

BC Games Society

**2022/23 – 2024/25
Service Plan**

February 2022



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Board Chair's Accountability Statement



The 2022/23 – 2024/25 BC Games Society Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2022, have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment and past performance.

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

Jamey Paterson
Board Chair

Table of Contents

Board Chair’s Accountability Statement	3
Strategic Direction and Alignment with Government Priorities.....	5
Operating Environment.....	7
Financial Plan.....	21
Financial Summary	21
Key Forecast Assumptions, Risks and Sensitivities	22
Management’s Perspective on the Financial Outlook	22
Appendix A: Additional Information.....	25
Appendix B: Crown Mandate Letter from the Minister Responsible.....	26

Strategic Direction and Alignment with Government Priorities

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

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

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter Games and BC Summer Games. The Society also supports the participation of Team BC, the provincial team competing at Canada Games, in national multi-sport Games. Each of these Games provide opportunities for the development of athletes, coaches and officials in preparation for higher levels of competition. For host communities, the Games provide the chance to build or enhance their capacity to attract and deliver major events. Team BC's Mission Staff¹ are able to develop and enhance competencies such as leadership, teamwork, time management and organizational skills. BC Games also provide important economic and tourism benefits, allowing hosts to profile their communities and benefit from an economic impact in the range of \$1.6 million to \$2 million.

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

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

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

¹ Mission Staff are individuals selected to assist sport organizations involved in the Games and/or perform specific duties (e.g., Communications, Medical, Chef de Mission) leading up to and during the Canada Games.

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

The Province is committed to supporting true and lasting reconciliation with Indigenous Peoples and the Truth and Reconciliation Commission Calls to Action, B.C.'s *Declaration on the Rights of Indigenous Peoples Act*, as well as the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples. To help support this commitment, the Society continues to work with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to build capacity to host events, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC. Host communities have developed strong relationships with local First Nations and are working closely to ensure cultural components are respected and included in all Games events.

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

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

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

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

Operating Environment

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

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

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

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

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

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

² Based on input from and consultation with other provincial and national games organizers.

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

Performance Planning

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

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

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

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

Key Strategies

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

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

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

Data source:

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

²Based on volunteer survey following each BC Games.

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

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

Linking Performance Measure to Objective

- 1.1a BC Games online resource materials support volunteers in preparing for and delivering a quality Games. The Society and Board work with key planning volunteers (i.e., the organizing committee) to guide implementation of the standards and policies. This measure indicates that volunteers are provided with useful information and support to help them develop skills, confidence and competency.
- 1.1b The Society trains and provides guidance to the organizing committee, who work with up to 2,500 volunteers (depending on event and community size). Post-Games, the legacy of skilled volunteers continues to build community capacity to attract and deliver major events. This measure indicates that skills (e.g. such as managing budgets, meeting deadlines, managing staff, delivering operation plans) are often transferrable to other job and career aspirations.
- 1.1c The Society recruits, selects and trains Mission Staff that support Team BC at the Canada Games. These individuals help organize Team BC logistics and events leading up to and during the Games, thus allowing our provincial team to perform at its best. This performance measure indicates that experiences as Mission Staff contributes to individual growth – skills that continue to benefit individuals and their communities.

Discussion

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

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

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

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

The BC Games are a stepping-stone for athletes, coaches, and officials to higher levels of competition and are integral in an athlete's performance pathway. By developing a competition standard for athletes, coaches and officials, the BC Games raises the standards of local competitions across the entire province when these participants return to their communities.

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

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

Key Strategies

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

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

Data source:

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

² Information provided by provincial organizations and Coaching Association of Canada.

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

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

Linking Performance Measure to Objective

- 1.2a The National Coaching Certification Program Competition Development level (previously NCCP Level 2) is the base standard for BC Games head coaches with allowances made to fit each sport. Setting coach certification levels not only contributes to raising the standard of the competitive experience for athletes participating at the BC Games, but also provides various communities across B.C. with a legacy of competent, certified coaches. For individual coaches, BC Games experience contributes to their ability to advance to higher levels of coaching. This often leads to a new wave of coaches across the province getting certified in order to attend the Games and to expand their coaching experience.
- 1.2b The BC Games are an important opportunity for Indigenous athletes, coaches and officials to gain valuable experience in a multi-sport environment to support participation in future competitions such as the North American Indigenous Games.
- 1.2c Often the first multi-sport Games experience for B.C. athletes and coaches, the BC Games are an important pathway to higher levels of competition such as Canada Games and Olympic and Paralympic Games. The percentage of alumni on Team BC is a strong indicator of this progression.
- 1.2d Multi-sport games offer a unique opportunity for coaches to acquire new and enhanced skills. In partnership with the Canadian Sport Institute Pacific and viaSport, the Society delivers the Coach Mentorship program that supports and trains aspiring coaches at the BC Games. Through assisting these apprentice coaches to learn and develop through practical experience at the BC Games, coaching opportunities and capacity across B.C. are increased.
- 1.2e This performance measure reflects the Society's work to ensure Indigenous participants have opportunities to participate in the Games. This has been possible through the Society's partnership with the Indigenous Sport, Physical Activity and Recreation Council (I SPARC).

Discussion

The Society works with provincial/disability sport organizations to set coaching certification levels that are consistent with the *Canadian Sport for Life* long-term athlete development continuum. This approach matches athlete and coach development to stages of growth from one level of competition to another.

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

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

Targets for alumni are based on the cycles of the Games (BC Games are held every two years; Canada Games alternating every four years). Due to this cycle, not all BC Games athletes will meet the Canada Games' age-eligibility criteria. The forecasts and targets are the benchmarks for both the BC Winter Games and BC Summer Games and have been set at 50 per cent, as historically this is the consistent standard for B.C. athletes progressing from BC Games to Canada Games along the development pathway (e.g. from provincial Games to national Games). In addition, some athletes enter the high-performance system at different times (e.g. started their sport later in life, have different maturity rates), and may have missed the opportunity to compete at the BC Games.

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

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

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

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

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

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

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

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

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

Objective 2.1: Ensure financial and sport legacies for host communities

Guidance from the Society helps ensure that the host organizing committee's budget is well-managed and provides a surplus which in turn can be reinvested into sport programs or other legacies. The budget also provides operational funding for purchases required to deliver the Games – such as scoreboards, technical equipment, supplies, which remain in the community as legacies.

Key Strategies

- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer Games and BC Winter Games;
- Leverage the [*Powering Potential Fund*](#)³, and encourage host communities to utilize their Legacy Funds⁴ to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable;
- Partner with Greater Victoria Sport Tourism Commission to prepare an Event Tool Kit to enhance sport event hosting in the region.

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

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

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

Data source:

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

² From host community operating budgets

Linking Performance Measure to Objective

- 2.1a The host organizing committee's operating budget provides support for purchases and services (e.g. equipment, capital projects, event infrastructure) that remain in the community as legacies after competitions.
- 2.1b Legacy Funds contribute to increased capacity for communities to stage subsequent events, and to the creation of new or enhanced sport opportunities.

Discussion

The BC Winter Games and BC Summer Games typically take place in alternating fiscal years and vary in terms of size and scope (e.g. numbers of participants and volunteers) and assigned budgets. Accordingly, the legacies of the BC Winter Games can be quite different from those of the BC Summer Games.

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

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

sponsorship and philanthropic support. The Society will also continue to engage participant and volunteer alumni to help support future sport bursary and equipment investments. In doing so, this fund will continue to be a vehicle to invest in youth and B.C. communities.

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

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

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

Key Strategies

- Establish new, and maintain existing, multi-year corporate partnerships through the delivery of contractual obligations and ongoing efforts to build solid partnerships and supporters;
- Provide specific resources and expertise to host organizing committees related to sponsorship recruitment and recognition, which help increase cash and value-in-kind support;
- Provide value-added support through managing logistics, negotiating with suppliers and securing other cost-efficiencies that result in balanced budgets, and maintain affordable experiences for athletes and communities hosting events.

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

Data source:

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

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

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

⁴ From host society's (organizing committee's) audited financial statements.

Linking Performance Measure to Objective

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

Discussion

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

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

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

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

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

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

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

Financial Plan

Financial Summary

\$000s	2021/22 Forecast ¹	2022/23 Budget ²	2023/24 Plan	2024/25 Plan
Total Revenue				
Province of BC Grant	2,013	2,013	2,013	2,013
Team BC Grant	250	250	250	250
Corporate Partner Income	20	20	20	20
Other	290	530	290	530
Total Revenue	2,573	2,813	2,573	2,813
Total Expenses				
Grants	175	470	540	470
Games Operations ³	901	908	691	908
Salaries and Benefits	934	937	937	937
Board Expenses	20	13	13	13
Administration	356	296	205	296
Lease Costs	175	185	185	185
Total Expenses	2,561	2,809	2,571	2,809
Annual Surplus (Deficit)	12	4	2	4
Total Liabilities	21	21	0	0
Accumulated Surplus (Deficit)⁴	687	691	693	697
Capital Expenditures	18	18	18	18

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

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

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

³ Includes Team BC Operations

⁴ Includes \$515,092 cash and \$172,245 in tangible assets

Key Forecast Assumptions, Risks and Sensitivities

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

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

Management’s Perspective on the Financial Outlook

Risks	Plans for Mitigation
<p>The Society relies on third-party provincial sport organizations (PSOs) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with BC Games Society policies and procedures.</p>	<p>This is considered a low risk. Through long-term and consistent communication and written agreements with individual PSOs, the Society works to ensure clear understanding of expectations, policies and practices as they relate to Games participation and services delivered by the Society, the host organizing committee and the sport organization. The Society continues to communicate with each PSO to assess capacity and future participation.</p>
<p>The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2022 BC Summer Games in Prince George.</p>	<p>This is considered a medium risk. The Society will continue to work to manage pressures within the BC Games’ cycles.</p>
<p>Adherence to BC Games’ safety policies (e.g. harassment and abuse, etc.) is reliant on PSOs and host communities’ commitment to provide safe, inclusive, ethical and positive experiences.</p>	<p>This is considered a low risk. There will be an enhanced focus on safety in sport within the BC Games to ensure all participants, sport organizations and host organizing committees are informed of their role in making the BC Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse. The <i>Culture of the Games</i> program will be expanded and made mandatory for all participants (athletes, coaches, managers and officials). The Society continues to work with government, viaSport and other partners on safe sport.</p>

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

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

Appendix A: Additional Information

Corporate Governance

For complete information on the BC Games Society's governance structure, Board information, and related documentation, please visit: <https://www.bcgames.org/AboutUs.aspx> and click on any of the topics in the drop-down box.

Organizational Overview

For more information on the BC Games Society, please visit: <https://www.bcgames.org/AboutUs.aspx> and scroll down the page.

Appendix B: Crown Mandate Letter from the Minister Responsible



Ref: 41997

April 19, 2021

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

Dear Jamey Paterson:

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

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

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

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

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

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

.../2

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

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

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

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

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

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

Sincerely,



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

April 19, 2021

Date

Enclosure

Jamey Paterson
Page 4



Jamey Paterson
Chair
BC Games Society

Breanne Parisien
Board Member
BC Games Society

Pam Rai
Board Member
BC Games Society

Christine Ulmer
Board Member
BC Games Society

Nicole Remesz
Board Member
BC Games Society

James Wright Martin
Board Member
BC Games Society

Wayne Naka
Board Member
BC Games Society

Richard Peter
Board Member
BC Games Society

Veronica Planella
Board Member
BC Games Society

Charles Bruce
Board Member
BC Games Society

Laura Jane Watson
Board Member
BC Games Society

Laura Michelle Webster
Board Member
BC Games Society

Pansy Wright-Simms
Board Member
BC Games Society

Jamey Paterson

Page 6

pc: Honourable John Horgan
Premier

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

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

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

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

Breanne Parisien
Board Member
BC Games Society

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Christine Ulmer
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