

# **BC Games Society**

## **2019/20 – 2021/22 SERVICE PLAN**

**February 2019**



For more information on the BC Games Society contact:

**200 - 990 Fort Street**

**Victoria, B.C. V8V 3K2**

**Alison Noble, President and CEO**

**Phone: (250) 387-1375**

**Fax: (250) 387-4489**

**Email: [alisonn@bcgames.org](mailto:alisonn@bcgames.org)**

or visit our website at

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

## **Board Chair Accountability Statement**

The 2019/20 - 2021/22 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 24, 2019 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, 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.



Jamey Paterson  
Board Chair

**Table of Contents**

Board Chair Accountability Statement ..... 3

Strategic Direction and Alignment with Government Priorities..... 5

Operating Environment..... 6

Performance Plan ..... 7

Financial Plan..... 14

    Summary Financial Outlook..... 14

    Key Forecast Assumptions, Risks and Sensitivities ..... 14

    Management’s Perspective on the Financial Outlook ..... 15

Appendix A: Hyperlinks to Additional Information..... 16

    Corporate Governance ..... 16

    Organizational Overview ..... 16

## Strategic Direction and Alignment with Government Priorities

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter and BC Summer Games and Team BC's — the provincial team competing at Canada Games — involvement 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, games provide opportunities to build or enhance their capacity to attract and deliver major events. Team BC operations provide mission staff<sup>1</sup> opportunities to develop or enhance competencies such as leadership, teamwork, time management and organizational skills.

Specifically, the Society will provide guidance and expertise to host societies to help organize and deliver the Fort St. John 2020 Winter Games and the Maple Ridge 2020 Summer Games and will assist the Cowichan 2018 BC Summer Games host society wind down its operations. Society staff will also be preparing for Team BC's participation in the Red Deer 2019 Canada Winter Games and involved in preliminary planning for the Niagara 2021 Canada Summer Games.

December 2018 marked the close of the Society's 40<sup>th</sup> Anniversary. Reconnecting with participants and volunteers from across the province during this celebratory year provided an opportunity to remain engaged with alumni – thereby allowing us to continue to draw upon the remarkable “human capital” that drives the success of these community celebrations.

As the growth of the *Powering Potential Fund*<sup>2</sup> continues to be one of the Society's priorities, there will be additional efforts to identify alternative funding sources in order to keep the fund operational. 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.

In accordance with the [2019/20 Mandate Letter](#), the Society will:

- Support economic and tourism development by building event hosting capacity within host communities in the lead up to the 2020 and 2022 Games.
- 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 2020 North American Indigenous Games in Halifax.
- Continue to work to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help ensure positive, accessible and inclusive experiences for all those involved in BC Games.
- Enhance and share best practices for safety with an increased focus on preventing and addressing harassment and abuse.

---

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

<sup>2</sup> The Society created the *Powering Potential Fund* in April 2017 for legacy projects (e.g. bursaries/awards, equipment, capital projects and community programs).

The BC Games Society is aligned with the Government’s key priorities:

Government Priorities	BC Games Society Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> <li>• Undertaking entrepreneurial activities and cost-efficiencies to support financial sustainability and program enhancement (Goal 2).</li> <li>• Ensuring financial and sport legacies for host communities (Objective 2.1).</li> <li>• Leveraging the Province’s investment with corporate partners, local government and business contributions and other cost-efficiencies (Objective 2.2).</li> </ul>
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Ensuring effective management of BC Winter Games and BC Summer Games (Goal 1).</li> <li>• Providing pathways for athletes, coaches and officials to develop skills and achieve personal excellence. (Objective 1.2).</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• Building community capacity to host major events (Objective 1.1).</li> </ul>

As well, the Province is committed to support true and lasting reconciliation with Indigenous Peoples and the Truth and Reconciliation Commission’s *Calls to Action* as well as 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 and support Indigenous athletes, promote event management expertise, and facilitate Indigenous participation in BC Games and on Team BC.

The Society’s board is gender-balanced and geographically representative and it continues to seek nominations for members with varying skillsets and population groups (i.e. age, disability, Indigenous and multi-cultural) in order to help ensure diversity and effective leadership.

## Operating Environment

The Society continues to provide nation-leading expertise to its host cities and Games partners. As each BC Games are delivered in a unique community, they require a level of effort akin to starting up a new company. The Society’s success is due to its committed and knowledgeable staff of 10, continuous improvement of event management processes and a system of transferring knowledge which is the benchmark for multi-sport games success in Canada.<sup>3</sup>

The Society provides mission staff, athletes and coaches with clear direction and information through the provision of written and on-line resources. As well, through bringing BC Games processes, resources (technology, administration and staff expertise) and partnerships to the Team BC program, the Society has achieved significant economies of scale which is reinvested in programs such as mentorship and performance and mental health support.

Looking forward, the Society will face fiscal pressures related to significantly higher transportation costs for athletes attending the 2020 BC Winter Games in Fort St. John, compared to previous years

<sup>3</sup> Based on input from and consultation with other provincial and national games organizers.

Winter Games events. While government has authorized the Society to access its retained earnings to address this pressure, the Society will continue to work to manage cost pressures and rebuild its accumulated surplus.

With recent public attention on harassment and abuse in sport, the B.C. sport sector and government are working together to ensure positive, safe and ethical sport environments. The Society contributes to this work by implementing various standards, policies and practices for safety, injury prevention and ethical behaviours (e.g. anti-doping, anti-bullying/harassment). To further support this work, the Society will evaluate, in consultation with sport and community partners, the response to an incident at the Cowichan 2018 BC Summer Games and share learnings with provincial sport organizations involved in BC Games, government and more broadly with the sport sector.

## **Performance Plan**

The BC Games Society values the relationship it has with the Ministry of Tourism, Arts and Culture. The Society regularly engages with the Ministry and is committed to overall alignment with the Ministry's tourism, economic and sport development goals and priorities.

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

BC Games Society staff provide expertise and guidance to communities hosting BC Winter and BC Summer Games to ensure that events are effectively managed at a consistently high standard. In doing so, the events provide positive and quality experiences for all involved and strengthen B.C.'s hosting capacity as well as providing a high-performance pathway for athletes and coaches.

#### **Objective 1.1: Build community capacity to host major events**

BC Summer and BC Winter Games provide host communities with opportunities to profile their communities and to build their capacity to host events. Transferring knowledge and learnings from previous successful BC Games helps host communities attract and successfully deliver major events and contributes to tourism and economic priorities throughout B.C.

#### **Key Strategies:**

- Prepare and provide detailed written and online resource materials to support volunteers in delivering high quality events. The effectiveness and use of the materials is strengthened by staff guidance and mentorship throughout the planning phase.
- Ensure continuous improvement in major event management processes through effective evaluation of previous Games and knowledge sharing with host communities, organizing committees and volunteers.
- Create a strong awareness of the games and the benefits associated with volunteering, thereby driving recruitment in host communities and mobilizing thousands of people to deliver the events.

Performance Measures		2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
1.1a	Volunteer satisfaction with online resource materials <sup>1</sup>	80%	93%	85%	85%	85%
1.1b	# of Volunteers <sup>2</sup>	1,951	2,155	2,100	2,650	2,100

Data Sources:

<sup>1</sup> Based on volunteer survey using online Survey Monkey tool following each BC Games.

<sup>2</sup> BC Games ViewTEAM volunteer registration software. Volunteer requirements vary between BC Summer Games and BC Winter Games as more sports are involved in summer games.

### Linking Performance Measures to Objectives:

- 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 with their tasks.
- 1.1b The Society trains and provides guidance to the organizing committee, who in turn work with 2,300 to 3,100 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. In addition, skills are often transferrable to other job and career aspirations.

### Discussion:

Participation on Team BC Mission Staff, particularly in such a high-paced Games' environment offers action-based learnings, such as leadership, time management, organizing and teamwork; all of which transfer to career experience.

The Society has set consistent year-to-year targets for volunteer satisfaction with online resource materials as each community is a new start-up with an entirely new set of community volunteers. The Society anticipates surpassing its 2018/19 target for volunteer satisfaction.

Volunteer targets vary between summer and winter games and vary by community depending on factors including the number of games venues, the level of prior sport hosting experience and volunteer shift and scope preferences. The Society is forecasting less than targeted numbers of volunteers at the 2018/19 summer games, as many volunteers committed additional time, therefore requiring fewer numbers of volunteers overall.

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

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. Through developing a competition standard for

athlete, coaches and officials, the BC Games help raise the bar across the province when these participants return to their communities.

### 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 core sport and athlete development criteria.
- Develop partnerships with sport organizations to increase opportunities for specific athlete groups to compete at the games, such as collaborating with ISPARC to increase Indigenous athlete participation.
- Set standards for athlete selection and coach and officials certification. Partner in programming to enhance opportunities for coaches such as the coach mentorship/apprentice programs.

Performance Measures	2017/18 Actuals	2018/19 Forecast	2019/20 Target	2020/21 Target	2021/22 Target
1.2a BC Games head coaches are National Coaching Certification Program Competition Development certified <sup>1</sup>	96%	88%	85%	85%	85%
1.2b Percentage of BC Games participants with Indigenous heritage <sup>2</sup>	2.8%	5.8%	5%	5%	5%
1.2c Percent of BC Games alumni on Team BC (Canada Games) <sup>3</sup>	57%	50%	n/a	n/a	50%

Data Sources:

<sup>1</sup> Information provided by provincial organizations and Coaching Association of Canada.

<sup>2</sup> Self-declaration of Indigenous status as part of registration process (based on past participation and aiming to maintain and build to a new future standard).

<sup>3</sup> Comparison of Team BC registered athletes to BC Games past athlete data.

### Linking Performance Measures to Objectives:

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 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 his or her efforts to advance to higher levels of coaching. This often leads to turnover at each set of Games as there is a new wave of coaches getting certification in order to attend the Games and to expand their coaching experience. To further increase coach opportunities and capacity, the BC Games Coach Mentorship program (in partnership with viaSport) assists apprentice coaches to enhance and develop their coaching skills through participation in the BC Games.

1.2b The BC Games are an important opportunity for Indigenous athletes, coaches and officials to expand their experiences towards 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. The percentage of alumni on Team BC is a strong indicator of this progression.

**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 model. This model 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 (i.e. Team BC for the North American Indigenous Games) to provide support and mentorship opportunities (staff to staff) with respect to event hosting and operations. This also contributes to the B.C. sport system's overall high performance pathway.

It is typical for there to be turnover or movement in coaching at various levels of sport competition in communities across B.C. The 2019/20 to 2021/22 targets are consistent for each set of summer or winter games to recognize a new cohort of coaches progressing to BC Games competitions. The BC Games Society and ISPARC developed agreements with one sport at the 2018 BC Winter and three sports at the 2018 BC Summer Games to increase opportunities for Indigenous athletes. The percentage of Indigenous participants increased at the 2018 BC Summer Games from 2.8 per cent to 5.8 per cent and is expected to consistently increase over the games' historical percentages (2-3%) as the program is expanded. The target has been set conservatively at 5 per cent for the next three years as a baseline standard and will be evaluated against future program expansion. This is a new performance measure that has been added to reflect the Society's commitment to First Nations Truth and Reconciliation Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples.

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

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

The Society's entrepreneurial activities include securing and/or guiding cost-efficiencies in both the Society's and host societies' operating budgets, as well as Team BC operations. Through these activities, participants have access to affordable sport opportunities and host communities are provided with lasting legacies, including new or refurbished capital projects, equipment, sport and community programs.

The Society continues to find efficiencies and new resources to enhance BC Games and Team BC programs such as BC Games mentorship programs and Team BC mental health and performance programs. As well, merchandise sales at BC Winter and BC Summer Games directly benefits the host communities’ legacies, providing additional investment in areas such as bursaries, facility and equipment investments.

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

Guidance from the Society helps ensure that the host society’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 and BC Winter Games.
- Leverage the [Powering Potential Fund](#) and host communities’ Legacy Funds<sup>4</sup> to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable.

Performance Measures		2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
2.1a	\$ from Games’ operating budget invested to deliver sport competitions	\$79,160 <sup>1</sup>	\$85,000	\$60,000	\$80,000	\$60,000
2.1b	\$ financial legacy (surplus from operating budget that is invested it post-Games sport development and infrastructure)	\$72,000 <sup>1</sup>	\$75,000	\$65,000	\$75,000	\$65,000

Data Source: Audited financial statements.

<sup>1</sup> Games operating budget and audited financial statements for 2018 BC Winter Games may not align with Actuals provided in the 2017/18 Annual Service Plan Report, as at the time of releasing that report, these figures were estimates. The audit is now complete and both performance measures have surpassed their targets for the 2017/18 fiscal year.

**Linking Performance Measures to Objectives:**

- 2.1a The host society’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.

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

**Discussion:**

The BC Winter Games and BC Summer Games take place on 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 vary from those of the BC Summer Games. While the Society is on track to meet its 2018/19 financial legacies target of \$75,000 it will exceed the operational budget legacies target because the host society brought in more revenue than anticipated and applied this to enhance the games' operations. Future targets are baselines that have been set from 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 may not have hosted a major event in recent times and is able to bring together significant local resources (e.g. volunteers, local business support) so operating budgets and financial legacies are typically higher; other communities may have competing demands or challenges on local resources (e.g. other events, economic hardships).

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

Investments from corporate partners, local governments and local businesses leverage the Province's investment in the Games. This additional support provides enhanced BC Games experiences for participants, helps raise the profile of BC Games and host communities and secures additional legacies and other benefits such as sport, tourism and economic development.

**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 societies in the area of 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 Measures	2017/18 Actuals 2018 BCWG	2018/19 Forecast 2018 BCSG	2019/20 Target 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG
2.2a Global BC (ad value-in-kind)	\$85,820	\$85,820	\$60,000	\$60,000	\$60,000
2.2b Black Press (ad value-in-kind)	\$152,818	\$150,000	\$150,000	\$150,000	\$150,000
2.2c Coast Capital (cash contribution)	\$60,000	\$60,000	\$20,000	\$60,000	\$60,000
2.2d Cash and value in-kind (VIK) generated by host societies	\$107,592 cash \$200,135 VIK	\$127,900 cash \$529,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK

Data Source: Values determined through contract and/or partner supplied values.

**Linking Performance Measures to Objectives:**

Overall, these performance measures indicate that BC Games is leveraging the Province’s investments and helping to offset expenditures and/or secure surpluses that can be reinvested.

2.2a-d Cash and in-kind contributions from corporate partnerships and local governments and businesses help to offset expenditures and supplement Society and host society budgets.

**Discussion:**

The Society anticipates meeting all of the 2018/19 corporate partner targets.

Looking forward, the Society has set its 2019/20 target for cash contribution from Coast Capital Savings lower compared to other target years, due to the 2020 BC Winter Games being held in Fort St. John, which is outside of their target market. The Society’s partnership with Jazz Aviation ended December 2018 as the company can no longer support the charter needs of the BC Games. The ad value-in-kind (VIK) contributions from Global BC and Black Press are consistent from year to year and provide important recognition opportunities. The host societies’ cash and VIK targets are estimated based on past BC Games, and have been set accordingly. They also take into consideration each host communities uniqueness in terms of VIK resources available or required, as there are often variances as operational plans are implemented.

Through locally recruited sponsorship, each community supports and reduces its budget resulting in budget savings upon the conclusion of the BC Games. Fifty per cent of those savings returns to the Society for future Games, while the 50 per cent remaining in the community makes up a large portion of their post Games legacy investment.

## Financial Plan

### Summary Financial Outlook

(\$m) or (\$000)	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget
Province of BC Grant	2,013	2,013	2,013	2,013
Team BC Grant	484	250	250	250
Corporate Partner Income	60	20	60	70
By Major Sources	514	290	495	330
<b>Total Revenue</b>	<b>3,071</b>	<b>2,573</b>	<b>2,818</b>	<b>2,663</b>
Grants	562	390	475	512
Games Operations <sup>2</sup>	1,147	1,613	963	762
Salaries and Benefits	883	884	901	915
Board Expenses	11	12	12	12
Administration	279	285	278	273
Lease Costs	189	189	189	189
<b>Total Expenses</b>	<b>3,071</b>	<b>3,373</b>	<b>2,818</b>	<b>2,663</b>
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	0	(800)	0	0
Total Liabilities/Debt (even if zero)	0	0	0	0
Accumulated Surpluses/Retained Earnings/Equity (even if zero)	1,139	339	339	339
Capital Expenditures	18	18	18	18
Dividends/Other Transfers	0	0	0	0

### Key Forecast Assumptions, Risks and Sensitivities

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

- Team BC operations for the Red Deer 2019 Canada Winter Games
- Fort St. John 2020 BC Winter Games
- Maple Ridge 2020 BC Summer Games
- Greater Vernon 2022 BC Winter Games

## Management's Perspective on the Financial Outlook

<b>Risks</b>	<b>Plans for Mitigation</b>
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.	Through long term and consistent communication and written agreements with individual provincial sport organizations, 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 community and the sport organization.
The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2020 BC Winter Games in Fort St. John.	Government has authorized the Society to access its retained earnings to mitigate this projected pressure. The Society will also work to improve on the deficit situation (e.g. managing pressures within Games' cycle, seeking new revenue, etc.) and will continue to work to manage cost pressures and rebuild its accumulated surplus.
Adherence to BC Games' safety policies (e.g. harassment and abuse, concussion, anti-doping, etc.) is reliance on provincial sport organizations and host community commitment to provide safe, inclusive, ethical and positive experiences.	There will be an enhanced focus on safety in sport within the Games to ensure all participants, sport organizations and host society are informed of their role in making the Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse.
The Canadian Sport for Life's long term athlete development (LTAD) continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If PSOs do not value the games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.	Society staff works closely with PSOs to ensure they maximize their opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions.
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 faith may be challenged during times of economic downturn, competing demands on resources (volunteers or other hosting efforts) and/or other civic priorities.	The Society continues to market the positive economic and social opportunities associated with hosting the BC Winter and/or BC Summer Games.

## **Appendix A: Hyperlinks to 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.