

BC Games Society

**2021/22 – 2023/24
Service Plan**

April 2021



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Board Chair's Accountability Statement



The 2021/22 – 2023/24 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 March 2021 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 BC Games Society's operating environment, forecast conditions, risk assessment and past performance.

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

Jamey Paterson
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2021/22, British Columbians continue to face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and the Government of British Columbia. The government has identified five foundational principles that will inform each Crown agency's policies and programs and contribute to COVID recovery: putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and meeting our greenhouse gas commitments, and a strong, sustainable economy that works for everyone.

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. The Society also supports the involvement of Team BC, the provincial team competing at Canada Games, in national multi-sport Games. Each of these Games provide opportunities for the development of athletes, coaches and officials in preparation for higher levels of competition. For host communities, the Games provide opportunities to build or enhance their capacity to attract and deliver major events. Team BC's Mission Staff¹ provide opportunities to develop or enhance competencies such as leadership, teamwork, time management and organizational skills.

In 2021/22, the Society will provide guidance and expertise to host organizing committees to help prepare for and deliver the Greater Vernon 2022 BC Winter Games (February 24-27) and the Prince George 2022 BC Summer Games (July 21-24). Society staff will also be preparing for Team BC's participation in the 2022 Niagara Region Canada Summer Games (August 6-21; postponed from 2021).

In February 2021, the Society received bids from interested communities to host three sets of Games: the 2024 BC Winter Games, 2026 BC Winter and 2026 BC Summer Games. Maple Ridge was awarded the 2024 BC Summer Games due to the cancellation of their Games in 2020 because of the pandemic. Successful host communities will be announced in late spring 2021.

The Society has been directed to make progress on the priorities identified in its [2021/22 Mandate Letter](#) and incorporate them in the goals, objectives and performance measures found in this service plan.

The Province is committed to supporting true and lasting reconciliation with Indigenous Peoples and the Truth and Reconciliation Commission Calls to Action, the BC's *Declaration on the Rights of Indigenous Peoples Act*, as well as the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples. To help support this commitment, the Society continues to work with Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to build capacity to host events, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC.

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

Harassment and abuse in sport should never be tolerated and 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 standards, policies and practices for safety, injury prevention and ethical behaviours (e.g. anti-bullying/harassment) and will be introducing new initiatives to enhance these efforts. The Society has a comprehensive *Culture of the Games* program that will be mandatory for all participants to teach them about positive, respectful and inclusive behaviour. This work also supports the Federal-Provincial/Territorial Ministers responsible for sport's *Red Deer Declaration – For the Prevention of Harassment, Abuse and Discrimination in Sport* and Gender-Based Analysis Plus, as females, LGBTQ2S+, Indigenous, disability and multi-cultural populations are often more vulnerable to harassment, abuse and discrimination in sport.

The Society's Board of Directors is gender-balanced and geographically representative. It continues to seek nominations for members with varying skillsets, from diverse population groups (e.g. age, disability, Indigenous and racialized communities), to help ensure diversity and effective leadership.

Operating Environment

The Society continues to provide expertise to its host cities and Games partners. As each BC Games is delivered in a unique community, each event requires a level of effort akin to starting a new company. The Society's success is due to its committed and knowledgeable staff, continuous improvement of event management services and practices, and a system of transferring knowledge which is the benchmark for multi-sport Games success in Canada.²

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

Due to COVID-19, the Maple Ridge 2020 BC Summer Games were cancelled, and the Niagara 2021 Canada Summer Games have been postponed to 2022. To operate in the post-COVID-19 environment, the Society is preparing a *Return to Games Plan* that will provide a modified version of the Games if required to ensure alignment with the Provincial Health Officer Orders and guidelines.

The pandemic may also have lingering effects on community resources such as volunteer capacity and support from local business and government. Additionally, the pandemic may bring additional expenditures (e.g. personal protective equipment (PPE), reduced facility capacities, physical distancing requirements, increased transportation, or facility costs).

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

Apart from COVID-19, the Society faces fiscal pressures to ensure the *Powering Potential Fund*³ remains sustainable. The Society will continue to make all efforts to manage any cost pressures and ensure its budget is balanced.

Performance Planning

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

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

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

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

Key Strategies

- Prepare and provide detailed written and online resource materials to support volunteers in delivering high quality events. These materials are supplemented by staff guidance and mentorship throughout the planning phase.
- Ensure continuous improvement in major event management services and practices through effective evaluation of previous Games and knowledge-sharing with host communities, organizing committees and volunteers.
- 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.
- Ensure BC Games-related training will offer volunteers new transferable skills.

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

- Offer information and awareness sessions (i.e., Cultural Training; Crisis Planning) to Mission Staff to prepare them for the Games and to provide additional skills and education.

Performance Measures	2020/21 ⁴ Forecast 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG & 2022 CSG	2023/24 Target CWG & 2024 BCWG
1.1a Volunteer satisfaction with online resource materials ¹	N/A	85%	85%	85%
1.1b # of Volunteers ²	800	2,100	2,650	2,100
1.1c Mission Staff satisfaction with information and awareness sessions for skill development ³	N/A	N/A	TBD	TBD

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

Data source:

¹Based on volunteer survey using online Survey Monkey tool following each BC Games. Number set to N/A due to cancelled 2020 BC Summer Games.

²BC Games ViewTEAM volunteer registration software. Volunteer requirements vary between BC Summer Games and BC Winter Games as more sports are involved in BC Summer Games.

³Will be based on Mission Staff survey using online Survey Monkey tool following each set of Canada Games (Canada Summer and Canada Winter Games are held every four years on an alternating schedule). Target was moved to 2022/23 due to the 2021 Canada Summer Games being postponed to 2022.

⁴Forecasts for 2020/21 BC Summer Games are “N/A” as the Maple Ridge 2020 BC Summer Games were cancelled due to the COVID-19 pandemic. 800 volunteers were registered for the Games prior to the cancellation.

Linking Performance Measures to Objective

- 1.1a BC Games online resource materials support volunteers in preparing for and delivering a quality Games. The Society and Board work with key planning volunteers (i.e. the organizing committee) to guide implementation of the standards and policies. This measure indicates that volunteers are provided with useful information and support to help them develop skills, confidence, and competency.
- 1.1b The Society trains and provides guidance to the organizing committee, who work with up to 3,000 volunteers (depending on event and community size). Post-Games, the legacy of skilled volunteers continues to build community capacity to attract and deliver major events. This measure indicates that skills are often transferrable to other job and career aspirations.
- 1.1c The Society recruits, selects and trains Mission Staff that support Team BC at the Canada Games. These individuals help organize Team BC logistics and events leading up to and during the Games, thus allowing our provincial team to perform at its best. This performance measure indicates that experiences as Mission Staff contributes to individual growth – skills that continue to benefit individuals and their communities.

Discussion

As each community hosting effort is a new project with an entirely new set of community volunteers, the performance measure targets remain the same from one set of Games to the next.

Volunteer targets vary between Summer and Winter Games and vary by community depending on factors including the number of venues being used, the level of prior sport hosting experience and different approaches to organizing volunteer responsibilities.

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

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

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

"Inclusive and equitable" has been added to this objective this year to better reflect the work the Society is doing including:

- Working with ISPARC to contribute to the Province's commitment to lasting and meaningful reconciliation with Indigenous peoples;
- Ensuring gender equity in its board and in team complements of sports participating in BC Games;
- Providing affordable opportunities for athletes to participate in and communities to host BC Games. Athletes can participate in these events at a reasonable cost of \$175 per registration. A hardship clause is in place for those who might not be able to afford the registration fee;
- Ensuring the sports selected for inclusion in the BC Games have equitable gender representation. As well, when participating sports identify non-binary athletes, the Society works with these sports and the host community to ensure the BC Games provide an inclusive and positive experience for these athletes;
- Providing opportunities for athletes with a disability to compete in the Games;
- Delivering the *Culture of the Games* program and working with host organizing committees to promote positive, inclusive, and accessible BC Games experiences for all those involved.

Key Strategies

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

Performance Measures	2020/21 Forecast 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG & 2022 CSG	2023/24 Target CWG & 2024 BCWG
1.2a BC Games head coaches are National Coaching Certification Program Competition Development certified ²	N/A ¹	85%	85%	85%
1.2b Percentage of BC Games participants with Indigenous heritage ³	N/A	5%	5%	5%
1.2c Percentage of BC Games Alumni on Team BC (Canada Games) ⁴	N/A	N/A	50%	N/A
1.2d Number of participants in the Coach Mentorship Program ⁵	N/A	10	10	10
1.2e Number of participants in the Society/ISPARC Indigenous program ⁶	N/A	TBD	TBD	TBD

Data source:

¹ The Maple Ridge 2020 BC Summer Games were cancelled due to the COVID-19 pandemic. Performance measures for 2020 are “N/A.”

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

³ 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)

⁴ Comparison of Team BC registered athletes to BC Games past athlete data.

⁵ This performance measure was established in 2020. Data provided by participating provincial organizations.

⁶ This is a new performance measure. Data collected through the Society’s program reporting.

Linking Performance Measures to Objective

- 1.2a The National Coaching Certification Program Competition Development level (previously NCCP Level 2) is the base standard for BC Games head coaches with allowances made to fit each sport. Setting coach certification levels not only contributes to raising the standard of the competitive experience for athletes participating at the BC Games, but also provides various communities across B.C. with a legacy of competent, certified coaches. For individual coaches, BC Games experience contributes to their ability to advance to higher levels of coaching. This often leads to a new wave of coaches across the province getting certified in order to attend the Games and to expand their coaching experience.
- 1.2b The BC Games are an important opportunity for Indigenous athletes, coaches and officials to 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 such as Canada Games and Olympic and Paralympic Games. The percentage of alumni on Team BC is a strong indicator of this progression.
- 1.2d Multisport games offer a unique opportunity for coaches to acquire new and enhanced skills. In partnership with the Canadian Sport Institute Pacific and viaSport, the Society will deliver the Coach Mentorship program that supports and trains aspiring coaches at the BC Games. Through assisting these apprentice coaches to learn and develop through practical experience at the BC Games, coaching opportunities and capacity across B.C. are increased.
- 1.2e This performance measure reflects the Society's work to ensure Indigenous participants have opportunities to participate in the Games. This has been possible through the Society's partnership with ISPARC and involvement from Spirit North⁴.

Discussion

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

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

⁴ Spirit North is a national charitable organization that uses land-based activities to improve the health and well-being of Indigenous youth, empowering them to become unstoppable in sport, school and life. There are nine [Spirit North](#) locations in B.C.

Turnover or movement of coaches is typical at all levels of sport competition. The 2021/22 and 2022/23 targets are consistent for each set of Summer or Winter Games to recognize a new cohort of coaches progressing to BC Games.

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

While the Coach Mentorship program, a partnership between viaSport BC, Canadian Sport Institute Pacific and the BC Games Society, was first established in 2018, this is the first year the Society has included it as a performance measure. The program aims to support up to ten Coach Mentors at each set of BC Winter and BC Summer Games.

To address Government priorities (i.e.: the Society's and the Province's commitment to *First Nations Truth and Reconciliation Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples*) and to ensure the BC Summer and BC Winter Games are accessible to all, the Society and ISPARC developed agreements with archery at the 2018 BC Winter Games and three sports (basketball, canoe/kayak and lacrosse) at the 2018 BC Summer Games to increase opportunities for Indigenous athletes. These agreements – along with additional involvement by Spirit North – led to 15 Indigenous athletes participating in this program in two sports (archery and cross-country skiing) at the 2020 BC Winter Games. The Society had set targets for this measure at Indigenous athletes comprising five per cent of BC Games participants. This metric however relies on participants self identifying as having Indigenous heritage as opposed to tracking the Indigenous program's growth. To better reflect success of the program in increasing Indigenous participation, a new performance measure on program participants has been added this year. The Society is working with ISPARC to determine targets for program growth.

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

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

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

The Society continues to find new resources through corporate sponsorships and philanthropic support to enhance BC Games and Team BC programs such as BC Games coach mentorship programs and Team BC mental health and performance programs. The Society continues to find efficiencies with its business delivery model including increased virtual and remote work with host communities across the province. As well, merchandise sales at BC Winter 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 organizing committee's budget is well-managed and provides a surplus which in turn can be reinvested into sport programs or other legacies. The budget also provides operational funding for purchases required to deliver the Games – such as scoreboards, technical equipment, supplies, which remain in the community as legacies.

Key Strategies

- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer and BC Winter Games;
- Leverage the [*Powering Potential Fund*](#), and encourage host communities to utilize their Legacy Funds⁵ to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable.

⁵For projects such as equipment, sport programs or capital projects determined by the host society following the BC Games.

Performance Measures	2020/21 Forecast 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG & 2022 CSG	2023/24 Target CWG & 2024 BCWG
2.1a \$ from Games’ operating budget invested to deliver sport competitions ¹	N/A ²	\$60,000	\$80,000	\$60,000
2.1b \$ financial legacy (surplus from operating budget that is invested in post-Games sport development and infrastructure)	\$125,000 ³	\$65,000	\$75,000	\$65,000

Data source:

¹From the Maple Ridge 2020 BC Summer Games host society’s (organizing committee’s) audited financial statements. Because the 2020 BC Summer Games were cancelled no sport competitions were held and thus these expenditures were not needed.

²A forecast is not available due to cancellation of Maple Ridge 2020 BC Summer Games as a result of COVID-19.

³From Maple Ridge 2020 BC Summer Games host society’s (organizing committee’s) audited financial statements. The Province of B.C. and the BC Games Society awarded the 2020 BC Summer Games host society a financial legacy that is equivalent to an average BC Summer Games legacy.

Linking Performance Measures to Objective

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

Discussion

The BC Winter Games and BC Summer Games typically take place 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 can be quite different from those of the BC Summer Games.

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

One of the Society’s key priorities is to ensure the *Powering Potential Fund* remains sustainable. Currently, surplus from the Society’s operating budget has been able to fund this initiative. Additional efforts will include identifying alternative funding sources such as corporate sponsorship and philanthropic support. The Society will also continue to engage participant and volunteer alumni to help support future sport bursary and equipment investments. In doing so, this fund will continue to be a vehicle to invest in youth and B.C. communities.

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

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

Key Strategies

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

Performance Measures	2020/21 Forecast 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG & 2022 CSG	2023/24 Target CWG & 2024 BCWG
2.2a Global BC (ad value-in-kind) ¹	N/A	\$60,000	\$60,000	\$60,000
2.2b Black Press (ad value-in-kind) ¹	N/A	\$150,000	\$150,000	\$150,000
2.2c Coast Capital (cash contribution) ²	\$20,000	\$20,000	TBD	TBD
2.2d Cash and value in-kind (VIK) generated by host organizing committees ³	N/A	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK

Data Source:

¹Values determined through contract and/or partner supplied values.

²The Society is currently in negotiations with Coast Capital Savings as this partnership agreement expired in 2020.

³From host society’s (organizing committee’s) audited financial statements.

Linking Performance Measures to Objective

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 organizing committee's budgets. Together, these performance measures indicate that the BC Games is leveraging the Province's investments and helping to offset expenditures and/or secure surpluses that can be reinvested.

Discussion

The ad value-in-kind (VIK) contributions from Global BC and Black Press are consistent from year to year and provide important public profile opportunities. The host organizing committees' cash and VIK targets are estimated based on past BC Games. They have been set accordingly and take into consideration the unique VIK resources available or required in each host community.

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

To reduce the spread of COVID-19 and follow the B.C. Provincial Health Officer directives to protect the health of British Columbians, the 2020 BC Summer Games that were scheduled for July 23-26 in Maple Ridge were cancelled on March 25, 2020. As such, the Society will not meet the 2020/21 VIK targets with Global BC and Black Press.

Looking forward, the Society has lowered its 2021/22 target for cash contributions from corporate partners due to the widespread business challenges posed by the pandemic.

Financial Plan

Financial Summary

(\$000)	2020/21 Forecast	2021/22 Budget ¹	2022/23 Plan	2023/24 Plan
Total Revenue				
Province of BC Grant	2,013	2,013	2,013	2,013
Team BC Grant	100	250	250	250
Corporate Partner Income	0	20	20	20
Other	235	290	530	290
Total Revenue	2,348	2,573	2,813	2,573
Total Expenses				
Grants	398	175	470	540
Games Operations ²	631	901	908	691
Salaries and Benefits	795	934	937	937
Board Expenses	2	20	13	13
Administration	380	356	296	205
Lease Costs	103	175	185	185
Total Expenses	2,309	2,561	2,809	2,571
Annual Surplus (Deficit)	39	12	4	2
Total Liabilities	600	21	21	21
Accumulated Surplus (Deficit)³	671	683	687	689
Capital Expenditures	19	18	18	18

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

¹ 2021/22 budget has been restated from 2020/21 Service Plan to reflect 2020 BC Summer Games cancellation

² Includes Team BC Operations

³ Includes \$537,000 cash and \$134,000 in tangible assets

Key Forecast Assumptions, Risks and Sensitivities

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

- Greater Vernon 2022 BC Winter Games (February 24-27, 2022)
- Prince George 2022 BC Summer Games (July 21-24, 2022)
- Niagara 2022 Canada Summer Games (August 6-21, 2022)

Management’s Perspective on the Financial Outlook

Risks	Plans for Mitigation
<p>The Society relies on third-party provincial sport organizations (PSOs) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with BC Games Society policies and procedures.</p>	<p>This is considered a low risk. Through long-term and consistent communication and written agreements with individual PSOs, the Society works to ensure clear understanding of expectations, policies and practices as they relate to Games participation and services delivered by the Society, the host organizing committee and the sport organization. The Society continues to communicate with each PSO to assess capacity and future participation.</p>
<p>The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2022 BC Summer Games in Prince George.</p>	<p>This is considered a medium risk. The Society will continue to work to manage pressures within the BC Games’ cycles.</p>
<p>Adherence to BC Games’ safety policies (e.g. harassment and abuse, etc.) is reliant on PSOs and host communities’ commitment to provide safe, inclusive, ethical and positive experiences.</p>	<p>This is considered a low risk. There will be an enhanced focus on safety in sport within the BC Games to ensure all participants, sport organizations and host organizing committees are informed of their role in making the BC Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse. The <i>Culture of the Games</i> program will be expanded and made mandatory for all participants (athletes, coaches, managers and officials).</p>
<p>The Canadian Sport for Life’s long-term athlete development continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If PSOs do not value the Games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.</p>	<p>This is considered a low risk. The Society staff works closely with PSOs to ensure they maximize opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions. The Society meets with PSOs after each Games to review their experience at the Games and find ways to add value to their competitions such as Indigenous participation and coach mentorship programming.</p>

Risks	Plans for Mitigation
<p>In all instances of the BC Games Society’s involvement, there is an underlying assumption that municipalities and school districts wish to host the Games. This may be challenged during times of economic downturn, competing demands on resources (volunteers or other hosting efforts) and/or other civic priorities.</p>	<p>This is considered a medium risk. The Society continues to market the positive economic and social opportunities associated with hosting the BC Winter and/or BC Summer Games. Province-wide outreach continues to ensure all communities are aware of the benefit of hosting a BC Games. The Society assists host societies with budget management and technology support as well as information such as hosting guidelines and fundraising best practices.</p>
<p>The COVID-19 pandemic may have lingering effects on events (e.g. increased costs for PPE, facility rental, travel as well as volunteer and sponsorship recruitment, etc.). This may impact the Society’s and host organizing committees’ budgets. As well, many PSOs have been impacted by the pandemic and have limited staff resources. This may impact their ability to train athletes, coaches and officials.</p>	<p>This is considered a medium risk. The Society will continue to monitor Provincial Health Officer and local health authorities’ orders and guidelines, identify associated budget implications, and will work to address through operational plans and budget management.</p> <p>viaSport continues to work with provincial sport organizations to help them address impacts of the pandemic. The Province, through the Local Sport Relief Fund and other COVID-19 relief and recovery programs have provided additional support to the sport sector to help with pandemic relief and recovery as well.</p>

Appendix A: Additional Information

Corporate Governance

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

Organizational Overview

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