

**BC Games Society  
2008/09 – 2010/11 Service Plan**



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## Message From the Co-Chairs

### *It's in the Numbers*

Public policy makers, politicians, and the corporate sector must see sport as an investment if it is to grow and flourish. Dollars directed to the BC Games Society from public sources must be recognized as making a difference in the lives of athletes and coaches, as well as volunteers and the communities in which they reside. The BC Games Society has consistently made an effort to collect data and figures that reinforce our impact on the provincial sport system. This information then supports the anecdotal stories and impressions that often follow a successful BC Games.

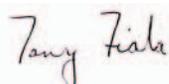
It is important to note that many of the measurements we take are significant, and include<sup>1</sup>:

- ❖ value for dollar – the BC Games Society staff of nine annually manage in excess of 8,000 volunteers, while supporting 10,000 participants, working directly with almost fifty Provincial Sport Organizations and their hundreds of volunteers on a government investment of \$2,002,000.
- ❖ Host community grants leverage an additional \$1 million in community support while generating \$600,000 to \$2.2 million in direct spending<sup>2</sup>.
- ❖ Adding value to the BC Games comes via an extensive network of partnerships with fifty Provincial Sport Organizations and nine Multi-Sport Organizations. It is their programs which increase the opportunities for learning and sport enhancement.
- ❖ Community sport, recreation and cultural programs benefit from legacy funds invested in their community after each BC Games. Recent BC Games in Trail, Kamloops, Abbotsford and Fort St. John realized financial legacies totaling almost \$200,000, with an additional \$69,000 being leveraged due to investments in a community trust.

Looking at these figures, it is easy to see why the BC Games are integral to the sport system and to the communities that host them. It is important to express as a cautionary note, these positive figures can mask an underlying concern by the Board and staff of volunteer fatigue and increased pressures for business support. With sport tourism being a catalyst for growth across the province, events are popping up in numbers never before seen. To stay competitive in that increasing marketplace, the BC Games must stand out from the rest and we continue to do so by offering communities the best transfer of knowledge program in the country, as well as the financial resources to support their vision and plans.

This 2008 / 2009 - 2010 / 2011 Service Plan was prepared and reviewed under our direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The plan is consistent with Government's strategic priorities. The Board is accountable for the contents of the plan, including the selection of performance measures and targets. All significant assumptions, policy decisions, and identified risks, as of January 15, 2008 have been considered in preparing this plan. The performance measures presented are consistent with the BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The performance 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.

Respectfully submitted,



Tony Fiala, Co-Chair  
BC Games Society



Wendy Ladner-Beaudry, Co-Chair  
BC Games Society

<sup>1</sup> further historical data and resource available at [www.bcgames.org](http://www.bcgames.org)

<sup>2</sup> measurements include Northern BC Winter Games and BC Summer Games

## Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport and sporting activities, individual achievement, and community development.

Established in 1977 by the Provincial Government under the *Societies Act*, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement, and community pride.

As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister in 1994.

In 1994, our scope was broadened with the addition of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games. To these three Partner Games, we provide event management, and volunteer and financial resources.

In 2007, the BC Seniors Games Society left the BC Family of Games and now receives their funding directly from the Sport and Recreation Branch of the Ministry of Tourism, Sport and the Arts. Event management services to these Games are provided through a contract with the BC Games Society

The BC Games Society operations are located at 200 – 990 Fort Street, Victoria, BC.

### ***Direction from Government***

The *Shareholders Letter of Expectations* is an agreement between the Government of British Columbia (the Shareholder) and the BC Games Society that outlines the respective roles and responsibilities of each, including high level performance expectations, public policy issues, and strategic priorities. This letter can be found at [www.bcgames.org](http://www.bcgames.org).

## Mandate

The BC Games Society was established in 1977 by the Provincial Government to promote community and sport development across BC.

## Governance

The BC Games Society is responsible to the Minister of Tourism, Sport, and the Arts through the Board of Directors. A fifteen-member community-based Board of Directors appointed by Ministerial letter is responsible for providing direction through the policies and corporate goals. The Board of Directors appoints a President and Chief Executive Officer to manage the implementation of the policies and goals. The Directors adhere to the governance principles of the Crown Agency Accountability System and the Board Resourcing and Development Office's *Best Practices Guidelines* for governance and disclosure requirements. Included in those guiding principles are:

- Accountability and Performance
- Openness, Trust and Transparency
- Stewardship, Leadership and Effectiveness
- Clarity of Roles and Responsibilities
- Service and Corporate Citizenship
- Value, Innovation and Improvement

See [www.bcgames.org/facts\\_and\\_figures\\_board\\_governance.html](http://www.bcgames.org/facts_and_figures_board_governance.html) for more details.

Board members<sup>3</sup> include:

- Tony Fiala, Co-Chair, Williams Lake, Finance Committee
- Wendy Ladner-Beaudry, Co-Chair, Vancouver
- Gary Young, North Vancouver, Chair, Marketing and Communications Committee
- Rod Cox, Terrace, Chair, Finance Committee
- Marni Abbott - Peter, Vancouver, Sport Committee
- Bruce Johnson, Penticton, Finance Committee
- Bob Irwin, Northern BC Winter Games Society Representative, Kitimat, Sport Committee
- June Parsons, BC Seniors Games Society representative
- Anoop Sharma, BC Disability Sports Representative
- Scott Braley, Vancouver
- Dorothy Paul, Victoria
- Jennifer Williams, Duncan
- Frank Lento, Fernie, Chair, Sport Committee
- Sharon White, Provincial Government, Victoria, Finance and Marketing and Communications Committees
- Kimberly Gilhooly, Vernon, Marketing and Communications and Sport Committees

Past Co-Chairs

- Joan Hess, West Vancouver
- John Furlong, Richmond
- Marion Lay, Vancouver
- Ron Austen, Duncan

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<sup>3</sup> Board renewal will take place in January 2008. Jennifer Williams' term expired Oct. 2007, June Parsons resigned in Sept. 2007 as BC Seniors Games Society moved to a new management model, Tony Fiala resigns effective January 2008 due to work/family obligations

## Planning Context and Risks

As an agency within the Provincial sport system, we are closely associated with four principle groups:

*Provincial Sport Organizations* – these agencies, through Memorandums of Understanding with the BC Games Society, provide technical expertise on their sport, recruit and train coaches and officials and provide recruitment, development, and qualifying opportunities for their athletes.

*Partner Boards of the BC Family of Games* include the Northern BC Winter Games Society and the BC Disability Sports. Each are volunteer driven and are responsible for the policies and procedures of their respective BC Games. Through a Service Agreement, the BC Games Society provides financial and event support to their Host Communities. BC Games Society also manages their insurance needs and offers policy direction.

*BC Seniors Games Society* – effective April 1, 2007, the staging of the BC Seniors Games is achieved under a management contract between the BC Seniors Games Society and the BC Games Society. This fee for service is monitored by the Sport and Recreation Branch of the Ministry of Tourism, Sport and the Arts, through a Cooperative Agreement with Games management coming through a Service Level Agreement.

*Host Communities* are cities within the province that have been successful in their request to host any one of the five BC Games. Their municipal support is critical to the successful hosting of the BC Games.

This table identifies the key risks and plans for mitigation as determined by the Board of Directors of the BC Games, recognizing our four partners in the overall delivery of BC Games.

Risks	Plans for Mitigation
The BC Games Society relies on the third party recruitment and development of athletes by Provincial Sport Organizations who attend the BC Summer and BC Winter Games. This recruitment, and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations.	Through ongoing, consistent dialogue and written agreements with each of the sports, we work to ensure the policies and practices associated with Games participation are carried out, both by the sport and by BC Games staff and volunteers.
Responsibility for the policies and procedures of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. BC Games Society is responsible for the technical delivery of these Games but holds no authority on their make up.	The BC Games Society holds positions for a representative of the Northern Games and the BC Disability Games for the purposes of information sharing, policy development, and overall communications. Direct dialogue with the BC Seniors Games Board ensures effective communication. Through agreements with each of the respective Boards, deliverables are determined and subsequently measured through open discussion.
In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be achieved.	The BC Games Society continues to market the opportunities associated with hosting the BC Games to all BC communities, regardless of size. By communicating with Mayors, Recreation Directors, and Spirit Committee Chairs, the <i>good news</i> of the BC Games is consistently told.

## Goals, Objectives, Strategies, Measures and Targets

When establishing goals for the BC Games Society, it was imperative to look at our core business function, which is the delivery of the BC Winter and BC Summer Games. These BC Games must be done in partnership with the Provincial Government and the corporate sector, as they are our primary funding sources. Our goals reflect our priorities to volunteer support and the requirement to supplement our Provincial grant through corporate collaboration. Our goals, strategies, performance measures and targets have been revised from the previous service plan in order to focus on key aspects of performance.

During the term of this Service Plan, the primary goals of the BC Games Society shall be:

<b>Goal 1 – Effective Management of BC Winter Games, BC Summer Games and Partner Games</b>			
<b>Goal and Objectives</b>			
In partnership with the Kelowna 2008 BC Summer Games Society, the Terrace 2010 BC Winter Games Society, and the Township of Langley 2010 BC Summer Games, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners. Working with the Parent and local Boards of the Northern BC Winter Games, the BC Disability Games and through a Service Level Agreement with the BC Seniors Games, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.			
<b>Key Strategies</b>			
Provide concise written and online materials to support the volunteers in creating a quality BC Games. Promote Provincial Sport Organizations use of the BC Winter and BC Summer Games through Memorandums of Understanding as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province.			
<b>Performance Measures</b>		<b>Targets</b>	
	06 / 07 Actuals Kamloops 2006 BC Summer Games	07 / 08 Forecast Kimberley-Cranbrook 2008 BC Winter Games	Year 1 - 08/09 Kelowna 2008 BC Summer Games
Volunteers use and value on-line tasks, samples and protocols to effectively manage their Games	Survey results of Kamloops 2006 BC Summer Games volunteers indicated an 87% <sup>4</sup> approval for the quality of materials provided	Initial survey of volunteers taken spring 2007 indicates a 90% approval of materials provided	Year 2 -09/10 Terrace 2010 BC Winter Games
			Year 3 - 10/11 Township of Langley 2010 BC Summer Games
		Surveys of Kelowna and future volunteers expected to meet or exceed baseline results as guidelines become more refined  Year 1 - 80% satisfaction Year 2 – 80% satisfaction Year 3 – 80% satisfaction	

<sup>4</sup> surveys conducted of registered volunteers in each respective host community

	06 / 07 Actuals Kamloops 2006 BC Summer Games	07 / 08 Forecast Kimberley-Cranbrook 2008 BC Winter Games	Year 1- 08/09 Kelowna 2008 BC Summer Games	Year 2 –09/10 Terrace 2010 BC Winter Games	Year 3 – 10/11 Township of Langley 2010 BC Summer Games
Coaches attending the BC Winter Games and BC Summer Games are certified at the required NCCP <sup>5</sup> level 2.	74% of attending coaches at the Kamloops Games were NCCP 2 certified	70% of attending coaches at the Kimberley-Cranbrook Games will be certified	80% of attending coaches at the Kelowna Games will be certified	80% of attending coaches at the Terrace Games will be certified	80% of attending coaches at the Langley Games will be certified
Athletes and coaches in the BC Winter and BC Summer Games move on to higher levels of competition including the Canada Games <sup>6</sup>	65% of athletes and 29% of coaches at 2007 Canada Winter Games were BC Games alumni	next Canada Games in PEI to be measured in Sept. 2009	It is expected future surveys will show increases to the baseline based upon adherence to the BC Games core sport program  No Canada Games in Year 1 expect 70% of the 2009 Canada Summer Games team to have had a BC Games experience during Year 2		
Legacies <sup>7</sup> in each of the three years include new sport club development, hundreds of trained volunteers, equipment and facility upgrades	- - 3,246 volunteers recruited and trained - - \$35,917 direct cash investment in sport - - \$101,576 invested in legacy fund for coaching development	Kimberley-Cranbrook Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300	Kelowna Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$75,000 in legacy grants. Recruited volunteers expected to be 3500	Terrace Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300	Langley Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$75,000 in legacy grants. Recruited volunteers expected to be 3500

<sup>5</sup> the National Coaching Certification Program (NCCP) is the nationally recognized accreditation system for coaches.

<sup>6</sup> figures measured based on registered participants in BC Games ViewTeam software and Team BC software

<sup>7</sup> volunteer figures from ViewTeam software / financials obtained from audited financial statements of each community

**Goal 2 – Entrepreneurial Activities to support financial sustainability and program enhancement**

**Goal and Objectives**

To ensure financial sustainability and enhancement of BC Games through entrepreneurial activity by increasing the level of non-Governmental fiscal support to the benefit of the BC Summer and BC Winter Games.

**Key Strategies**

Establish new and maintain existing corporate partners through a thorough delivery on our contractual obligations

Provide supportive documentation and event management to Host Communities to recruit and develop local cash and value-in-kind support

Performance Measures	Targets				
	06 / 07 Actuals Kamloops 2006 BC Summer Games	07 / 08 Forecast Kimberley-Cranbrook 2008 BC Winter Games	Year 1- 08/09 Kelowna 2008 BC Summer Games	Year 2 –09/10 Terrace 2010 BC Winter Games	Year 3 – 10/11 Township of Langley 2010 BC Summer Games
As corporate partners, Air Canada Jazz, Global – BC and TELUS provide cash and in-kind services to offset budgeted expenditures	AC Jazz provided \$105,000 value through charter discounts and staff travel <sup>8</sup>	Contract renegotiated with Air Canada Jazz effective May 2007 – value \$70,000 value in-kind <sup>9</sup> .	AC Jazz continues with second year of 2 year deal	Contract renegotiation with Air Canada Jazz begins January 2009 – anticipating a 2 year renewal	AC Jazz continues with second year of 2 year deal
	Global BC re-signed April 2006 to five year deal at \$80,000 in-kind value / year	Global BC provides \$80,000 in-kind value in year 2 of agreement	Global BC provides \$80,000 in-kind value in year 3 of agreement	Global BC provides \$80,000 in-kind value in year 4 of agreement	Global BC provides \$80,000 in-kind value in year 5 of agreement
	TELUS provided \$85,000 cash and in-kind value	TELUS provides \$85,000 cash and in-kind value	Contract renegotiation with TELUS begins - anticipating a 3 year renewal	TELUS provides \$85,000 cash and in-kind value in year 2	TELUS provides \$85,000 cash and in-kind value in year 3
	Assisted Kamloops in bringing BC Lottery Corp. on as a \$60,000 partner	BC Lottery Corp. signed April 2007 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2008 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2009 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2010 to one year, \$40,000 deal
Host Community budgets are supported by local government and business through cash and in-kind contributions	Kamloops receives \$107,650 cash and \$ 255,411 value in-kind for its BC Summer Games	Kimberley-Cranbrook receives \$40,000 cash and \$ 300,000 value in-kind for their BC Winter Games	Kelowna receives \$60,000 cash and \$500,000 value in-kind for its BC Summer Games	Terrace receives \$40,000 cash and \$300,000 value in-kind for their BC Winter Games	Langley receives \$60,000 cash and \$500,000 value in-kind for its BC Summer Games

<sup>8</sup> cancellation of BC Disability Games in 2006 meant reduction in sponsorship value due to lack of promotional opportunity

<sup>9</sup> \$50,000 in flights and \$20,000 in promotion. Effective Jan. 2007, Air Canada Jazz only supports the BC Winter and BC Summer Games

## Budget 2008/09-2010/11

08/09 Budget based on figures approved October 26, 2007

### Summary Financial Outlook

2008/09 - 2010/11

	2006/07	2007/08	2008/09	2009/10	2010/11
	Actual	Forecast	Budget	Forecast	Forecast
<b>Total Revenue</b>	<b>2,428</b>	<b>2,492</b>	<b>2,611</b>	<b>2,494</b>	<b>2,609</b>
Province of BC grant <sup>10</sup>	2,137	2,002	2,002	2,002	2,002
Other Revenues <sup>11</sup>	291	490	609	492	607
<b>Total Expenses</b>	<b>2,434</b>	<b>2,492</b>	<b>2,611</b>	<b>2,618</b>	<b>2,335</b>
Grants	845	560	745	330	705
Games Operations	503	845	730	1,145	485
Overhead	1,086	1,087	1,136	1,143	1,145
<b>Operating Income (Loss)</b>	<b>-6</b>	<b>0</b>	<b>0</b>	<b>(-124)</b>	<b>274</b>
Operating and Capital Surplus B/F	853	847	847	847	723
<b>Operating and Capital Surplus C/F</b>	<b>847</b>	<b>847</b>	<b>847</b>	<b>723</b>	<b>997</b>

<b>FTEs</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
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<b>Capital Expenditures<sup>12</sup></b>	<b>10</b>	<b>89</b>	<b>19</b>	<b>15</b>	<b>15</b>
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Key Assumptions	Forecast Notes, Risks and Sensitivities
<ul style="list-style-type: none"> <li>• During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage:               <ul style="list-style-type: none"> <li>○ Dawson Creek 2008 Northern BC Winter Games</li> <li>○ Kimberley-Cranbrook 2008 BC Winter Games</li> <li>○ Kelowna 2008 BC Summer Games</li> <li>○ Prince George 2008 BC Seniors Games</li> <li>○ Mackenzie 2009 Northern BC Winter Games</li> <li>○ Maple Ridge 2009 BC Disability Games</li> <li>○ 2009 BC Seniors Games – Richmond</li> <li>○ Prince Rupert 2010 Northern BC Winter Games</li> <li>○ Terrace 2010 BC Winter Games</li> <li>○ 2010 BC Seniors Games – Comox / Campbell River</li> <li>○ 2011 Northern BC Winter Games – venue TBD</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• April 1, 2007 saw the direct funding responsibilities for the BC Seniors Games Society transferred to the Sport and Recreation Branch</li> <li>• effective 2011, the Northern BC Winter Games will be held in odd calendar years only</li> <li>• external travel in 07 /08 and 09/10 reflects projected increases based on Air Canada Jazz estimates<sup>13</sup></li> </ul>

<sup>10</sup> as of April 1, 2005 Society's grant is delivered through an Agreement for Financial Assistance with the Sport and Recreation Branch of the Ministry of Tourism, Sport and the Arts.

<sup>11</sup> fluctuations in self-generated revenue due to athletes' fees (more athletes in summer games than winter games)

<sup>12</sup> systems and software development, office furniture, sign inventory

<sup>13</sup> Society policy is to fly participants should they reside 800 km or more from the host city. The balance of participants are provided charter bus travel.

