

BC Games Society



2016/17 ANNUAL SERVICE PLAN REPORT



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Board Chair's Accountability Statement

The BC Games Society *2016/2017 Annual Service Plan Report* compares the Society's actual results to the expected results identified in the *2016/2017 – 2018/2019 Service Plan*. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read 'Jamey Paterson', with a large, sweeping flourish extending to the right.

Jamey Paterson
Board Chair

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Chair/CEO Report Letter

On behalf of the Board of Directors and staff of the BC Games Society (the Society), we are pleased to present our *2016/17 Annual Service Plan Report* that reflects the Society's performance for the 12 months prior to March 31, 2017.

BC Games Society contributes to the development and success of the sport sector in B.C. by helping communities build their capacity to attract and deliver significant sporting events. In Summer, 2016, Abbotsford played host to the BC Summer Games, welcoming 3,243 participants while recruiting and training 2,646 volunteers. Through exceptional delivery of sport events and associated ceremonies, the host community not only raised the bar even higher in terms of BC Summer Games standards, but secured a \$152,561 legacy fund which will benefit the community beyond the four days of the Games.

Society staff, through training and comprehensive planning materials, empowered the 2017 Canada Summer Games mission staff to confidently lead Team BC to compete against the country's best athletes. As well, Society staff provided materials and additional training to the BC Seniors Games Society (BCSGS) volunteers and staff to help BCSGS assume full event management of the 55+ BC Games, effective November 1, 2017.

Our collective success is due to our committed, knowledgeable staff of ten that use a Transfer of Knowledge (TOK) program that is the benchmark for multi-sport Games success in Canada. Those same TOK principles and practices have benefitted our peers across Canada, specifically through agreements with the Invictus Games Toronto 2017 and the Winnipeg 2017 Canada Summer Games.

The Society ensures that the Provincial Government, stakeholders and customers receive timely information about our implementation of the [Taxpayer Accountability Principles](#) action items. Specifically, the Society and Ministry of Community, Sport and Cultural Development developed an accountability framework which established regular meetings and communications across the organization including the Minister, Deputy Minister, Board Chair and CEO levels. As well, through regular meetings and standing committee meetings, the Society board is well-versed in the importance of the *Taxpayer Accountability Principles*, and staff have incorporated the principles into their annual work plans.

We continue to report the outcomes related to our performance against the direction received in the Minister's [2016/17 Mandate Letter](#). The Society is pleased to report that we exceeded the key performance expectations as set out in the Mandate Letter and have articulated these achievements in Appendix B.

The Society continues to adhere to the policies and practices introduced by government.

Sincerely,



Jamey Paterson
Chair



Kelly Mann
President and CEO

Purpose of the Organization

Established in 1977 under the *Societies Act*, the BC Games Society (the Society) is the leadership organization that guides the BC Winter and BC Summer Games and oversees Team BC's participation in national multi-sport games. These Games provide an opportunity for the development of athletes, coaches and officials in preparation for higher levels of competition in multi-sport events. The Games also promote interest and participation in sport and sporting activities, individual achievement and community development.

Since 1978, the Society has been staging the BC Winter Games and BC Summer Games. The two events, held every even calendar year, are B.C.'s largest regularly-scheduled multi-sport events. Located in Victoria, the Society provides event management support, volunteer and participant management software, and financial resources to each of its games hosts. These host communities then form separate not-for-profit societies for the three-year cycle of their Games management.

The Society is also responsible for the operations (recruitment and training of mission staff, logistics, travel and uniform procurement) of Team BC – which brings together B.C.'s best athletes to compete at the Canada Winter Games and Canada Summer Games.

The Society is recognized as a leader in multi-sport event and volunteer management and works in partnership with governments, businesses and not-for-profit organizations, in and out of the sport sector, to plan and deliver BC Games and to manage Team BC operations.

Strategic Direction and Context

The Society's [2016/17 Mandate Letter](#) provides the following direction to:

1. In support of the *BC Jobs Plan*, including tourism and economic development priorities, build community capacity to host major events by providing training and event management expertise and guidelines to host societies.
2. Support the Premier's commitment to recognizing and supporting Aboriginal youth sport excellence in collaboration with partners such as the Aboriginal Sports, Recreation and Physical Activity Partners Council¹.
3. Continue to be accountable and mitigate risks, in conjunction with the Host Organizing Committee, to provide safe, secure, and fiscally prudent accommodations, transportation and meals for Games participants.
4. Support the Province's [Accessibility 2024](#) action plan, continue to implement policies to ensure athletes with a disability are fully integrated in the Games and continue to work with host societies to implement Games accessibility improvements (transportation, venues, etc.) in the community.

The above-noted accountabilities were implemented within the framework of the [Taxpayer Accountability Principles](#) (TAP) which was introduced to strengthen accountability, promote cost

¹ The Aboriginal Sports, Recreation and Physical Activity Partners Council is now called Indigenous Sport, Physical Activity and Recreation Council.

control and support strategic engagement. The framework allows the Society to be effective and efficient in its delivery, while doing so with integrity, and respect and in the best interests of taxpayers. These last two principles are also highlighted as part of the Society's values statement.

The past year brought continued success to the Society as it worked through a number of service changes:

- Staff continued to provide significant leadership in support of the 55+ BC Games as they transition to host their own games;
- Work continued to be done by staff to create new policies and a new delivery framework for Team BC, which improved volunteers' ability to deliver this program; and
- Reduced volunteer capacity continues to impact the operations of the BC Games, resulting in increased expense for the Society or host society.

Report on Performance

Through the effective and cost-efficient provision of guidance, resources and other support, the Society helped host societies successfully stage the Coquitlam 2016 55+ BC Games and Abbotsford 2016 BC Summer Games, while beginning to prepare volunteers to host the Vernon and Area 2017 55+ BC Games, Kamloops 2018 BC Winter and Cowichan 2018 BC Summer Games. In doing so, the Society trained and provided guidance to volunteers, thereby helping host communities to build their capacity and experience in hosting major events and individuals' jobs skills and expertise – all of which contribute to the Province's economic and *BC Jobs Plan* priorities.

To help address the challenges young athletes may face in pursuing high-performance pathways in sport such as the costs of and access to sport facilities or specialized equipment needed in the pursuit of excellence in provincial, national and international competition, the Society launched the *Powering Potential Fund* which invests in projects that develop individual athletes, teams, sport organizations and communities.

As directed in the [2016/17 Mandate Letter](#), the BC Games Society worked with host organizing committees to ensure safe, secure and fiscally prudent accommodations, transportation and meals for Games participants and to ensure inclusivity by integrating athletes with a disability into the Games. The Society also provided mentorship and promoted participation opportunities for Aboriginal athletes. This inclusion work was reflected in athletic and personal achievement. For example, 12 BC Games alumni were members of Team Canada competing at the 2017 Special Olympics World Winter Games and five of the 12 recipients of 2016 Premier's Awards for Aboriginal Youth Excellence in Sport are BC Games alumni. The Society's partnership with the Invictus Games Toronto 2017 (September 23-30) to share its knowledge and expertise in event planning also helps build more inclusive environments for sport not only in B.C. but in other provinces.

The Society also joined 85 organizations in signing the *#Erasebullyinginsport* declaration of commitment as part of 2017 Pink Shirt Day. This commitment to promoting positive, respectful, engaging, accessible and inclusive environments for all participants was also demonstrated through the Society's involvement in drafting the declaration and the City of Kamloops and the Kamloops 2018 BC Winter Games Society proclaiming March as *Bullying Free Sport Community Month*.

Complete Mandate Letter direction and actions are found in Appendix B.

Regular engagement between the Ministry and the Society at various levels (e.g. Minister/Deputy Minister/Assistant Deputy/Executive Lead and Chair meetings) and board and executive training on *Taxpayers Accountability Principles* ensured alignment and accountability with government priorities and expectations and use of taxpayers' monies.

Goals, Strategies, Measures, and Targets

The goals and performance measures outlined in the BC Games Society [2016/17 – 2018/19 Service Plan](#) reflect the core business of the Society. Intrinsic to the Society's core business is a commitment to further both the sport system and government's goals and objectives, particularly with respect to healthy living, sport, and economic and community development. Through our work with provincial sport organizations, organizations for people with disabilities, and the Indigenous Sport, Physical Activity and Recreation Council to promote BC Games and zone competitions, BC Games contributes to increased participation in sport, particularly for those populations typically under-represented in sport (e.g. persons with a disability, Aboriginal and multicultural populations).

The development and implementation of coaching and officials' standards for BC Games' competitions helps raise the level of competence and quality of coaching and technical support in communities throughout B.C. As well, the Society continues to promote the Canadian Sport for Life² model by aligning the Games with the model's *Learn to Train/Train to Train* stage of athlete development – thereby helping B.C. athletes and coaches move from one level of competition to another. This is measured by tracking the progression of BC Games alumni onto provincial and national teams.

BC Winter and BC Summer Games bring economic spin-offs to host communities in the form of increased revenue from visitor spending, and product and service supply opportunities for local businesses. Community development is also enhanced by training volunteers and providing "opportunities to lead" to key volunteers. These training and leadership opportunities enhance a community's capacity to host future major events and provide important job skills to volunteers in areas such as administration, event planning, and team work. Success is measured through the number of volunteers recruited and trained, as well as key volunteers' use and satisfaction of BC Games' resources.

These legacies support government's commitment to fiscal responsibility, the [BC Jobs Plan](#), a strong economy, and [Accessibility 2024](#) by making effective and efficient use of resources (through event management staff providing guidance and other resources to host societies), by developing job skills and experience (through trained volunteers), by fostering economic development (through visitor and Games' spending and legacy funds) and by providing opportunities for increased participation and accessibility for athletes with disabilities.

² The Canadian Sport for Life model is an approach taken by federal, provincial and territorial jurisdictions in Canada to encourage lifelong participation in sport at all abilities and interests.

Goal 1: *Effective Management of BC Winter Games, BC Summer Games and Team BC*

In partnership with host societies, the Society delivered the Abbotsford 2016 BC Summer Games and began planning for the Kamloops 2018 BC Winter Games. Through a service agreement with the BC Seniors Games Society, the BC Games Society also provided effective event management services to host societies for the Coquitlam 2016 55+ BC Games and the Vernon and Area 2017 55+ BC Games (that will take place September 2017). The Society also oversaw operational planning to support Team BC's participation in the 2017 Canada Summer Games that will take place in Winnipeg, Manitoba. Cost-effective and efficient delivery of these services all support the Taxpayers Accountability Principles.

Strategies

- Provide concise written and online materials to support volunteers in delivering quality BC Games. While no specific performance measures were included for staff support, the effectiveness and use of these materials were enhanced by event managers' ongoing review of materials, and their "mentorship" to key volunteers in host communities.
- Develop and implement standards and policies (e.g. coaching and official certification level requirements, core sport selection criteria, and athlete selection criteria); thereby not only raising the standard of event delivery, but also building these resources in communities that sent teams to the BC Games.
- Provide provincial sport organizations' use of the BC Games as a training ground for the long-term development of athletes striving to represent B.C. at the 2017 Canada Summer Games where BC Games alumni are expected to make up 50 per cent of Team BC.
- Provide guidelines and event management expertise to help ensure financial legacies for BC Winter Games (BCWG) and BC Summer Games (BCSG).
- Identify support and cost-savings for the Team BC program through existing BC Games Society processes, policies and partnerships.

Performance Measure 1: BC Games' resources meet the needs of volunteers

Performance Measure	2013/14 Actual (2014 BCWG)	2014/15 Actual (2014 BCSG)	2015/16 Actual (2016 BCWG)	2016/17 Target (2016 BCSG)	2016/17 Actual (2016 BCSG)	2017/18 Target (2018 BCWG)	2018/19 Target (2018 BCSG)
Volunteer satisfaction with online resource materials.	92%	90%	97%	85%	86%	85%	85%

Data Source: Volunteers surveyed using online Survey Monkey tool following each set of Games.

Discussion

Providing volunteers with the knowledge and resources to prepare for and deliver large events is key to successful BC Games and building community capacity to host future events. This measure indicates that volunteers feel they have been provided with useful information and support to help them develop skills, confidence, and competency with their tasks. The 86 per cent satisfaction rate of volunteers surveyed after the 2016 BC Summer Games indicated that on-line tasks, samples and protocols to effectively manage their Games were highly-used and valued by volunteers. While the

2016/17 target was achieved, it was lower than previous years. Society staff have set high standards for these resources, however, as each set of games is delivered in a new community, the performance measure is considered against this standard as opposed to comparing baselines or benchmarks set in previous communities. As well, some volunteers and/or communities are highly reliant on the resources, others – particular those with a lot of event experience – aren't. These differences can sometime affect satisfaction levels.

Performance Measure 2: Coaches meet certification requirements

Performance Measure	2013/14 Actual (2014 BCWG)	2014/15 Actual (2014 BCSG)	2015/16 Actual (2016 BCWG)	2016/17 Target (2016 BCSG)	2016/17 Actual (2016 BCSG)	2017/18 Target (2018 BCWG)	2018/19 Target (2018 BCSG)
Head coaches ¹ are National Coaching Certification Program Level 2 certified.	92%	92%	96%	85%	94%	80%	85%

Data Source: Information provided by provincial sport organizations and Coaching Association of Canada.

1. Only the head coach is required to meet BC Games certification standards.

Discussion

The selection of National Coaching Certification Program (NCCP) Level 2 as the standard for BC Games is consistent with the Canadian Sport for Life long-term athlete development model, which matches athlete and coach development to stages of growth from one level of competition to another. This measure not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, trained coaches. The target variances from year-to-year reflect that BC Summer Games typically have more team sports and each team has a large coaching complement (only the head coach is required to meet BC Games' NCCP certification standards). As well, because coaches move up or sometimes out of the sport system, the Games' certification rate reflects a different co-hort of coaches selected by provincial sport organizations. Over the years, the Society has determined that 85% is a reasonable target to expect, while still keeping the standard of coaching at the BC Games, high.

In 2016/17, the BC Summer Games' certification rate of 94 per cent exceeded results as compared to 2014/15 Summer Games.

Performance Measure 3: BC Games Alumni on Team BC

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of BC Games alumni on Team BC (Canada Games and WCSG)	42% at 2013 CSG	57% at 2015 CWG	44% at 2015 WCSG	No Games	No Games	50% at 2017 CSG	50% at 2019 CWG

Data Source: Comparison of Team BC registered athletes to BC Games past athlete database.

Discussion

Often the first multi-event games experience for athletes and coaches – the BC Games are an important milestone and pathway to higher levels of competition. The percentage of BC Games alumni on Team BC – the provincial team competing at Canada Summer Games (CSG) and Canada Winter Games (CWG) and Western Canada Summer Games (WCSG) – indicates this progression. In 2016/17, there were no Canada Games held, so no alumni data was collected. The next Canada Summer Games (summer 2017) will take place in Winnipeg, Manitoba and results will be reflected in the 2017/18 Annual Service Plan Report.

Performance Measure 4: BC Games Legacies

Performance Measure	2013/14 Actual (2014 BCWG)	2014/15 Actual (2014 BCSG)	2015/16 Actual (2016 BCWG)	2016/17 Target (2016 BCSG)	2016/17 Actual (2016 BCSG)	2017/18 Target (2018 BCWG)	2018/19 Target (2018 BCSG)
Legacies include: # of volunteers	1,745 volunteers	2,946 volunteers	1,923 volunteers	3,100 volunteers	2,646 volunteers*	2,300 volunteers	3,100 volunteers
\$ invested directly to Games' sports (e.g. equipment & expenditures)	\$80,370	\$64,849	\$70,321	\$80,000	\$112,897	\$60,000	\$80,000
\$ financial legacy (invested in post- Games' sport development and infrastructure)	\$62,811	\$75,871	\$73,600	\$75,000	\$152,561	\$65,000	\$75,000

Data Source: Volunteer figures from View TEAM software/financials obtained from audited financial statements for each community

* Many volunteers committed additional time to their respective duties, resulting in fewer volunteers than the 2016/17 target figure.

Discussion

Reaching the legacy targets contributes to increased capacity for communities to stage subsequent events, job skills for trained volunteers, and new or enhanced sport opportunities. The BC Winter Games and BC Summer Games are held in even calendar years (but alternate fiscal years) and vary in size and scope (e.g., number of participants, volunteers and budget). Annual targets are consistent for BC Winter Games, and BC Summer Games respectively. The host society supplements the Province's investment through Local Friends of the Games support. As well, it is responsible for determining how revenues are directed – to invest directly to the equipment and expenditures to deliver the Games or to provide a financial legacy which can be invested in post-Games sport programs and infrastructure. Through operational efficiencies and larger than expected revenues, the 2016 Abbotsford BC Summer Games were able to exceed both investment targets, thereby securing a high quality Games' experience for participants and doubling the anticipated financial legacies. Many volunteers committed additional time to their respective roles, effectively spreading the work out amongst fewer people. While actual volunteers required to manage the many tasks was lower than targeted, the smaller volunteer corps maintained a quality experience for participants and delivered a successful set of Games which set new standards of excellence.

Goal 2: Entrepreneurial Activities to Support Financial Sustainability and Program Enhancement

The Society encouraged financial sustainability and the enhancement of BC Games by increasing the level of non-governmental financial and in-kind support for the delivery of the BC Summer Games and BC Winter Games, as well as to the communities hosting these events.

Strategies

- Establish new, and maintaining existing corporate partners, through a thorough delivery on our contractual obligations and ongoing efforts to recruit and maintain corporate sponsors.
- Provide supportive documentation and expertise to host societies to recruit and develop local cash and value-in-kind support.

Performance Measure 5: Corporate Partners provide cash / in-kind services

Performance Measure	2013/14 Actual (2014 BCWG)	2014/15 Actual (2014 BCSG)	2015/16 Actual (2016 BCWG)	2016/17 Target (2016 BCSG)	2016/17 Actual (2016 BCSG)	2017/18 Target (2018 BCWG)	2018/19 Target (2018 BCSG)
Jazz Aviation (Cash discount on charter air fare)	1 st year of two-year agreement 5% off charter \$11,389 value	Completed 2 nd year of 2 of two-year agreement 5% off charter \$11,597 value	Completed 1 st year of two-year agreement 5% off charter \$6,443 value	Complete 2 nd year of two-year agreement 5% off charter	Completed 2 nd year of 2 of two-year agreement 5% off charter \$4,781 value	1 st year of renewed two-year agreement. 5% discount	2 nd year of two-year agreement. 5% discount
Global BC ¹ (Public Service Announcement ads, editorial value-in-kind)	3 rd year \$300,372 value	4 th year \$218,261 value	1 st year \$66,618 value ²	2 nd year \$150,000 value	2 nd year \$64,000 value	3 rd year \$60,000 value	4 th year \$60,000 value
Black Press ¹ (Ad value-in-kind)	3 rd year \$140,187 value	4 th year \$149,004 value	1 st year \$133,669 value	2 nd year \$150,000 value	2 nd year \$167,456 value	3 rd year \$150,000 value	4 th year \$150,000 value
Coast Capital ² (cash)	n/a	1 st year \$60,000 value	2 nd year \$60,000 vlaue	3 rd year \$60,000 value	3 rd year \$60,000 value	1 st year \$60,000 value	2 nd year. \$60,000 value

1. Global BC and Black Press have a four-year agreement cycles.

2. Coast Capital has a three-year agreement cycle.

Discussion

The ability for BC Games to generate corporate partnerships and local government and business to support host society budgets (performance measure 6) offsets expenditures thus providing for fiscally responsible delivery of BC Games while maintaining high standards for event management and legacy development. Jazz Aviation continued to honour the two-year corporate partnership agreement for a 5 per cent discount in charter air fare. The reduced value, compared to previous years is a reflection of efficiencies and reduced travel requirements in 2016/17 – that is, the overall budget expenditure was smaller, therefore the value of the applied five per cent discount is lower.

With respect to the variation in the Global BC corporate partnership, while Global BC continues to provide editorial profile in broadcasts, it no longer includes the value of such content as part of their in-kind value calculation. Global BC has also reduced the number of television ads in sponsorship offerings. As a result, the targeted estimation of value-in-kind was not met in 2016/17. Future performance measurement targets shown above, were adjusted in the 2017/18 – 2019/20 Service Plan to reflect the new calculation for Global BC.

The targeted estimated value-in-kind provided by Coast Capital Savings was achieved and in 2016/17, Coast Capital Savings also contributed \$15,000 as the first donation to BC Games’ *Powering Potential Fund* which will invest in projects that develop individual athletes, teams, sport organizations and communities.

Performance Measure 6: Host society budgets are supported by local government and business through cash and in-kind contributions

Performance Measure	2013/14 Actual (2014 BCWG)	2014/15 Actual (2014 BCSG)	2015/16 Actual (2016 BCWG)	2016/17 Target (2016 BCSG)	2016/17 Actual (2016 BCSG)	2017/18 Target (2018 BCWG)	2018/19 Target (2018 BCSG)
Cash and value-in-kind (VIK) generated by host societies	\$9,100 cash \$320,340 VIK	\$153,450 cash \$621,000 VIK	\$66,390 cash \$326,549 VIK	\$60,000 cash \$500,000 VIK	\$122,075 cash \$590,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK

Discussion

BC Games Society event managers work with host society key volunteers to help develop and implement fund-raising plans for local “Friends of the Games,” businesses, local government and other partners that provide cash or in-kind services. These measures are determined by host societies and differ from one host to another depending on legacy plans, resources available and/or host societies’ operational plans (e.g. one community may wish to focus on competition needs, while another may wish to focus on ceremonies). The Abbotsford 2016 BC Summer Games exceeded its target of cash and in-kind service, thus helping both the host society and the BC Games Society deliver quality games as budgeted.

Financial Report

Discussion of Results and Financial Report Summary Table

As in past years, the Society met its financial objectives through thorough budget preparation and methodical monitoring, while continuing to access revenue through corporate partner acquisition. The continuation of Coast Capital Savings as a partner brought financial resources to the Society, which contributed to budget savings for our host cities. Additionally, the Society’s legacy policy ensures a contribution back from the host city as a result of their fiscal oversight and local sponsor recruitment.

Revenue from athlete registration fees was \$399,317 or \$8,317 over budget. The increase is attributable to more athletes attending than estimated when the budget was approved.

The Society continues to monitor provincial grants to the BC Winter Games and BC Summer Games host cities as they experience escalating costs associated with hosting. These costs have generally been impacted by changing economies or community and/or volunteer fatigue (e.g. challenges competing with other events or local corporate fund-raising efforts and/or additional costs to procure services previously provided voluntarily). As well, increasing costs for office and warehouse space, school district costs, and other amenities have increasingly impacted financial resources over the past few years. A new policy direction was established in 2014/2015 whereby hosting grants were increased by up to \$25,000 for the direct investment in sport equipment.

A contribution of \$85,000 from the B.C. government assisted the Society in the delivery of the 55+ BC Games.

At March 31, 2017, the Society realized a budget surplus of \$44,793.

Variance and Trend Analysis

A surplus budget is the result of responsible management, and the higher than budgeted returns from the Penticton 2016 BC Winter Games and athlete registration fees. Corporate partners see value in their relationship with us, adding cash and value in kind to government’s investment.

Risks and Uncertainties

Risks and Uncertainties	Plans for Mitigation
Third parties who have historically contributed through value-in-kind and/or cost reduction are now charging for these services (e.g. school district costs, warehouse space, local bussing).	The Society worked closely with each Host Community to guide their budget and local fundraising. Event managers worked with key volunteers to provide, guidance, tools and expertise in terms of fundraising.
The BC Games Society relies on third-party (provincial sport organizations) selection and training of athletes, coaches and officials.	Through ongoing, consistent dialogue and written agreements with each of the provincial sport organizations (PSOs), the Society worked to ensure

Risks and Uncertainties	Plans for Mitigation
<p>There is a small risk that these activities are not aligned or consistent with what is required for effective delivery of BC Games (as outlined in BC Games policies and procedures).</p>	<p>the policies and practices associated with games participation are carried out by the sport, by BC Games staff, and volunteers.</p>
<p>The Canadian Sport for Life’s long-term athlete development (LTAD) continuum sets out BC Games and Team BC competitions as important milestones for athletes. If PSOs do not value the games as opportunities for their athletes, coaches, and officials to develop and participate then the ability to achieve these milestones is impacted.</p>	<p>The Society worked with PSOs to ensure they maximize opportunities for athletes, coaches, and officials as they relate to games and Team BC readiness and competitions.</p>
<p>In all instances of the BC Games Society’s involvement, there is an underlying assumption that municipalities wish to host the games. This faith may be challenged during times of economic downturn, competing demand on resources (e.g. volunteers or other hosting efforts) and/or other priorities.</p>	<p>The Society continued to market the positive economic and social opportunities associated with hosting.</p>
<p>Performance measures and targets are impacted by the varying levels of skills and experience volunteers bring to the games.</p>	<p>Constant revision of the Society’s transfer of knowledge program and related policies provided volunteers with skills and experience; as well, event managers were available to provide additional guidance in areas that need special attention.</p>
<p>Responsibility for the policies and procedures of the 55+ BC Games lies with the BC Seniors Games Society. BC Games Society is responsible for the technical delivery but holds no authority on the Board’s policy direction and decisions.</p>	<p>The Society worked towards the complete transition of 55+ BC Games to the BC Senior Games Society. Transition includes transfer of knowledge and information technology being handed over to the BC Seniors Games Society staff and volunteers. Transition will conclude October 31, 2017.</p>

Financial Resource Summary Table

\$000	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Budget	2016/17 Actual	2016/17 Variance	2015/16 – 16/17 Variance
Operating Revenue							
Contribution from Province	2,013	2,013	2,013	2,013	2,013	-	-
Other income	434	1323	1037	803	790	13	(247)
Total Revenue	2,447	3,336	3,050	2,816	2,803	13	(247)
Operating Expenses							
Grants	522	291	645	600	680	(80)	35
Games Operations	661	1,603	1,064	768	759	9	(305)
Overhead	508	547	470	562	523	39	53
Salaries and benefits	748	723	779	886	796	90	17
Total Expenses	2,439	3,164	2,958	2,816	2,758	58	(200)
Retained earnings	793	965	1,057	1,057	1,102	(45)	45

- Notes
1. The above financial information was prepared based on current Generally Accepted Accounting Principles.
 2. 2015/16 Budget column is the board approved budget.
Year ended March 31, 2017, with comparative figures for 2016

Financial Statements of

BC GAMES SOCIETY

Year ended March 31, 2017

BC GAMES SOCIETY

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities, in part, through the Audit Committee. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Dickson Dusanj & Wirk Chartered Professional Accountants, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of BC Games Society and meet with the Audit Committee at least annually. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of BC Games Society



Kelly Mann

President and Chief Executive Officer

INDEPENDENT AUDITORS' REPORT

**To: The Board of Directors of BC Games Society
The Minister of Community, Sport & Cultural Development**

Report on Financial Statements

We have audited the accompanying financial statements of BC Games Society (the "Society"), which comprise the statement of financial position as at March 31, 2017 and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year ended March 31, 2017 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

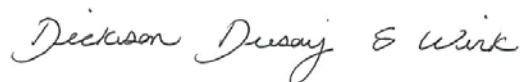
We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2017 and the results of its operations and changes in net financial assets and cash flows for the year ended March 31, 2017 in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a consistent basis.



Victoria, B.C.
May 16, 2017

Chartered Professional Accountants

BC GAMES SOCIETY

Statement of Financial Position

March 31, 2017, with comparative figures as at March 31, 2016

	2017	2016
Financial assets		
Cash and cash equivalents	\$ 150,183	\$ 3,780
Short term investments (Note 3)	1,009,934	1,007,268
Accounts receivable	265	154,673
Due from government organizations (Note 4)	3,201	11,305
	<u>1,163,583</u>	<u>1,177,026</u>
Liabilities		
Accounts payable and accrued liabilities (Note 5)	200,051	284,172
	<u>200,051</u>	<u>284,172</u>
Net financial assets	963,532	892,854
Non-financial assets		
Tangible capital assets (Note 6)	130,079	152,562
Inventories held for use	1,522	2,210
Prepaid expenses	6,381	9,095
	<u>137,982</u>	<u>163,867</u>
Accumulated surplus	<u>\$ 1,101,514</u>	<u>\$ 1,056,721</u>

Contractual obligations (Note 10)

See accompanying notes to financial statements.

APPROVED BY THE BOARD


 _____ Director


 _____ Director

BC GAMES SOCIETY

Statement of Operations and Accumulated Surplus

Year ended March 31, 2017, with comparative figures for 2016

	Budget (Note 2(k))	2017	2016
Revenue:			
Province of British Columbia grants	\$ 2,012,500	\$ 2,012,500	\$ 2,012,500
Athlete registration	391,000	399,667	200,142
ViaSport contribution to Team BC	187,500	134,680	240,712
BC Senior Games Service Agreement	85,000	85,000	85,000
Surplus recoveries (Note 8)	40,000	63,371	51,842
Funding partners	60,000	60,000	60,000
Contractual revenues	20,000	19,048	-
Interest earned	10,000	18,966	16,783
Other revenue	10,000	10,000	5,152
Provincial Sport Organization funding for Team BC	-	-	377,755
	2,816,000	2,803,232	3,049,886
Expenses: (Note 9)			
Administration	1,585,500	1,453,900	1,870,825
Games operating costs	630,500	624,539	442,413
Operating grants	600,000	680,000	645,377
	2,816,000	2,758,439	2,958,615
Annual surplus	-	44,793	91,271
Accumulated surplus, beginning of year	1,056,721	1,056,721	965,450
Accumulated surplus, end of year	\$ 1,056,721	\$ 1,101,514	\$ 1,056,721

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Changes in Net Financial Assets

Year ended March 31, 2017, with comparative figures for 2016

	Budget (Note 2(k))	2017	2016
Annual surplus	\$ -	\$ 44,793	\$ 91,271
Acquisition of tangible capital assets	(19,000)	(14,416)	(25,938)
Amortization of tangible capital assets	40,000	36,899	37,334
	21,000	22,483	11,396
Acquisition of inventories held for use	-	(2,030)	-
Acquisition of prepaid expenses	-	(6,691)	(11,049)
Consumption of inventories held for use	-	2,718	1,882
Use of prepaid expenses	-	9,405	1,954
	-	3,402	(7,213)
Increase in net financial assets	21,000	70,678	95,454
Net financial assets, beginning of year	892,854	892,854	797,400
Net financial assets, end of year	\$ 913,854	\$ 963,532	\$ 892,854

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Cash Flows

Year ended March 31, 2017, with comparative figures for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 44,793	\$ 91,271
Items not involving cash:		
Amortization of tangible capital assets	36,899	37,334
Change in non-cash operating working capital:		
Increase in short term investments	(2,666)	(49,366)
Decrease (increase) in accounts receivable	154,408	(102,707)
Decrease in due from government organizations	8,104	39,412
Decrease in inventories held for use	688	1,882
Decrease (increase) in prepaid expenses	2,714	(9,095)
Increase (decrease) in accounts payable and accrued liabilities	(84,121)	242,843
Decrease in deferred contributions	-	(412,846)
Net change in cash from operating activities	160,819	(161,272)
Capital activities:		
Cash used to acquire tangible capital assets	(14,416)	(25,938)
Net change in cash from capital activities	(14,416)	(25,938)
Net change in cash and cash equivalents	146,403	(187,210)
Cash and cash equivalents, beginning of year	3,780	190,990
Cash and cash equivalents, end of year	\$ 150,183	\$ 3,780

See accompanying notes to financial statements.

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2017, with comparative figures for 2016

1. Nature of operations

The Society was incorporated under the Society Act on June 26, 1987 and transitioned into the new Societies Act on February 14, 2017. Currently, the purpose of the Society is to provide event management leadership to achieve sport, individual and community development and to manage the operations of Team BC, which is a team of athletes, coaches, managers, and mission staff that is assembled by the Province of British Columbia to represent the province at Canada's various multi-sport events.

Approximately 72% of the Society's annual revenues are received from the Province of British Columbia with the remainder generated from corporate sponsors, contributions from other societies, surpluses from host societies, athlete registration fees, contract service and interest.

The BC Winter Games, the BC Summer Games and the BC Seniors Games are planned and operated by societies incorporated in the host community for each event. These financial statements do not reflect the revenues and expenditures of the local societies.

BC Games Society is exempt from income taxes under the Income Tax Act.

2. Summary of significant accounting policies

The term "Society" is used to mean the BC Games Society.

(a) Basis of accounting

The accompanying financial statements are prepared in accordance with Public Sector Accounting Board standards of the Chartered Professional Accountants of Canada without any elections to follow standards for government not-for-profit organizations.

(b) Cash and cash equivalents

Cash and cash equivalents include cash on hand and highly liquid investments with a term to maturity of three months or less at acquisition. These investments are held for the purpose of meeting short term cash commitments rather than investing.

(c) Short term investments

Short term investments include investments with maturities that are capable of prompt liquidation and are cashable on demand.

(d) Financial instruments

The Society's financial instruments include cash and cash equivalents, short term investments, accounts receivable, amounts due from government organizations, accounts payable and accrued liabilities.

All financial instruments are measured at amortized cost using the effective interest method. Gains and losses are recognized in the Statement of Operations and Accumulated Surplus when these financial instruments are derecognized due to disposal or are impaired. Transaction costs related to the acquisition of these financial instruments are included in the cost of the related instruments.

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

2. Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

The Society does not have any financial instruments, such as portfolio investments that are quoted in an active market or derivative instruments, which are valued at fair value, and therefore, no Statement of Remeasurement of Gains and Losses has been included.

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, is amortized on a straight-line basis over their estimated useful lives, as follows:

Asset	Basis	Rate
Computers and application software	Straight Line	3 – 5 Years
Registration software and computer cabling	Straight Line	5 Years
Bedding, torch, flags and signs for host societies	Straight Line	12 years
Furniture and equipment	Straight Line	10 years
Leaseholds	Straight Line	over the term of the lease

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Society's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art, historic assets, and intangibles

Works of art, historic assets, intangible assets and items that have been purchased, developed, or inherited in right of the Crown are not recorded as assets in these financial statements.

(iii) Inventories held for use

Inventories held for use are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties. Replacement cost is the estimated current price to replace the items.

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

2. Summary of significant accounting policies (continued)

(f) Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred and gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose. Restricted contributions that must be maintained in perpetuity are recorded as revenue when received or receivable, and are presented as non-financial assets in the statement of financial position.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

Donated or discounted goods and services are recorded at fair value.

Receipt of surplus from Summer and Winter Games Societies are recorded at the earlier of cash receipt and final determination of the amount of the surplus.

Investment income includes interest recorded on an accrual basis, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

(g) Provincial contributions

The financial statements do not reflect certain administrative expenses incurred and paid directly by the Province of British Columbia in the delivery of the games.

(h) Legacy Funds – host communities

Host communities retain 100% of profits from souvenir sales and 50% of their operating surplus, if any, and all interest earned as part of their legacy fund.

(i) Grants to host societies

Grants to host societies are recorded as an expense when disbursement of funds has been authorized, eligibility criteria have been met and a reasonable estimate of the amount can be made.

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

2. Summary of significant accounting policies (continued)

(j) Use of estimates

The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Key areas where management has made estimates and assumptions include those related to the useful life of tangible capital assets and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(k) Budget figures

Annual budget figures are determined by the Society's CEO based on approved funding available, as well as the geographical location of the Society's upcoming games to reflect travel and accommodation expenses for staff and athletes. The Society's budget for fiscal year 2017 was initially approved by the Board of Directors in January 2016 and again in July 2016 when the budget was revised. This revised budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Financial Assets.

3. Short term investments

Short term investments consist of one-year Guaranteed Investment Certificates (GICs) totaling \$1,009,934 which earn interest at 1.20% and all have maturity dates of June 2, 2017. The GICs are redeemable after 30 days without penalty.

4. Due from other government organizations

The amount due from other government organizations pertains to Goods and Services Taxes (GST) which has been paid on the Society's purchases and expenses, net of GST collected from athlete registration revenue.

5. Accounts payable and accrued liabilities

	2017	2016
Trade accounts payable	\$ 2,524	\$ 12,310
Salaries and benefits payable	9,158	6,297
Accrued vacation pay	13,315	20,336
Accrued operating grant	80,000	200,000
Accrued donation (note 9)	65,000	-
Other accrued liabilities	30,054	45,229
	<u>\$ 200,051</u>	<u>\$ 284,172</u>

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

6. Tangible capital assets

	Registration software	Computers	Bedding, torch, flags and signs for host societies	Furniture and equipment	Leasehold improvements	2017 Total
Cost						
Opening balance	\$397,853	\$59,446	\$227,411	\$58,770	\$21,444	\$764,924
Additions	1,858	9,227	2,574	757	-	14,416
Disposals	-	(486)	-	-	-	(486)
Closing balance	399,711	68,187	229,985	59,527	21,444	778,854
Accumulated amortization						
Opening balance	352,468	52,450	149,958	36,469	21,017	612,362
Amortization	13,780	5,493	11,284	5,915	427	36,899
Disposals	-	(486)	-	-	-	(486)
Closing balance	366,248	57,457	161,242	42,384	21,444	648,775
Net book value	\$33,463	\$10,730	\$68,743	\$17,143	\$-	\$130,079

Bedding, torch, flags and signs for host societies includes \$10,090 (cost of \$12,745, net of accumulated amortization of \$2,655) of flags and signs for Team BC.

	Registration software	Computers	Bedding, torch, flags and signs for host societies	Furniture and equipment	Leasehold improvements	2016 Total
Cost						
Opening balance	\$372,745	\$60,594	\$228,115	\$58,365	\$21,444	\$741,263
Additions	25,108	425	-	405	-	25,938
Disposals	-	(1,573)	(704)	-	-	(2,277)
Closing balance	397,853	59,446	227,411	58,770	21,444	764,924
Accumulated amortization						
Opening balance	339,790	47,191	139,549	30,612	20,163	577,305
Amortization	12,678	6,832	11,113	5,857	854	37,334
Disposals	-	(1,573)	(704)	-	-	(2,277)
Closing balance	352,468	52,450	149,958	36,469	21,017	612,362
Net book value	\$45,385	\$6,996	\$77,453	\$22,301	\$427	\$152,562

Bedding, torch, flags and signs for host societies includes \$11,152 (cost of \$12,745, net of accumulated amortization of \$1,593) of flags and signs for Team BC.

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

7. Financial risk management

The Society has exposure to the following risks from its use of financial instruments: interest rate risk, liquidity risk and other price risk.

The Board of Directors ensures that the Society has identified its major risks and ensures that management monitors and controls them.

It is management's opinion that there have been no changes to the Society's risk exposures from the previous fiscal year.

(a) Interest risk

Interest rate risk is the risk that the rate of return and future cash flows on the Society's GIC investments will fluctuate because of changes in market interest rates. The Society is not exposed to significant interest rate risk relating to its financial assets and liabilities.

(b) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society enters into transactions to purchase goods and services on credit. Liquidity risk is measured by reviewing the Society's future net cash flows for the possibility of a negative net cash flow. The Society manages the liquidity risk resulting from its accounts payable obligations by maintaining significant cash resources and investing in liquid investments.

(c) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Price risk is managed by holding investments to maturity.

(d) Fair value of financial instruments

The carrying amounts of cash and cash equivalents, short term investments, accounts receivable, amounts due from government organizations, accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments.

8. Surplus from host societies

Surplus from the host societies is comprised of:

	2017	2016
Penticton 2016 Winter Games Society	\$ 63,371	\$ -
Nanaimo 2014 Summer Games Society	-	51,842
	<u>\$ 63,371</u>	<u>\$ 51,842</u>

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

9. Expenses by object

The following is a summary of expenses by object:

	2017	2016
Advertising and promotions	\$ 33,882	\$ 33,623
Amortization	36,899	37,334
Computer maintenance	2,886	1,426
Donation	65,000	-
Games operating costs	624,539	442,413
Insurance, leases and utilities	170,694	183,358
Office and business expenses	78,553	75,726
Operating grants	680,000	645,377
Professional services	44,499	38,119
Salaries and employee benefits	796,263	779,029
Team BC operating costs	134,680	621,594
Travel and accommodation	90,544	100,616
	<u>\$ 2,758,439</u>	<u>\$ 2,958,615</u>

Donation is a contribution of \$65,000 made to the Powering Potential Fund (PPF) which is registered with the National Sport Trust Fund. The purpose of the PPF is to provide bursaries to BC Games and Team BC athletes, and to fund purchases of equipment required by host communities of the BC Winter Games and the BC Summer Games.

10. Contractual obligations

The Society has commitments arising from contractual agreements for office equipment, employment services, and a lease for office premises. It is responsible for all operating costs associated with the property lease. These operating costs totalled approximately \$34,128 in 2017 (2016 - \$32,736) and are in addition to the amounts reported below. The Society is also committed to provide funding to host societies for staging of future games events:

	2018	2019	2020	2021	2022
General commitments	\$ 278,597	\$ 265,692	\$ 104,805	\$ 86,605	\$ 22,701
Host society commitments	448,200	-	-	-	-
Anticipated commitments	-	551,500	500,000	500,000	500,000
	<u>\$ 726,797</u>	<u>\$ 817,192</u>	<u>\$ 604,805</u>	<u>\$ 586,605</u>	<u>\$ 522,701</u>

BC GAMES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2017, with comparative figures for 2016

11. Remuneration of employees

Under the new Societies Act, which came into effect November 28, 2016, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year.

During the year, there were five employees who met this criterion, and the total amount of remuneration paid to these persons was \$475,869. (During the prior year, there were six employees who met this criterion, and the total amount of remuneration paid to these persons was \$541,119.) The Board of Directors receives no remuneration for their services other than reimbursement of expenses.

12. Comparative figures

Certain comparative figures have been reclassified to conform to current year's presentation. The changes do not affect prior year accumulated surplus.

Appendix A: Additional Information

Corporate Governance and Organizational Overview

Complete information on the BC Games Society, its governance structure, Board information, and related documentation can be found by clicking on the drop down box here:

<http://www.bcgames.org/AboutUs.aspx>

Appendix B: Crown Corporation’s Mandate and Actions Summary

In the *2016/17 Mandate Letter* from the minister responsible, BC Games Society received direction on strategic priorities for the 2016/17 year. These priorities and the Crown corporation’s resulting actions are summarized below:

Mandate Letter Direction	Crown Corporation’s Action
In support of the <i>BC Jobs Plan</i> , including tourism and economic development priorities, build community capacity to host major events by providing training and event management expertise and guidelines to host societies	Utilizing the professionalism of written resources and staff experience, volunteers provided event management services to 3,727 volunteers in Coquitlam and Abbotsford. Approximately 600 more sport and zone representatives throughout B.C. also received event training as well.
Support the Premier’s commitment to recognizing and supporting Aboriginal youth sport excellence in collaboration with partners such as the Aboriginal Sports, Recreation and Physical Activity Partners Council ³ .	Through our continuing Memorandum of Understanding, the Society created Team BC mentor opportunities for members of Aboriginal Team BC’s leadership group. The Society is also having initial discussions with the Council to increase Aboriginal youth participation in select sports at 2018 BC Games. The Society also created policy to incorporate Aboriginal recognition at all BC Games meetings and events.
Continue to be accountable and mitigate risks, in conjunction with the Host Organizing Committee, to provide safe, secure, and fiscally prudent accommodations, transportation and meals for Games participants.	The Society worked with Canadian Sport Institute Pacific on meal plans to meet athletes’ specific nutritional and performance needs. Travel to communities by BC Games Society charter bus and air met all relevant safety standards. Accommodations, transportation and meals were provided cost-effectively as was indicated by the Abbotsford 2016 BC Summer Games achieving a budget surplus.
Support the Province’s <i>Accessibility 2024</i> action plan, continue to implement policies to ensure athletes with a disability are fully integrated in the Games and continue to work with host societies to implement Games accessibility improvements (transportation, venues, etc.) in the community.	The Abbotsford 2016 BC Summer Games provided integrated opportunities in four sports and developed accessibility plans for venues, accommodation and transportation. The Society also developed a partnership with the Invictus Games Toronto 2017 to transfer event management knowledge to the Toronto organizing committee.

³ Council is now called Indigenous Sport, Physical Activity and Recreation Council.