travel packages and information designed for travel agents, tour operators and travel wholesalers. This is the only British Columbia publication which offers commissionable travel packages to travel agents.

British Columbia Skiing

This 64-page colour publication highlights skiing opportunities in each of the nine tourism regions and is supported by private sector advertising. Contents include downhill and nordic skiing opportunities throughout the province. This guide was produced in co-operation with the Ski Marketing Advisory Council.

British Columbia Ski Vacations

This publication focuses on six destination resorts as well as heli and snowcat skiing. It was produced in co-operation with the Ski Marketing Advisory Council and is supported by private sector advertising.

British Columbia Outdoor and Adventure

This guide features outdoor and adventure opportunities, including river rafting, hiking, golfing, ocean adventures, saltwater and freshwater fishing, guest ranches and trailriding, and is supported by private sector advertising.

Freshwater Fishing Vacations

This publication highlights freshwater fishing opportunities throughout the province and is supported by private sector advertising. The guide was produced in co-operation with the B.C. Fishing Resorts and Outfitters Association. It provides an excellent co-operative opportunity to market specific fishing products.

Posters

One new poster was designed featuring a totem pole image and two other popular posters featuring killer whales and the Selkirk Mountains were reprinted.

British Columbia Touring

This guide was produced as a supplement to *Tour and Travel News* . Editorial content focuses on the travel trade indus-

try and highlights tour ideas for travel throughout the province. The publication is supported by private sector advertising.

Super Camping

This publication is supported by the ministry and private sector advertising and is published in conjunction with the B.C. Motels, Campgrounds and Resorts Association.

British Columbia First Nations Guide

This guide was produced in co-operation with the First Nations Tourism Association. It features descriptions of 11 First Nations tourism products and an introduction to 10 linguistic groups of British Columbia First Nations people.

Golf Guide

Produced in conjunction with the Canada/British Columbia Trade Agreement, this guide describes 25 golf resorts throughout the province and includes information on golf packages. This publication is supported by private sector advertising.

Collateral Material

The ministry also produces many support and point-of-sale products and provides them to the travel industry, including posters, literature folders, tour shells, special trade inserts, display units, slides and video clips and promotional material.

Image Bank

The Image Bank provides images to the travel industry, media, government and private sector for use in projects promoting tourism in British Columbia.

Images are purchased on a continuing basis through stock photography and/or commissioned photographers. The images are being placed on computer and a Windows-compatible program is being implemented to provide access to several work stations.

Media Relations

The Media Relations section of Marketing Services is responsible for directing and co-ordinating travel media press trips into British Columbia from all our world markets. The section works closely with Canadian consulates and overseas posts, the nine regional tourism associations, Tourism Victoria, Tourism Vancouver, Whistler Resort Association and the private sector to ensure that every area in the province has an opportunity for good publicity.

The objective is to create maximum positive editorial coverage. With the decline in advertising budgets, feature travel stories in all media are important to keeping the province uppermost in the minds of travellers everywhere.

Feature travel stories on B.C. in newspapers, magazines, on radio and television have been estimated by specialists in the

field to have reached a combined audience of more than 600 million people.

The Vancouver Summit meeting in 1993, brought in U.S. President Bill Clinton and Russia President Boris Yeltsin along with 4,000 members of top international news media. Media Relations created a special press kit for these journalists, containing information about B.C. on computer disk. Special help was given individual members of the White House Advance Team and the White House Press Corps. Media Relations staff co-ordinated a Marketing Services team to work the summit itself, supplying background data about tourism aspects of the province. A personal note of appreciation was received from President Clinton.

During 1993-94, staff represented the ministry at:

- media marketplace functions sponsored by Canadian consulates in New York and Los Angeles,
- the annual convention and media marketplace of the Society of American Travel Writers held in Mexico,
- consultations with the Outdoor Writers of America, the National Association of Ski Journalists and the Pacific Northwest Brain Trust Summit in Seattle, and
- various media training sessions held around the province.

Tourism Services

The Tourism Services Branch provides information to tourism consumers and programs for the tourism industry and Travel Infocentres. The branch comprises the following units:

Educational Services

Staff in this unit assist 113 community-sponsored organizations throughout British Columbia in providing skills training through the SuperHost and SuperHost Japan customer service and tourism awareness programs. The ministry also supports operation of the Pacific Rim Institute of Tourism.

SuperHost

Since the inception of SuperHost in 1985, more than 250,000 participants have become SuperHost graduates. The program is delivered through a leaders' training course. The ministry produces workbooks, certificates and lapel pins and distributes them to SuperHost graduates.

During 1993-94, 200 leaders delivered the course throughout the province and approximately 20,000 trainees were certified. This program was also incorporated into the B.C. secondary-school curriculum to introduce students to the professionalism required in the tourism industry.

SuperHost has earned world-wide acclaim. In 1993, the program was implemented in Ontario, Indonesia,

Massachusetts and Atlantic Canada. Now, 11 countries have adopted a similar Super-Host program, on a fee-for-service basis.

SuperHost Japan

SuperHost Japan was launched in 1991 to ensure that service providers have a sound knowledge of the expectations Japanese visitors have when visiting British Columbia. More than 16,000 participants have been trained in Super-Host Japan. The program has also been incorporated into B.C.'s secondary school system.

Pacific Rim Institute of Tourism

The Pacific Rim Institute of Tourism is responsible for:

- *A Career in Tourism - It's a Natural*
- Tourism Careers Expo
- Tourism Resource Centre
- Association of Tourism Professionals
- Standards Development in 47 tourism occupations
- Pacific Asia Travel Association (PATA) – Human Resource Conference
- World Tourism Human Resource Centre

Industry Services

This unit provides support to the tourism industry and to communities. Staff participate as members of inter-ministerial teams in the planning of special events of significance to B.C. tourism, including the 1993 Canada Games and the 1994 Commonwealth Games in Victoria. Staff were involved in organizing the first provincial tourism industry conference in December 1993. The unit also co-ordinates ministry participation in major provincial festivals and events and provides ministry representation on the board of directors of the B.C. Association of Festivals and Events.

Community Tourism Employment Program

The Community Tourism Employment and Training Program (CTETP), jointly administered with the Ministry of Social Services, provides income assistance recipients with job training and work experience to encourage their re-entry into the work force. Project sponsors must be registered non-profit organizations. CTETP provides project sponsors with opportunities to enhance tourism in their areas through projects that create tangible tourism legacies for visitors. The program pays 100 per cent of employee wages and benefits.

In 1993-94, CTETP provided nearly $5 million to support 704 employment positions throughout B.C.

Highway Signing

The ministry, along with the ministries of Municipal Affairs and Transportation and Highways, worked with five communities in the Kootenays to develop and implement a Community Entrance Sign

Program. The program provides a new way to identify tourist services, highlight area businesses and welcome visitors as they enter a community. The program's goal is to assist small communities in establishing attractive sign systems that promote the services in that community.

The program integrates several types of signs into one flexible system, with new possibilities for sign design and sign location landscaping. The Kootenay pilot also included the development of a Scenic/Historic Route program.

Accommodations Program

The 1994 British Columbia Accommodations Guide listed 2,271 approved establishments. During 1993, the ministry undertook inspections of more than 1,483 properties. A total of 121 new properties were inspected, approved and added to the register. The use of colour enhancements, logos and pictures in the listings was used for the first time.

Ministry staff provide counselling to the industry and promoted the need to provide access for visitors with disabilities.

Visitor Services

Visitor Services provides information to industry, visitors and potential visitors, regarding accommodations, recreation, attractions and upcoming events.

Travel Infocentres

The ministry provides direct services to the travelling public through the Travel Infocentre program. The province operated three provincial centres in 1993-94:

- Douglas, on Highway 99 at the Canada/US border,
- Mt. Robson, on Highway 16 in Mount Robson Provincial Park, in co-operation with B.C. Parks, and
- Field, on Highway 1 in Yoho National Park, in partnership with Parks Canada and Alberta Tourism.

More than 95,000 parties were served at the three locations. Douglas Travel Infocentre introduced on-line accommodation reservations in December as a pilot project, completing 87 reservations. Tour bus traffic was heaviest at Mount Robson, where more than 1,850 buses stopped at the viewpoint and enquired at the centre.

The ministry supported 133 community-operated Travel Infocentres, by providing their managers and supervisors with counselling and professional development opportunities.

Summer Employment Program

The $1.4 million tourism component of the Summer Employment Program, delivered in co-operation with the Ministry of Advanced Education, Training and Technology, created 142 projects with 407 travel counsellor positions. Some 218 returning counsellors received $56,542

bonus funding in recognition of previous experience and professionalism.

In 1993, the Ministry of Advanced Education, Training and Technology evaluated the Summer Employment Program using responses from 90 per cent of the Travel Infocentre managers and 61 per cent of the travel counsellors employed under the program in 1991 or 1992. The evaluation analyzed program effectiveness and recommendations to improve program delivery were implemented.

Travel Counselling Techniques Course and Introduction to Travel Counselling

Ministry staff delivered 'train-the-trainer' courses to 14 Infocentre managers, 48 teachers of career preparation courses in the B.C. secondary and post-secondary system, and three ministry staff. In turn, 376 counsellors were taught *travel counselling technique* courses, 1,683 high school and post-secondary students took *Introduction to Travel Counselling* courses and 788 Introductory certificates were issued.

British Columbia Product Guide

The *B.C. Tourism Product Guide* consisted of 42 booklets listing different types of products and services, from llama trekking to canoeing. The ministry produced 600 copies of this 800+ page product manual. Copies were distributed to Travel Infocentres, tour operators and wholesalers and other industry contacts. Staff produced more than 57,000 booklets or individual sections which were mailed in response to visitors' mail or telephone enquiries. Bulletins were produced monthly during the summer and as needed during the shoulder and winter seasons.

The guide is used as a reference tool for the ministry's Discover B.C. toll free enquiry centre and at ministry and community operated Travel Infocentres throughout the province.

Tourism Product Database (TPD)

More than 225,000 enquiries were handled through the Discover B.C. toll free service and more than 1.5 million at ministry and community Travel Infocentres. As these numbers increased, Visitor Services priority was to provide fast, accurate, timely, and complete information for counsellor use. To enable counsellors to perform sophisticated queries, the ministry re-engineered the process of information retrieval and data input through the development of a sophisticated database. The software was delivered at the end of 1993-94; testing and implementation was to take place in the following year. The B.C. Tourism Product Guide and Accommodations Guide will be produced from the database.

Discover British Columbia Toll Free Tourism Enquiry Service

The ministry has operated a toll-free information service since 1988 providing

potential visitors with an effective means of obtaining B.C. travel and information counselling. In September 1993, a reservation service was added to allow enquirers to obtain overnight accommodation reservations. This new initiative was based on a partnership between the ministry and B.C. Tel Advanced Communications. The services was then expanded to include British Columbia residents. In March 1994, West Coast Trail Hiking reservations were implemented.

Enquirers request information or reservations through a North America-wide toll-free number, or through Victoria or Vancouver local numbers. They can also request travel information by letter or publishers' response cards in various magazines.

Data collected from the counsellors and the automatic call distribution equipment were processed into a variety of reports. The data are used primarily for decisions regarding what kind of information meets the enquirers' needs and how to promote enquiries through selective media purchases and various unpaid sources. In addition, the Research Branch uses the data to maintain ongoing analysis of the characteristics of this special segment of potential visitors.

Information Services

This section is responsible for:

- bulk distribution and warehousing of all ministry-produced and partnered co-operative literature, and
- preparation and mailing of individual travel packages to consumers, the travel industry, infocentres, and federal and provincial offices world wide.

Staff sent approximately 163,000 individual British Columbia travel packages to consumers and shipped 5,100 bulk shipments from our Burnaby and Seattle warehouses to the travel industry. In all, the ministry sent more than 4.5 million pieces of mail to 40 countries.

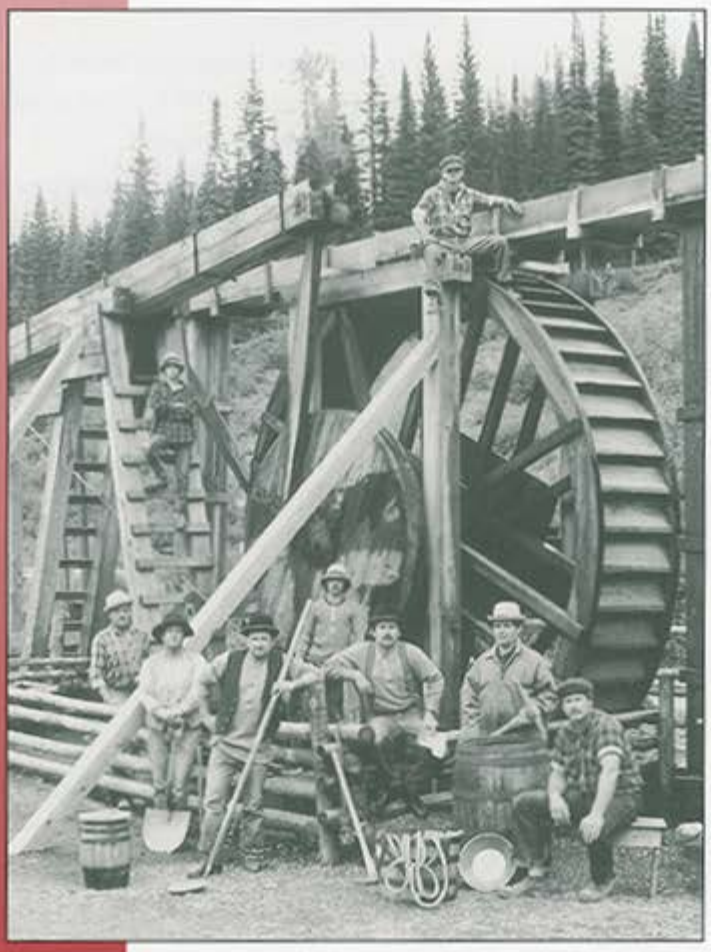
Discover B.C. Toll-Free Enquiry Service – Calendar Year Statistics

	1993	*1992*	*Per Cent Change*
Incoming Calls	257,955	230,406	+12%
Calls in Operating Hours	241,339	225,889	+17%
Calls Handled	225,889	193,622	+15%
Gross Reservations (commenced Sept 93)	1,568	n/a	n/a

Major Achievements in 1993-1994

- Moved B.C. to second place as a North American package tour destination, behind California.
- Implemented co-operative ski promotions in the U.S., Japan, and Germany in partnership with the ski industry and the travel trade.
- Launched a golf promotion through the PGA Tour in the U.S. in co-operation with a newly-developed golf packagers' group.
- Opened a Tokyo office to capitalize on the Japanese tourism market.
- Provided funding through the Canada-BC Tourism Agreement for co-operative marketing projects in the U.K., Germany, Italy, Japan, and the U.S.
- Implemented the Discover B.C. Information and Reservation System in partnership with B.C. Tel.
- Assisted 10 communities to develop and implement tourism initiatives through the Community Tourism Action Program.
- Provided assistance to Commission on Resources and Environment (CORE) tourism committees.
- Developed a First Nation's Customer Service Training Program.
- Designed and developed the first phase of an integrated management information system, focusing on a products and services inventory.
- Undertook research projects in the areas of recreational golf and heritage property visitorship, and produced reports identifying the economic impacts of these sectors on tourism.
- Assisted in delivering a provincial tourism industry conference that attracted over 500 tourism operators.

Culture and Historic Resources



Culture and Historic Resources Division

The Culture and Historic Resources Division manages programs to support British Columbia's cultural and historic resources. It has seven branches:

- Archaeology Branch
- Community Grants Branch
- Cultural Services Branch
- Heritage Conservation Branch
- Heritage Properties Branch
- Program and Client Relations Branch
- Royal British Columbia Museum

The **Archaeology Branch** facilitates the protection, conservation and public appreciation of British Columbia's archaeological resources under the authority of the *Heritage Conservation Act*.

The **Community Grants Branch** administers three granting programs that support a broad range of community initiatives: the BC 21 Community Grants Program, the In-Province Travel Program, and the Annual Grants Program.

The **Cultural Services Branch** provides assistance and advisory services to increase the social and economic benefit of cultural activity in the province.

The **Heritage Conservation Branch** provides leadership in protecting, conserving and preserving British Columbia's historic resources.

The **Heritage Properties Branch** manages a network of 23 heritage attractions throughout the province.

The **Program and Client Relations Branch** co-ordinates the division's policy development, strategic planning, business planning and budgeting processes.

The **Royal British Columbia Museum**, with a collection of over 10 million objects and artifacts, is the only institution in British Columbia that contains detailed information on all of the province's natural and human history.

Archaeology

This branch encourages and promotes the protection, conservation and public appreciation of British Columbia's archaeological resources, under the authority of the *Heritage Conservation Act*. Activity that may damage, destroy or alter an archaeological site is subject to the protection and permitting provisions of sections 5, 6 and 7 of the Act.

Planning and Assessment

To manage conflicts between site values and development proposals, branch staff review inter-agency land referrals — for subdivisions, oil and gas exploration, logging roads and such projects — and participate in the Mine Development, Major Project and Energy Project review processes. The branch provides advice and direction with respect to land use planning initiatives. In 1993-94, it continued its participation in the development of the sub-regional land and resource management planning process (LRMP).

In 1993-94, staff reviewed 2,868 proposals referred by other agencies. These proposals included residential developments, gas wells, water lines and gravel quarries, among others. The branch reviewed 11 energy and 11 mining projects for potential conflicts with archaeological sites and made arrangements to manage identified conflicts. A total of 19 integrated resource management plans received input from the branch.

The branch managed 29 incidents involving the accidental discovery of human skeletal remains, in co-operation with the B.C. Coroner's Office, R.C.M.P. and aboriginal bands. Staff administered 26 consultant contracts for impact assessment and management studies, and issued permits pursuant to Section 5 of the *Heritage Conservation Act*. They processed 152 permit applications from professional archaeologists (145 resource management, seven research). This work involves review of applications, issuing permits, field-monitoring and the critical review of permit reports.

Staff also reviewed eight grant applications to the B.C. Heritage Trust.

Inventory

Effective resource management requires current inventory information. The branch maintains an up-to-date computerized database, containing 20,143 archaeological site records and registries of heritage sites designated under section 4 of the *Heritage Conservation Act*; or protected by covenants, map reserves and other legal instruments.

Staff added 762 site records to the provincial archaeological site inventory, 45 sites to the registry of designated heritage sites and processed 668 requests for information from other government resource

managers, consulting archaeologists, aboriginal groups and other interests.

The branch published the 1993 British Columbia Designated Heritage Sites Registry. The paper inventory of archaeological maps and site locations was converted to electronic format, and a pilot project for archaeological predictive modelling was initiated with the Dididaht Nation.

Community Grants

Role

The Community Grants Branch is responsible for the administration of three government funding programs.

- *The In-Province Travel Program* provides modest awards to assist amateur groups and schools with travel expenses to recreational, cultural or educational events within British Columbia.
- *The Annual Granting Program* assists a limited number of charitable organizations with operating costs.
- *The BC 21 Community Projects Program* provides capital funding to registered, non-profit societies and local government agencies. Awards are based upon one-third of eligible project costs with a maximum award of $1 million. The Community Projects Program is part of the larger BC 21 - Building our Future initiative, which is aimed at expanding the province's economy for the 21st century.

The branch also processes payments on awards approved under previous funding programs.

Customers

Registered, non-profit societies and local government agencies comprise the main customer groups for the BC 21 Community Projects Program. Branch staff work with these groups in reviewing requests for funding. The requests are then brought forward to the BC 21 Committee for decision.

Results

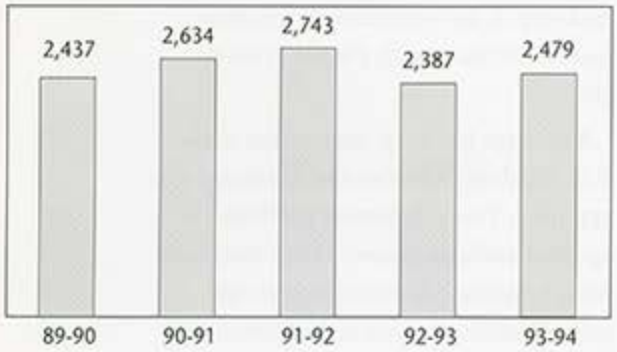
The September 1993 announcement by Premier Harcourt of the creation of the $20 million BC 21 Community Grants Program was eagerly awaited by groups throughout the province. Over 480 applications were submitted within four months of the program's creation. The overwhelming response to the Premier's announcement reflected the demand for a capital funding program. By the end of the fiscal year, over 710 applications had been submitted.

Throughout the year branch staff maintained regular contact with applicants and various government personnel, departments and communications agencies associated with the BC 21 initiative.

Projects funded by the Community Projects Program provided a significant benefit to the local economy. Awards totalling $7.6 million were approved. These awards helped fund projects with budgets of over $32 million. More than 1,200 temporary jobs were created as a result of projects approved for funding.

The In-Province Travel Program continued to be very popular. Thousands of students, young athletes and other children benefited from the program.

In-Province Travel Program – Applications Reviewed



The Community Grants Branch produces an annual listing of awards and payments.

Future Directions

Branch staff will continue to meet the challenge of administering programs where the demand for funding exceeds the dollars available. Given this situation, it is important that all applications be analyzed carefully to ensure that those applications approved for funding provide the maximum benefit to the community.

Cultural Services

This branch supports the development of the arts and culture in British Columbia by administering financial assistance and advisory services to cultural organizations and maintaining a liaison with other cultural agencies in the private and public sectors. Financial assistance is provided to professional arts organizations, community and regional arts councils, book publishers, cultural events, individual artists and, in the form of scholarships, to fine arts students. In 1993-94, the branch received an appropriation from the Legislative Assembly and an allocation from the British Columbia Cultural Fund.

The ministry receives advice from the B.C. Arts Board, comprising 15 residents of the province appointed by the Minister of Small Business, Tourism and Culture to represent all regions of the province, its cultural disciplines and community interests. The board and the branch are assisted by advisory committees and juries whose members are appointed from among artists, arts educators and others active in the arts community.

In 1993-94, a total of $11.4 million in grants was provided to more than 800 organizations and individuals in the cultural sector.

During 1993-94, Cultural Services, in consultation with the B.C. Arts Board and its advisory committees, continued an evaluation of the effectiveness of the

branch's professional arts touring programs that provide assistance to schools and communities outside urban centres. A study of arts training facilities in the province was also completed.

The branch introduced an Aboriginal Arts Development Awards program to assist aboriginal artists working in traditional and contemporary forms to develop their artistic activities to a professional standard.

It was also instrumental in the provincial government's successful conclusion of negotiations with the federal government of the Canada-British Columbia Agreement on Communications and Cultural Industries. An Advisory Committee on the Status of the Artist was appointed by the ministry to consult with the arts community and report on ways to recognize the contributions of artists.

Heritage Conservation

Protection, conservation and preservation of British Columbia's cultural heritage resources are assisted by this branch. It administers the *Heritage Conservation Act*, and supports the British Columbia Heritage Trust, a provincial crown corporation whose board of directors, appointed by Cabinet, reports to the minister.

Heritage Conservation Branch staff provide advice and assistance to local governments, non-profit societies, First Nations bands, businesses, individuals, and other agencies with heritage-related issues. Staff also provide management services to the Trust by administering funding programs and directing the restoration and operation of Trust-owned properties, and assisting individuals.

Heritage Planning: A Guide for Local Governments was published by the branch to help communities develop effective heritage management plans.

On July 6, 1993 the Honourable Darlene Marzari introduced Bill 70, the *Heritage Conservation Statutes Amendments Act* to the Legislature. This was another significant step in the legislation development process, initiated with Project Pride in 1987.

A heritage buildings supplement to the B.C. Building Code was also developed and approved. This supplement provides optional methods to meet safety standards while remaining sensitive to heritage rehabilitation concerns and opportunities.

Studies were commissioned to examine management options for critical community heritage support, provincial heritage sites management, cultural heritage resource inventories, and heritage economic revitalization initiatives.

As a key element in the provincial government's land use planning, development of a Cultural Heritage Resources Inventory System (CHRIS) was initiated. When operational, this will enable heritage values to be considered in water and land use planning, resource management, First

Nations' treaty negotiations, and cultural and sustenance impact studies. The incorporation of heritage concerns into provincial planning processes will assist in establishing inter-ministerial protocol agreements with the various government agencies whose decisions affect heritage resources.

The minister established a Provincial Heritage Advisory Council to assist with the formation of new heritage policies and their implementation, and to serve as a catalyst for acting upon regional concerns.

In 1993, the Province acquired two provincial historic sites, Hatzic Rock in the Fraser Valley and Hosmer Mine near Fernie. In co-operation with the Sto:lo Nation, Hatzic Rock will be managed by the B.C. Heritage Trust. The Trust's Historic Hat Creek Ranch and The Grist Mill at Keremeos hosted over 56,000 visitors, aided by facility improvements which included the completion of a new visitor centre at the Mill.

Through its Capital Development and Community Heritage Development programs, the Trust provided almost $1.5 million in funds, assisting feasibility and conservation studies, building restorations, archaeological projects, B.C. heritage publications, and a variety of research and development activities.

The Trust launched its Legacy Program to enable British Columbians to support heritage conservation through charitable planned giving, financial investment, partnerships and sponsorships. Gifts made to the Legacy Program are eligible for up to 100 percent tax credit.

Heritage Properties

The Heritage Properties Branch manages a network of 23 heritage attractions situated throughout the province. Each site preserves a significant element of British Columbia's heritage for the benefit of future generations. Many of the sites have been developed to present heritage to visitors through interpretive signs, interpretation programs and special events.

Principal sites in the network include Barkerville Historic town, Fort Steele Heritage Town, Kilby General Store Museum and a cluster of important historic buildings in the Victoria area. Each are significant tourism generators for their respective communities, with 55 regular and over 300 seasonal jobs created. During the year in review, 333,860 people visited the heritage sites, providing $455,406 in gate admissions.

The headquarters of the Branch is located in Victoria with operations decentralized within three regions. Highlights of the 1993-94 season include:

Northern Interior

- Annual visitation increased by approximately nine per cent at Barkerville. Visitation at Cottonwood up 15 per cent.

- Barkerville's Chinatown underwent a major development. Archaeological excavation of Chee Kun Tong building was sited by Simon Fraser University, including a detailed synopsis. The Lee Chong Store Chinese Museum display was designed and initial construction undertaken. There was extensive media coverage of the SFU excavation. The Kwong San Wing Store was completely redone.
- The fire system was upgraded. Phase I of new Fire Protection Plan was installed, including heat and smoke detectors, 2 fire panels and a LED pager system for locating fires.
- New businesses at Barkerville included McPherson Watchmaker's Shop, Guy L. Shepherd Leather Goods, Kwong Sang Wing Gift Shop and L. A. Blanc Costume Rental.
- Complimentary education programs delivered to approximately 3,500 elementary and secondary school students.

Southern Interior

- Fort Steele attendance during the peak season increased by six per cent. Admissions revenue increased by 11 per cent.
- The condition of 17 historic Fort Steele buildings were assessed by a heritage building restoration consultant and the environmental conditions of Fort Steele's artifact storage and display areas were assessed by a professional conservator. Recommendations are being implemented.
- With the financial assistance of the Land Surveyors of B.C., the historic home of pioneer surveyor T.T. McVittie was stabilized on a new foundation at Fort Steele and its roof replaced.
- With the financial assistance of the Natural Resources Community Fund, coke ovens were restored, the boilerhouse and powerhouse were stabilized and the cemetery was cleared at the Hosmer Historic Coal Mining Site.
- That's That Productions had a highly successful first season at the Wild Horse Theatre, with attendance increasing 38 per cent over the previous year.

South Coast

- All sites reported increased attendance with Kilby leading the way at 14 per cent increase.
- The region's major capital project for the year was stabilizing the foundations of Point Ellice House involving tunneling through hard pan, making as-found drawings and adding new supports.
- Wheelchair ramps were built at Point Ellice House, Craigflower Farmhouse and Schoolhouse. A wheelchair accessible washroom was constructed at Point Ellice House.

- 100 school classes took part in specialized learning activities at Kilby, Craigflower Schoolhouse, Helmcken House and Carr House. This represents about 3, 000 students.

Program and Client Relations

This branch acts as an inter-branch co-ordination unit for the division, including the compilation of strategic planning and annual business plans; co-ordination of the annual budget for the division; monitoring and administering an issues management program; and providing implementation and direction for program review and evaluation. The branch also administers the Departmental Initiatives Program, which funds various cultural and heritage programs which do not qualify for funding under other branch programs.

Initiative programs include support for the hosting of major cultural and heritage events in the province, one-time assistance for special projects in the areas of museums, archaeology or heritage, and funding for Community Access proposals, including aboriginal training and arts management programs.

In 1993-94, the branch was involved in assisting the World Symposium on Choral Music, held in Vancouver and hosting more than 37 countries and 14,000 visitors; assistance for cultural participation by provincial aboriginal in the 1993 Canada Summer Games held in Kamloops; initiation of a pilot project, Artists in the Working Place, for artists to work with unions, and funding for six provincially important resource museums, including the B.C. Forestry Museum, the B.C. Museum of Mining, the Maritime Museum of B.C., the Museum of Anthropology and the O'Keefe Ranch.

Royal British Columbia Museum

The Royal British Columbia Museum continued to fulfill its mandate to collect, preserve, research and disseminate information about British Columbia and British Columbians. In July of 1993, museum staff completed a five-year plan based on a thorough review of activities and in consultation with the community. The planning direction was approved by Cabinet in December 1993.

The museum will be guided over the next five years by its mission: "to provide public programs and objective information about the cultural and natural environments of British Columbia, past and present, in a relevant, accessible, consultative and entrepreneurial style."

At the beginning of the 1993 fiscal year, Cabinet gave approval for the museum to launch into the first year of the then-proposed Five-year Plan. Many of the successful initiatives have been widely acclaimed by the museum's public.

Organizational Structure

The museum operates under four programs:

- Collections
- Research
- Public Programs
- Finance Administration

within the three branches of the museum:

- Curatorial Services Branch
- Public Programs Branch
- Operations Branch

The Futures Project

In 1992, the museum embarked on the Futures Project, an invigorating process of self-examination, public consultation and strategic planning.

The Futures Project resulted in a number of planning documents and a comprehensive report on consultation around the province. The Five-year Plan, 1993-1998, and the 1993 Annual Plan were formally approved by government. The planning documents emphasize that during consultation the Royal British Columbia Museum found that the public supports what the museum does — namely to collect, preserve, research and present information. However, the results of consultation suggest the museum's public desires a change in how the museum carries out its mandate.

Fiscal year 1994 will be the completion of the first year of the Five-year Plan. The initiatives that have been undertaken have resulted in more interaction with the museum's public, a more consultative approach in planning and decision making and some increases in sources of earned revenues.

Highlights

Open House

From April 23-25, every facet of the museum was open to the public. There were special exhibits in the temporary galleries and throughout the institution. Special tours of the Fannin Building, where the bulk of the museum's collection is stored, were available. Fourteen thousand visitors inspected their museum.

Mungo Martin House Addition and Return of Potlatch Goods

A significant event was the completion of the addition to Mungo Martin House in Thunderbird Park, the celebration and ceremonies attending the re-opening of the house and the return of potlatch goods to the U'mista Cultural Centre from a museum in the United States.

Quick Response Team

QRTs were created to establish a temporary and immediate presence on topical issues in the community and the museum. Examples include: Aboriginal Awareness Week, Spotted Owl/Marbled Murrelet, Lyme Disease, Red Tide, Purple Loosestrife and Remembrance Day.

Partnerships

Partnerships with a number of organizations were established or continued in 1993. Other partnership opportunities are being explored with such institutions as the Excite Laboratory at Simon Fraser University and the Continuing Education Department of Camosun College.

Weekend Showcase

The Weekend Showcase public program was established to increase access to the collections and staff expertise at the museum. It has met with tremendous public response, and many community organizations have participated in the 35 Showcases.

The museum continues to be supported by the Friends of the Royal B.C. Museum, the Fannin Foundation, a strong volunteer program and numerous co-operating agencies.

Major Achievements in 1993-1994

First Nations Partnerships

- Enhanced the **Aboriginal Art Development Awards** program and implemented other aboriginal cultural funding programs.
- Established the **Aboriginal Curatorial Training Program** at the Royal British Columbia Museum.
- Initiated discussion with First Nations representative on an agreement for aboriginal co-management of **Thunderbird Park** with the Royal British Columbia Museum.
- Supported First Nations cultural involvement in the **Canada Games** and the **Commonwealth Games**.
- Continued to participate in **pre-treaty negotiations** with the Ktunaxa/Kinbasket Tribal Council, the Heiltsuk Band, and the Shuswap Nation Tribal Council.
- Developed an **archaeological resource inventory system** with aboriginal groups, including works-in-progress with the Shuswap and Ktunaxa/Kinbasket Tribal Councils and the Dididaht First Nation.

Program Initiatives

- Finalized details for the **BC 21 Community Grants Program**.
- Established **BC 21 protocols** and coordinated BC 21 activity with agencies, ministries, offices of government, and members of the legislature.
- Approved **BC 21 funds** for 11 community heritage projects, and for construction of visitor centres at Hat Creek Ranch and Fort Steele.
- Developed a private sector **Arts Stabilization Program**.
- Implemented a wider application of the **Archaeological Impact Assessment** program.
- Developed a Geographic Information System for **archaeological sensitivity mapping** and predictive modelling to support the regional land-use planning processes of the Commission on Resources and Environment.
- Completed **archaeological predictive models** for the west coast of Vancouver Island and southern Strait of Georgia.
- Contributed to the development and implementation of the **Protected Areas Strategy** with respect to including cultural heritage values in the process, and preserving aboriginal heritage sites.
- Initiated an inter-ministry process to develop a provincial **heritage stewardship policy**.

Federal-Provincial Relations

- Completed federal-provincial negotiations, in collaboration with the Ministry of Employment and Investment, to secure improved federal funding for the cultural sector with the Canada-British Columbia Agreement on Communications and Cultural Industries.
- Participated in a federal-provincial review of the **National Historic Sites** systems plan, and in site-planning for the historic **McLean Lumber Mill**.
- Participated with the City of Vancouver and the Vancouver Foundation in the federal-provincial **Bilateral Consultative Committee** to develop funding strategies for the **Arts Stabilization Fund**.
- Provided liaison with the federal government for the development of **cultural industries** in British Columbia.

Legislation

- Introduced the ***British Columbia Cultural Foundation Act***, and developed a business plan for its implementation.
- Introduced the ***Heritage Conservation Statutes Amendment Act***.
- Finalized the Royal British Columbia Museum's **five-year strategic business plan**, identified a new strategic direction and corporate structure for the institution.
- Co-ordinated and managed the ministry initiative to consider ***Status of the Artist*** legislation.

Other Achievements

- Initiated a strategy for public consultation regarding the **provincial arts touring policy**.
- Produced **preliminary sensitivity mapping** for selected areas of Vancouver Island in collaboration with the Dididaht First Nation.
- Developed a system of **provincially-designated heritage trails** in accordance with an inter-ministerial agreement with the Ministry of Forests, and prepared designation of the North West Company/Hudson's Bay Company Trail near Little Fort, and the Dewdney, Whatcom, and Hope Pass Trails near Manning Park.
- Completed Royal British Columbia Museum arrangements for **Coastal Safari '94**, including negotiations for broadcast on the Knowledge Network and on Japan's national television network.
- Negotiated an agreement for a 1995 Royal British Columbia Museum exhibit entitled ***Empires Beyond the Great Wall: The Heritage of Genghis Khan.***
- Implemented the revised **Heritage Planning Program**, which provides advice and cost-shared financing to 12 community-based projects to develop

heritage strategies and plans, and provides heritage planning workshops in several communities.

- Continued the process to consider consolidation of the **Heritage Properties Branch** and the **British Columbia Heritage Trust**, with visits to all sites and meetings with all stakeholders.
- Initiated the development of the **Cultural Heritage Resource Inventory System** for storage and retrieval of information gathered by government agencies, First Nations, and other organizations to support land-use planning, resource management, and treaty negotiations.
- Developed cultural heritage goals, policies, and indicators to be included in the provincial land-use strategy coordinated by the **Commission on Resources and Environment**.
- Negotiated a draft inter-ministry protocol with the Ministry of Forests on the inclusion of cultural heritage values in planning and resource management processes.
- Worked with the Sto:lo Tribal Council and community organizations following provincial acquisition of **Hatzic Rock**, assessing the present site and identifying further development work.
- Launched the **Heritage Legacy Program**, which uses a "planned giving" vehicle to raise funds for promoting heritage activities and heritage awareness.

Management Services

Management Services Division

The Management Services Division has five branches:

- Communications
- Finance and Administration
- Information and Privacy
- Information Systems
- Personnel Services

The **Communications Branch** conveys ministry policies and programs to the public, media and client groups, co-ordinates the development of promotional materials, and assists in developing ministry communication strategies.

The **Financial and Administration Branch** administers the ministry's finances in accordance with the *Financial Administration Act* and government policy through four sections - Audit and Financial Operations, Financial Planning and Policy, Facilities and Administrative Services, and Revenue and Banking. The Revenue and Banking Unit provides services to the Government Agents.

The **Information and Privacy Branch** handles requests for ministry information and protection of privacy as required by the *Freedom of Information and Protection of Privacy Act*.

The **Information Systems Branch** supports the ministry's information needs through data management and information systems, and provides systems planning and database development services to the ministry.

The **Personnel Services Branch** meets the ministry's human resource requirements by developing effective recruitment, training and employment equity initiatives.

Communications

The government re-organization in September 1993, which brought the three divisions of this ministry together, prompted a need for the restructuring of the Communications Branch. This process was initiated in the remaining six months of the fiscal year and began the transformation of the branch from an information unit, to one that would act as an integral part of the ministry's overall strategic direction and the government's communications priorities via the Government Communications Office.

The Communications Branch provides communications advice and counsel to the minister, ministry executive and management on communications issues, and provides information about ministry policies, programs and activities to:

- ministry staff,
- the general public,
- small business people and associations,
- the tourism industry,
- cultural groups,
- the media, and
- other government ministries and agencies.

The branch:

- provides strategic communications planning for ministry programs;
- prepares speaking and briefing notes for the minister, deputy minister and other senior officials;
- co-ordinates news conferences, special events, trade shows, seminars and workshops;
- provides the media with current and accurate information about ministry activities; and
- prepares publications for distribution to the public and client groups.

The branch's correspondence unit manages the flow of minister's correspondence in the ministry. The media monitoring unit receives regional media clippings from 60 government agents across B.C. The unit also scans electronic media and clips the Victoria and Vancouver daily newspapers. All relevant stories are organized by subject area and region into a daily "menu" of pertinent issues.

Finance and Administration

This branch is responsible for operating the ministry's system of finance and administration and for applying and interpreting the *Financial Administration Act* and Treasury Board policies. It is also responsible for developing, directing and controlling sound management practices that achieve optimum allocation and use of the ministry's financial and other assets. The branch provides its services through four units:

Financial Operations

This unit ensures timely and accurate payment of supplier invoices and employee

travel reimbursements. It is responsible for all ministry accounting and the processing of commitment entries. It processes payroll and leave transactions for the ministry's 800-plus employees. As part of operating the ministry's central financial and leave management systems, the unit has responsibility for the completeness and accuracy of the ministry's financial information.

Financial Planning and Policy

This unit is responsible for preparing the ministry's annual estimates and budgets. It co-ordinates the development of the ministry's accounts structure, produces monthly financial reports, operates the ministry's FTE tracking system and prepares analyses for program managers and the ministry's executive members. It also prepares special reports required by the Ministry of Finance and Corporate Relations. It maintains the ministry's Management Services Corporate Policies and Procedures manual and co-ordinates the development of its contents. In addition, it maintains the ministry's system for the delegation of financial signing authority.

Revenue and Banking

This unit is responsible for the management of the Revenue Management System (RMS). The RMS records over a billion dollars in revenue annually on behalf of more than 20 government ministries and corporations. In addition, Revenue and Banking provides help-desk support and security to over 450 users of RMS. This unit also develops policies, procedures and controls for the collection of revenue. Moreover, Revenue and Banking supports operations in 60 Government Agent offices and five regional management units.

Facilities and Administration

This unit is responsible for meeting the ministry's office space, telecommunications, postal and government vehicle requirements. In addition to being responsible for the ministry's system of asset control, the unit is involved in the acquisition and maintenance of office furniture, office equipment and supplies. Working closely with the British Columbia Buildings Corporation and other central agencies, it co-ordinates the moves of staff from one site to another and the development of the ministry's emergency preparedness and transportation plans.

Information and Privacy

The Information and Privacy program was implemented in October 1993 in response to the need for access to ministry records in accordance with the *Freedom of Information and Protection of Privacy Act*.

For the six months ending March 31, 1994, the ministry received 23 formal Freedom Of Information requests. There were approximately 100 informal enquiries and discussions with ministry staff

on information and privacy matters. About half of these enquiries emanated from the ministry's 65 offices around the province, where Government Agents explained the new legislation and procedures and answered questions from their communities.

Staff received approximately 15 referrals for opinions on the release of information pertaining to the ministry which constituted part of formal information requests to other ministries and public bodies.

Information Systems

The branch assists management and knowledge workers to achieve business plan objectives by providing the technology infrastructure and services required for efficient telecommunications, and improved analysis and decision-making. The branch supports computer users at five sites in Victoria and Vancouver, heritage property sites like Barkerville and Fort Steele, and 60 Government Agents' offices and five Regional Management Units around the province. The branch also provides staff and services for operational support, business systems development and senior technical architecture staff for the 20 ministry line programs.

A major challenge of the branch in 1993-94 was to rationalize and consolidate a variety of systems technologies. Two major initiatives were undertaken:

- implementation and training of all tourism divisional staff to open-systems technology, and
- implementation of internet e-mail capability and access to internet services worldwide for all staff.

The branch also implemented technology solutions for land-use analysis using geographic information systems and database technology for tourism planning, archaeology and heritage conservation, and provided technical support for the Government Agent Revenue Management System.

Personnel Services

The Personnel Services Branch provides a comprehensive range of human resource management services to the ministry, client agencies and the public. Branch staff offer personalized assistance on a consultative basis to ensure the ministry and the public are provided with the most effective advice and information.

The branch represents the ministry as a first point of contact and acts both in a liaison capacity and as a direct-line service to assist in ministry management operations. Strategic human resource planning, conflict resolution, employee development and employment equity initiatives are supported by the mainstay recruitment and selection, job evaluation, labour relations, and career guidance and counselling services.

As a result of the September 1993 government re-structuring, the newly formed branch complement was assigned to client branches in a generalist model of service delivery, with additional support being shared with resources in specialist areas such as employment equity and staff development and safety. As a supplementary function, the branch operates the ministry Employee Suggestion Plan, on delegation from the Ministry of Finance and Corporate Relations. The branch continues to play a corporate role in co-operation with central agency requests to supply ministry expertise to government-wide human resource committees and task forces.

Ministry of Small Business, Tourism and Culture 1993-94 FTE Allocation

Branch	*FTEs*
Minister's Office	6
Community & Regional Development	425
Tourism	60.5
Culture & Historic Resources	
- Culture & Heritage	104
- Royal BC Museum	100
- Community Grants	12
Administration & Support	105
Ministry Total	812.5

Major Achievements in 1993-94

- Assisted in negotiations and administrative processes for forming the new Ministry of Small Business, Tourism and Culture.
- Completed a conversion of ministry records and established practices for meeting legislated information and privacy requirements.
- Provided technical infrastructure and data standards for implementing the Integrated Information System.
- Integrated business planning and budget development processes for the ministry.
- Provided communications support for community, tourism and cultural initiatives.

Corporate Policy and Planning Branch

The Corporate Policy and Planning Branch provides leadership, support, technical assistance, and co-ordination to the ministry in the areas of corporate policy, legislation, strategic and business planning, and natural resource inventory management. Operational units include:

- corporate planning,
- policy and legislation, and
- inventory and resource planning.

Corporate Planning

This unit provides corporate leadership and services to the ministry by working with the ministry executive and division program staff to establish strategic directions and priorities. Staff provide strategic and business planning expertise, perform trend analyses, conduct the process for developing the ministry's corporate priorities, and co-ordinate the ministry legislative briefing and estimates information process.

It also provides co-ordination, information, liaison, and representation of ministry strategy and planning interests with other agencies and jurisdictions.

During 1993-94, the branch led ministry divisions in developing division business plans and the overall corporate business plan.

Policy and Legislation

This unit ensures that government strategies and policies recognize ministry interests. It provides advice to the ministry's executive on policy and legislation options.

In 1993-94, its staff ensured that the ministry interests were represented in a range of corporate government initiatives. These included input into:

- the Commission on Resource and Environment's provincial land use goals and strategic policies,
- development of the Commercial Backcountry Recreation policy, and
- the BC 21 Special Account.

It also aided in the development of the new Environment Assessment legislation and ensured that ministry needs were reflected in legislative initiatives such as the Forest Practices Code.

The Province of British Columbia hosted (and co-chaired with Industry Canada) a meeting of the Canadian Council of Tourism Officials (Deputy Ministers of Tourism) in May 1993. Federal, provincial and territorial representatives attended

from all jurisdictions. Policy and Legislation staff co-ordinated the meeting.

Inventory and Resource Planning

The unit's primary purpose is to enhance planning and sustainable development by providing information, analysis and recommendations that contribute to land-use decisions impacting on tourism resources at the provincial, regional, sub-regional and local levels. Its staff increase awareness of B.C. tourism as an industry based on the sustainable use of high-quality natural, cultural and infrastructure resources.

In 1993-94, Inventory and Resource Planning continued to develop its province-wide tourism resource inventory, which provides a sound information base for land-use, resource management, community and tourism planning. This inventory supports tourism in land-use planning, enabling the tourism industry and the ministry to contribute to such processes as the Commission on Resources and the Environment (CORE), regional land-use planning processes, land and resource management planning, and in aboriginal treaty and joint-stewardship negotiations.

The unit communicates to other ministries, industry and the public on sustainable development initiatives through participation in conferences, presentations and workshops.

Ministry of Small Business, Tourism and Culture
1993-94 Expenditures ($000s)

Minister's Office		330	
Ministry Operations			
Community & Regional Development			
ADM's Office	496		
Community & Economic Development	880		
Small Business Development	1,368		
Client Ministries & Regional Support	1,172		
Regional Operations (Inc. GA's)	23,083		
Small Business Equity Programs	1,567		
		28,566	
Tourism			
Industry Development	1,410		
Tourism Marketing	10,154		
Tourism Services	3,708		
		15,272	
Culture & Historic Resources			
Culture Services	15,554		
Heritage Programs	9,026		
Royal BC Museum	9,664		
Community Grants	22,187		
		56,431	
Administration & Support Services			
Deputy Minister's Office	552		
Corporate Policy & Planning	1,069		
Management Services	20,542		
		22,163	
BC Pavilion Corporation		4,711	
Reserve for Doubtful Accounts and Concessionary Loans		36	
Total Voted Expenditures			**127,509**
Program Funding from Other Sources			
BC Cultural Fund			1,615
Total Ministry Expenditures			**129,124**

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