

BC Games Society



2017/18
ANNUAL SERVICE PLAN REPORT

July 2018



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Board Chair's Accountability Statement

The BC Games Society *2017/18 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the *2017/18 - 2019/20 Service Plan* created in September 2017. I am accountable for those results as reported.

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

Jamey Paterson
Board Chair

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Chair/CEO Report Letter

On behalf of the Board of Directors and staff of the BC Games Society, we are pleased to present our 2017/18 Annual Service Plan Report which reflects the Society's performance over the past 12 months prior to March 31, 2018.

In February 2018, Kamloops hosted the best-ever BC Winter Games involving 1,951 trained volunteers, 1,202 athletes, 336 coaches and 217 officials across 19 sports. Through the strong leadership of Kamloops 2018 BC Winter Games President Niki Remesz and Vice-President Maureen McCurdy, the host society raised to \$280,000 in cash and value-in-kind from the local business community. This tremendous support further leveraged the Province's \$550,000 community grant and helped Kamloops secure a \$110,000 financial legacy – one that will be invested in sport and community projects, thereby benefitting Kamloops long after the BC Games' torch was extinguished.

Society staff, through training and comprehensive planning materials, provided the 2017 Canada Summer Games mission staff with the skills, knowledge and confidence to lead Team BC to compete against the country's best athletes. At the 2017 Canada Summer Games in Winnipeg, Team BC won its most medals ever – 146 – for a second place showing. With BC Games alumni making up 57 per cent of that team, this success shows the importance of BC Games as the entry level on the sport performance pathway.

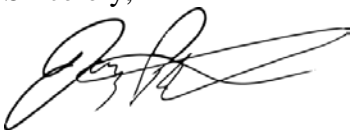
Our long-standing agreement with the BC Seniors Games Society expired, giving it complete oversight of its 55+ BC Games. As BC Games Society staff are no longer responsible for event management of the 55+ BC Games, our priorities are now on aspects of our society which can provide added value to the communities, our participants and the society itself through added revenue generation. One such opportunity is to make our relationship with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC) even stronger so that together we can further increase Indigenous participation in several BC Winter and BC Summer Games sports.

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

The BC Games Society has established regular meetings with senior government officials ensuring we meet the expectations as set out in our [2017/18 Mandate Letter](#) from our Minister.

The Society continues to achieve at a high level, consistently exceeding the key performance expectations as set out in our Service Plan.

Sincerely,



Jamey Paterson
Chair



Kelly Mann
President and CEO

Purpose of the Organization

Established in 1977 under the *Societies Act*, the BC Games Society (the Society) is the leadership organization that guides the BC Winter and BC Summer Games and oversees Team BC's¹ participation in national multi-sport games. These Games provide an opportunity for the development of athletes, coaches and officials in preparation for higher levels of competition in multi-sport events. The Games also promote interest and participation in sport and sporting activities, individual achievement and community development.

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

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

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

Strategic Direction and Operating Environment

The Society's [2017/18 Mandate Letter](#) directs the Society to contribute to Government's three key commitments to British Columbians: make life more affordable, deliver the services that people count on and to build a strong, sustainable, innovative economy that works for everyone. As well, the Society is expected to incorporate the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission into Society activities.

The Society's work supports government's commitment to fiscal responsibility by:

- Making effective and efficient use of resources (through event management staff providing guidance and other resources to host societies);
- Enhancing a community's capacity to host future major events;
- Providing important job skills and experience to volunteers in areas such as administration, event planning and team work; and
- Fostering economic development (through visitor and Games' spending and legacy funds).

¹ Team BC is the provincial team that competes at Canada Summer Games and Canada Winter Games held every four years.

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

- Staff provided significant leadership in support of the 55+ BC Games as they transitioned to host their own Games effective November 1, 2017;
- Staff enhanced our delivery framework for Team BC, which improved volunteers' ability to deliver this program and will provide additional mental performance training for athletes and coaches; and
- Staff further enhanced our relationship with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to help engage Indigenous athletes and promote opportunities through BC Games.

Cost pressures at the school district level continue to challenge our access to school facilities (for athletes' accommodations and other facility use). This impacts the operations of the BC Games, resulting in increased expenses for the Society or host society.

Report on Performance

B.C.'s sport sector contributes \$1.23 billion² to the provincial economy on an annual basis, making sport a substantial economic driver in this province. Through providing opportunities for communities to host major events – and by providing event management expertise that helps build community capacity to attract and deliver these events – BC Games are an important part of this sport tourism contribution.

When Kamloops hosted its first BC Games in 1979, it used this opportunity to launch its profile as “Tournament Capital.” Kamloops continues to strategically use events to help the city develop sport infrastructure and build its event hosting resume. Using the success of the 2018 BC Winter Games and the economic impact studies of the 2008 and 2014 BC Winter Games as a barometer³, Kamloops anticipates a \$1.9 million benefit in direct spending by participants and guests who attended the February 2018 games.

The BC Games Society and ISPARC enhanced their long-standing partnership through agreements to increase participation of Indigenous athletes in archery, canoe/kayak, lacrosse and basketball. This engagement of provincial sport organizations will help increase Indigenous youth participation in BC Games from its typical three-per-cent level and promote sport participation and excellence for these athletes throughout the province. The Society's Team BC program also provided mentorship opportunities for Indigenous leaders. BC Games Society staff mentored ISPARC staff and volunteers, helping these invaluable leaders develop in advance of the Toronto 2017 North American Indigenous Games.

In addition to providing affordable opportunities for athletes from across the province to compete at BC Games, the Society's legacy programs help reduce barriers to sport participation and achievement.

² Provincial and Territorial Culture Indicators, Stats Canada, Culture Satellite Account, 2016 CANSIM 387-0012 (available at <http://www.statcan.gc.ca/daily-quotidien/180227/dq180227a-eng.htm>)

³ Economic impacts are measured every four to six years).

For example, the Society's *Powering Potential Fund*⁴ helps address the challenges young athletes may face in pursuing their high-performance goals such as financial costs of, and access to facilities or specialized equipment. The fund provides bursaries and awards to deserving female and male athletes and coaches. With its partners at Coast Capital Savings, the Society awarded \$500 bursaries to 16 (eight male and eight female) recipients. The fund also provided an additional \$40,000 to sport organizations in Kamloops for equipment. While these equipment investments benefitted the Games, they will remain available in the community to help further grow sport and tourism in the region. For more information on how the *Powering Potential Fund* is benefitting Kamloops visit our [webpage](#).

BC Games further grants \$2,500 through the *W.R. Bennett Award for Athletic Excellence*. Award recipients have included BC Games alumni who have gone on to compete for major U.S. and Canadian colleges and represent Canada in the Olympics and world championships.

As well, the Society has been the catalyst to establish two of Sport BC's KidSport community chapters (Victoria and Abbotsford). The Society has established a policy that directs legacy funding to the host community's KidSport chapter. In doing so, the Society leverages Sport BC's vital work of ensuring a season of sport is available to all British Columbian children.

The BC Games Society continues to work with host organizing committees to ensure safe, secure and fiscally prudent accommodations, transportation and meals for games participants and to ensure inclusivity by integrating athletes with a disability into the Games. In Kamloops, Wheelchair and Special Olympics basketball and Cross Country para-skiing attracted 147 athletes, coaches and officials.

True testimony to the value of this integration comes from the athletes and their families themselves. "Our son has been involved in many activities for kids with disabilities," said one cross country skier's parent, "but the para-Nordic program is really the first where they are committed to developing athletes. His experience focused on what he is capable of, while being aware of his disability."

In concert with Pink Shirt Day, the Society launched the [Culture of the Games](#) page on its website. The Society believes that everyone associated with the Games has the right to participate in an environment that is supportive, positive, respectful and accessible. It is this environment that provides positive and exceptional experiences for everyone involved in the Games.

As well, the Society's partnership with the Invictus Games Toronto 2017 also allowed for the sharing of knowledge and expertise in event planning to create more inclusive environments for sport not only in B.C., but in other provinces and around the world.

⁴ The BC Games Society created the Powering Potential Fund in April 2017 as a vehicle to strategically invest in legacy projects that will further the development of individual athletes, teams, sport organizations and communities. Funding goes towards bursaries/awards, capital and community projects.

Goals, Strategies, Measures and Targets

The goals and performance measures outlined in the BC Games Society [2017/18 – 2019/20 Service Plan](#) reflects the core business of the Society. Intrinsic to the Society’s core business is a commitment to further both the sport system and government’s goals and objectives, particularly with respect to economic and community development, affordability, true, lasting reconciliation with Indigenous peoples and inclusiveness.

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

In partnership with host societies, the Society delivered the Kamloops 2018 BC Winter Games and planned for the Cowichan 2018 BC Summer Games. The Society also oversaw operational planning to support Team BC’s participation in the 2017 Canada Summer Games.

Through a service agreement with the BC Seniors Games Society, the BC Games Society also provided effective event management services to the host society for the Vernon and Area 2017 55+ BC Games, and began board recruitment for the Kimberley Cranbrook 2018 55+ BC Games. Through this work, the BC Games Society staff also helped the BC Seniors Games Society transition to a new model where it has full responsibility for the delivery of 55+ BC Games. This effective knowledge transfer and staff training will help continue the success of 55+ BC Games in future host communities.

Objective 1.1: Build community capacity to host major events.

Strategies

- Provide concise written and online materials to support volunteers in delivering quality BC Games. While no specific performance measures are included for staff support, the effectiveness and use of these materials are enhanced by their ongoing review and updates, and by the mentorship they provide to key volunteers in host communities.

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

Performance Measure	2015/16 Actuals 2016 BCWG	2016/17 Actuals 2016 BCSG	2017/18 Target 2018 BCWG	2017/18 Actuals 2018 BCWG	2018/19 Target 2018 BCSG	2019/20 Target 2020 BCWG
Volunteer satisfaction with online resource materials ¹	97%	86%	85%	80%	85%	85%

Data Source:

¹Volunteers surveyed using online Survey Monkey tool following each Games.

Discussion

The 80 per cent satisfaction rate of volunteers surveyed after the 2018 BC Winter Games did not achieve the target but, it still indicated that on-line tasks, samples and protocols to effectively manage their Games were valued by volunteers.

Society staff set high standards for these resources, however, as each set of games is delivered in a new community, the performance measure is considered against this standard as opposed to comparing baselines or benchmarks set in previous communities. As well, some volunteers and/or communities have varying experience with delivering events. Those with a lot of experience, for example, may not be as reliant on the resources as others would be. These differences can sometime affect satisfaction levels. Kamloops, for example, promotes itself as “*Canada’s Tournament Capital*” and has experience in hosting major events such as the 2016 IIHF Women’s World Hockey Championships, 2013 BC Seniors Games and 2015 BC Special Olympics Winter Games so its volunteers may not be as dependent on BC Games resources as others would.

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

Strategies

- Develop or enhance standards and policies in areas such as coach and official certification level requirements, core sport and athlete selection criteria and safety standards for implementation in games delivery. This work raises the standard of event delivery and builds capacity within communities that send teams to the BC Games.
- Support provincial/disability sport organizations⁵ in providing athletes with opportunities to train for and compete in a multi-sport event. This helps in athletes’ long-term development since participation at a BC Games often leads to higher levels of competition such as the Canada Summer Games and the Canada Winter Games. BC Games alumni also make up a significant percentage of teams competing at national and international competitions.
- Develop partnerships with provincial/disability sport organizations to provide opportunities for their athletes to compete. This includes collaborating with ISPARC to increase Indigenous participation at BC Winter and BC Summer Games through targeted sport involvement and coach mentorship. The Society and ISPARC also collaborate to support and promote mentorship opportunities (e.g. staff to staff) in respect to event hosting and Aboriginal Team BC. These activities directly support the Calls to Action of the First Nations Truth and Reconciliation Commission related to sport.

⁵ Self-governing organizations (i.e. BC Athletics, BC Wheelchair Basketball Society) that provide member services and sport technical expertise to the sector.

Performance Measure 2: Coaches meet certification requirements.

Performance Measure	2015/16 Actuals 2016 BCWG	2016/17 Actuals 2016 BCSG	2017/18 Target 2018 BCWG	2017/18 Actuals 2018 BCWG	2018/19 Target 2018 BCSG	2019/20 Target 2020 BCWG
Head coaches are National Coaching Certification Program Competition Development certified ¹	96%	94%	85%	96%	85%	85%

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

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

Discussion

Using the National Coaching Certification Program (NCCP) Competition Development⁶ level as the standard for BC Games is consistent with the Canadian Sport for Life long-term athlete development model which matches athlete and coach development to stages of growth from one level of competition to another. This measure not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, trained coaches. The Games' certification rate is the same each year since there is a different cohort of coaches selected by provincial sport organizations each Games. Over the years, the Society has determined that 85 percent is a reasonable target to expect, while still keeping the high standard of coaching at the BC Games. In 2017/18, with a 96 per cent coach certification rate, the Society's standard was exceeded. This high certification rate indicates that the provincial sport organizations have been doing their due diligence in ensuring that their coaches have opportunities to develop. With the BC Games being an important milestone for these coaches in terms of their professional development, they bring this experience back to their communities and to their own personal growth in their sport.

Performance Measure 3: BC Games alumni on Team BC.

Performance Measure	2015/16 Actuals 2015 WCSG	2016/17 Actuals No Games	2017/18 Target 2017 CSG	2017/18 Actuals 2017 CSG	2018/19 Target 2018 BCSG	2019/20 Target No Games
Percentage of BC Games alumni on Team BC ¹	44%	n/a	50%	57%	50%	n/a

Data Source: BC Games alumni database.

¹ Comparison of Team BC registered athletes at Western Canada Summer Games (WCSG), Canada Summer Games (CSG) or Canada Winter Games (CWG) to BC Games alumni database.

Discussion

In 2017/18, this measure was exceeded with 57 percent of the athletes, coaches and mission staff on Team BC being BC Games alumni. This shows that sports participating in both the BC and Canada Games are providing a strong and integrated pathway for their athletes as they develop to higher levels of competition such as the Olympic and Paralympic Games. Often the first multi-event games

⁶ Formerly referred to as NCCP Level 2 certified.

experience for athletes and coaches, the BC Games are an important milestone and pathway to higher levels of competition. The percentage of BC Games alumni on Team BC indicates this progression.

Objective 1.3: Ensure financial and sport legacies for host communities.

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 to support the Ministry of Tourism, Arts and Culture's mandate to develop a community capital infrastructure fund.

Performance Measure 4: BC Games legacies.

Performance Measure	2015/16 Actuals 2016 BCWG	2016/17 Actuals 2016 BCSG	2017/18 Target 2018 BCWG	2017/18 Actuals 2018 BCWG	2018/19 Target 2018 BCSG	2019/20 Target 2020 BCWG
Number of volunteers ¹	1,923	2,646	2,300	1,951	3,100	2,300
\$ from Games operating budget invested to deliver the sport competitions at the Games (e.g. for equipment such as soccer balls, scoreboards) ²	\$70,321	\$112,897	\$60,000	\$79,160	\$80,000	\$60,000
\$ financial legacy (surplus from operating budget that is invested in post-Games' sport development and infrastructure)	\$73,600	\$152,561	\$65,000	\$110,000	\$75,000	\$65,000

Data Source:

¹ 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.

² Games operating budget and audited financial statements (2018 BC Winter Games numbers are estimates until the audit is completed).

Discussion

Reaching the legacy targets contributes to increased capacity for communities to stage subsequent events; enhanced job skills for trained volunteers; and new or enhanced sport opportunities. The BC Winter Games and BC Summer Games are held in even calendar years (but alternate fiscal years) and vary in size and scope (e.g., number of participants, volunteers and budget). Annual targets are consistent for BC Winter Games and BC Summer Games, respectively.

The volunteer target was not reached. Many volunteers committed additional time to their respective roles, effectively spreading the work out amongst fewer people. While actual volunteers required to manage the many tasks was lower than targeted, the smaller volunteer corps maintained a quality experience for participants and delivered a successful set of Games which set new standards of excellence. Volunteer demand continues to be a concern across all volunteer-based sectors – this may require similar adjustments to BC Games volunteer responsibilities in future years.

Financial legacies associated with the Kamloops games were higher than anticipated. The host society adds to the provincial government's grant⁷ through fund-raising locally (called *Local Friends of the Games* support). As well, it is responsible for determining how revenues are directed. Some communities choose to invest directly in equipment and expenditures to deliver the Games. Others may direct a greater portion of revenue towards a financial legacy which can be invested in post-Games sport programs and infrastructure. Through operational efficiencies and larger than expected revenues, the 2018 BC Winter Games were able to exceed both investment targets, thereby securing a high-quality Games' experience for participants and doubling the anticipated financial legacies. The last two sets of BC Games in Abbotsford and Kamloops exceeded expectations in terms of fund-raising and in-kind support. This standard is typically easier to achieve in more densely populated, urban regions.

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

The Society encouraged financial sustainability and the enhancement of BC Games by increasing the level of non-governmental financial and in-kind support for the delivery of the BC Summer Games and BC Winter Games, as well as to the communities hosting these events. Recognizing the importance of leveraging government's investment in the BC Games, the Society continued to maintain and recruit corporate partners to support its activities.

Strategies

- Establish new, and maintain existing corporate partners through the thorough delivery of contractual obligations and ongoing efforts to recruit and maintain corporate partners.
- Provide renewed supportive documentation and provide expertise to host societies to recruit and develop local cash and value-in-kind support.
- Identify support and cost savings for the Team BC program through existing BC Games Society processes, policies and partnerships.

Performance Measure 5: Corporate partners providing cash/in-kind services.

Performance Measure	2015/16 Actuals 2016 BCWG	2016/17 Actuals 2016 BCSG	2017/18 Target 2018 BCWG	2017/18 Actuals 2018 BCWG	2018/19 Target 2018 BCSG	2019/20 Target 2020 BCWG
Jazz Aviation 2 year agreement cycle (5% cash discount on charter air fare)	1 st year \$6,443 value	2 nd year \$4,781 value	1 st year agreement 5% discount	1 st year 5% discount \$2,986 value	2 nd year 5% discount	1 st year agreement 5% discount
Global BC 4 year agreement cycle (ad value-in-kind)	1 st year \$66,618	2 nd year \$64,000	3 rd year \$60,000	3 rd year \$85,820	4 th year \$60,000	1 st year \$60,000
Black Press – 4 year agreement cycle (ad VIK)	1 st year \$133,669	2 nd year \$167,456	3 rd year \$150,000	3 rd year \$152,818	4 th year \$150,000	1 st year \$150,000
Coast Capital Savings 3 year agreement cycle (cash)	2 nd year \$60,000	3 rd year \$60,000	1 st year \$60,000	1 st year \$60,000	2 nd year \$60,000	3 rd year \$20,000 ⁸

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

⁷ BC Winter Games' host communities receive a \$550,000 grant; BC Summer Games' host communities receive a \$625,000 grant.

⁸ Reduced Corporate Partner fees due to 2020 BC Winter Games taking place outside of Coast Capital Savings market.

Discussion

Jazz Aviation continued with the agreement for a five percent discount in charter air fare. The reduced value, compared to previous years is a reflection of efficiencies and reduced travel requirements in 2017/18 – that is, the overall budget expenditure was smaller, therefore the value of the applied five per cent discount is lower.

The target for Global BC’s value-in-kind was set before the Society renewed its agreement with the television station. This new agreement provides additional in-kind advertising value – almost 50 per cent more than the previous agreement. Renewals with existing partners continue to provide approximately \$500,000 of cash and value-in-kind to the Society, which offsets or enhances its expenditures. The Society expects to generate one or two additional key partnerships over the term of this plan, and thus continue to leverage government’s investment.

Performance Measure 6: Cash and value in-kind support from local government and businesses.

Performance Measure	2015/16 Actuals 2016 BCWG	2016/17 Actuals 2016 BCSG	2017/18 Target 2018 BCWG	2017/18 Actuals 2018 BCWG	2018/19 Target 2018 BCSG	2019/20 Target 2020 BCWG
Cash and value-in-kind (VIK) generated by host societies ¹	\$66,390 cash \$326,549 VIK	\$122,075 cash \$590,000 VIK	\$40,000 cash \$300,000 VIK	\$111,196 cash \$168,346 VIK	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK

Data Source: Host Society audited statements.

Discussion

Kamloops, due in part to the extensive resources already available through the City of Kamloops and the Kamloops Sport Council, did not need to secure as many additional VIK resources as anticipated and as such, the VIK target was not achieved. Kamloops benefitted from a larger than expected cash surplus due to its success in raising funds at the local level and through sound budget management. The BC Games Society works with host societies to develop and implement fund-raising plans for local “Friends of the Games,” businesses, local government and other partners that provide cash or in-kind services. This measure is determined by host societies and differs from one host to another depending on legacy plans, resources available and/or host societies’ operational plans (e.g. one community may wish to focus on competition needs, while another may wish to focus on ceremonies). Value-in-kind (VIK) services are those that a community doesn’t need to fund through its operational budget. VIK targets are set based on typical needs in previous host communities.

Financial Report

Discussion of Results

Highlights

The Society once again met its financial objectives through thorough budget preparation and methodical monitoring, while continuing to access revenue through multi-year corporate partner support and sound host community budget policy. The host society's fiscal oversight and local sponsor recruitment also returned \$137,340 to the Society⁹. Travel and accommodation costs related to the servicing of the 55+ BC Games agreement diminished when that contract expired on October 31, 2017, resulting in further savings.

The Society continues to monitor provincial grants to the BC Winter Games and BC Summer Games host cities as they experience escalating costs associated with hosting. These costs have generally been impacted by changing economies or community and/or volunteer fatigue (e.g. challenges competing with other events or local corporate fund-raising efforts and/or additional costs to procure services previously provided voluntarily). As well, increasing costs for office and warehouse space, school district costs and other amenities have increasingly impacted financial resources over the past few years.

At March 31, 2018, the Society realized a budget surplus of \$37,382.42.

⁹ BC Games Society policy requires 50 per cent of host society operating surplus to be returned to the Society as legacy funds.

Financial Resource Summary Table

\$000	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Budget	2017/18 Actual	2017/18 Variance
Operating Revenue						
Contribution from Province	2,013	2,013	2,013	2,013	2,013	-
Other Income & Recoveries	1,323	1,037	790	760 ¹⁰	949	189
Total Revenue	3,336	3,050	2,803	2,773	2,962	189
Operating Expenses						
Grants	291	645	680	448	669	221
Games Operations	1,603	1,064	759	957	937	(20)
Overhead	547	470	523	472	510	(38)
Salaries and Benefits	723	779	796	896	809	(87)
Total Expenses	3,164	2,958	2,758	2,773	2,925	(152)
Retained Earnings	965	1,057	1,102	1,102	1,139	37

Note 1: The above financial information was prepared based on current Generally Accepted Accounting Principles. The 2017/18 budget was updated as part of our September 2017 Service Plan Update. The 2017/18 audited financial statements included with this report reflect the 2017/18 budget as approved by the board of directors in January 2018.

Variance and Trend Analysis

A surplus budget is the result of responsible management, the higher than budgeted returns from the Abbotsford 2016 BC Summer Games and reduced travel and accommodations costs related to the expiration of our Service Agreement with the BC Seniors Games Society. Corporate partners see value in their relationship with us, adding cash and value in kind to government's investment.

¹⁰ Other Income and recoveries and Total Expenses differ from what was projected in the 2017/18 BC Games Society Service Plan budget update by \$171K. This discrepancy is due to \$125K recovered from provincial sport organizations for Team BC uniform costs for the 2017 Canada Summer Games and \$46K from the Province for the BC Seniors Games event management service fee (for pro-rated event management support in 2017/18). These revenue sources were unknown variables at the time the September service plan was prepared.

Risks and Uncertainties

Risks and Uncertainties	Plans for Mitigation
Third parties who have historically contributed through value-in-kind and/or cost reduction are now charging for these services (e.g. school district costs, warehouse space, local bussing).	The Society worked closely with each host society to guide their budget and local fundraising. Staff worked with key volunteers to provide guidance, tools and expertise in terms of fundraising.
The BC Games Society relies on third-party (provincial sport organizations) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with what is required for effective delivery of BC Games (as outlined in BC Games policies and procedures).	Through ongoing, consistent dialogue and written agreements with each of the provincial sport organizations (PSOs), the Society worked to ensure the policies and practices associated with BC Games participation are carried out by the sport, by BC Games staff and volunteers.
The Canadian Sport for Life's long-term athlete development (LTAD) continuum sets out BC Games and Team BC competitions as important milestones for athletes. If PSOs do not value the BC Games as opportunities for their athletes, coaches and officials to develop and participate, then the ability to achieve these milestones is impacted.	The Society worked with PSOs to ensure they maximize 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 wish to host the games. This faith may be challenged during times of economic downturn, competing demand on resources (e.g. volunteers or other hosting efforts) and/or other priorities.	The Society continued to market the positive economic and social opportunities associated with hosting. Host cities are established through to February and July 2022.
Performance measures and targets are impacted by the varying levels of skills and experience volunteers bring to the Games.	Constant revision of the Society's transfer of knowledge program and related policies provided volunteers with skills and experience; as well, event managers were available to provide additional guidance in areas that need special attention.

Financial Statements of

BC GAMES SOCIETY

Year ended March 31, 2018

BC GAMES SOCIETY

Management's Responsibility for the Financial Statements

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

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

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

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

On behalf of BC Games Society



Kelly Mann
President and Chief Executive Officer

The Minister of Tourism, Arts & Culture

Report on Financial Statements

We have audited the accompanying financial statements of BC Games Society (the "Society"), which comprise the statement of financial position as at March 31, 2018 and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year ended March 31, 2018 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2018 and the results of its operations and changes in net financial assets and cash flows for the year ended March 31, 2018 in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

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



Victoria, B.C.
May 16, 2018

Chartered Professional Accountants

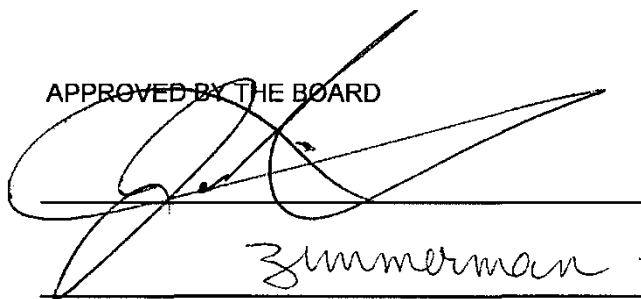
BC GAMES SOCIETY

Statement of Financial Position

Year ended March 31, 2018, with comparative figures for 2017

		2018	2017
Financial assets			
Cash and cash equivalents		\$ 207,647	\$ 150,183
Short term investments	(Note 3)	1,006,601	1,009,934
Accounts receivable		219,738	265
Due from government organizations	(Note 4)	13,252	3,201
		1,447,238	1,163,583
Liabilities			
Accounts payable and accrued liabilities	(Note 5)	448,022	200,051
		448,022	200,051
Net financial assets		999,216	963,532
Non-financial assets			
Tangible capital assets	(Note 6)	119,306	130,079
Inventories held for use		4,240	1,522
Prepaid expenses		16,135	6,381
		139,681	137,982
Accumulated surplus	(Note 7)	\$ 1,138,897	\$ 1,101,514
Contractual obligations	(Note 11)		
See accompanying notes to financial statements.			

APPROVED BY THE BOARD



Zimmerman

BC GAMES SOCIETY

Statement of Operations and Accumulated Surplus

Year ended March 31, 2018, with comparative figures for 2017

	Budget (Note 2(k))	2018	2017
Revenue:			
Province of British Columbia grants	\$ 2,012,500	\$ 2,012,500	\$ 2,012,500
ViaSport contribution for Team BC	374,400	301,013	134,680
Athlete registration	211,000	199,492	399,667
Surplus recoveries (Note 9)	50,000	137,340	63,371
Provincial Sport Organization funding for Team BC	125,000	125,000	-
Funding partners	60,000	60,000	60,000
BC Senior Games Service Agreement	46,500	46,500	85,000
Powering Potential Fund grants (Note 10)	55,000	44,685	-
Interest earned	10,000	24,665	18,966
Other revenue	-	11,163	10,000
Contractual revenues	-	-	19,048
	2,944,400	2,962,358	2,803,232
Expenses:			
General operating costs (Note 10)	1,951,900	1,745,775	1,453,900
Games operating costs	624,000	510,700	624,539
Operating grants	368,500	668,500	680,000
	2,944,400	2,924,975	2,758,439
Annual surplus	-	37,383	44,793
Accumulated surplus, beginning of year	1,101,514	1,101,514	1,056,721
Accumulated surplus, end of year	\$ 1,101,514	\$ 1,138,897	\$ 1,101,514

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Changes in Net Financial Assets

Year ended March 31, 2018, with comparative figures for 2017

	Budget (Note 2(k))	2018	2017
Annual surplus	\$ -	\$ 37,383	\$ 44,793
Acquisition of tangible capital assets	(18,000)	(25,581)	(14,416)
Amortization of tangible capital assets	40,000	36,354	36,899
	22,000	10,773	22,483
Acquisition of inventories held for use	-	(4,686)	(2,030)
Acquisition of prepaid expenses	-	(17,360)	(6,691)
Consumption of inventories held for use	-	1,969	2,718
Use of prepaid expenses	-	7,605	9,405
	-	(12,472)	3,402
Increase in net financial assets	22,000	35,684	70,678
Net financial assets, beginning of year	963,532	963,532	892,854
Net financial assets, end of year	\$ 985,532	\$ 999,216	\$ 963,532

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Cash Flows

Year ended March 31, 2018, with comparative figures for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 37,383	\$ 44,793
Items not involving cash:		
Amortization of tangible capital assets	36,354	36,899
Change in non-cash operating working capital:		
Decrease (increase) in short term investments	3,333	(2,666)
Decrease (increase) in accounts receivable	(219,473)	154,408
Decrease (increase) in due from government organizations	(10,051)	8,104
Decrease (increase) in inventories held for use	(2,718)	688
Decrease (increase) in prepaid expenses	(9,754)	2,714
Increase (decrease) in accounts payable and accrued liabilities	247,971	(84,121)
<u>Net change in cash from operating activities</u>	<u>83,045</u>	<u>160,819</u>
Capital activities:		
<u>Cash used to acquire tangible capital assets</u>	<u>(25,581)</u>	<u>(14,416)</u>
<u>Net change in cash from capital activities</u>	<u>(25,581)</u>	<u>(14,416)</u>
Net change in cash and cash equivalents	57,464	146,403
Cash and cash equivalents, beginning of year	150,183	3,780
<u>Cash and cash equivalents, end of year</u>	<u>\$ 207,647</u>	<u>\$ 150,183</u>

See accompanying notes to financial statements.

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

1. Nature of operations

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

Approximately 68% of the Society's annual revenues are received from the Province of British Columbia with the remainder generated from corporate sponsors, contributions from other societies, surpluses from host societies, athlete registration fees, contract service and interest.

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

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

2. Summary of significant accounting policies

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

(a) Basis of accounting

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

(b) Cash and cash equivalents

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

(c) Short term investments

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

(d) Financial instruments

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

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

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

2. Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

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

(e) Non-financial assets

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

(i) Tangible capital assets

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

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

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

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

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

(iii) Inventories held for use

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

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

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

2. Summary of significant accounting policies (continued)

(f) Revenue recognition

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

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

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

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

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

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

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

(g) Provincial contributions

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

(h) Legacy Funds – host communities

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

(i) Grants to host societies

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

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

2. Summary of significant accounting policies (continued)

(j) Use of estimates

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

(k) Budget figures

Annual budget figures are determined by the Society's CEO based on approved funding available, as well as the geographical location of the Society's upcoming games to reflect travel and accommodation expenses for staff and athletes. The Society's budget for fiscal year 2018 was initially approved by the Board of Directors in January 2016 as part of a three-year budget plan and again in January 2018 when the budget was revised. This revised budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Financial Assets.

3. Short term investments

Short term investments consist of a one-year Guaranteed Investment Certificate (GIC) of \$1,006,601 which earns interest at 1.60% and has a maturity date of November 1, 2018. The GIC is redeemable after 30 days without penalty.

4. Due from other government organizations

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

5. Accounts payable and accrued liabilities

	2018	2017
Trade accounts payable	\$ 24,811	\$ 2,524
Salaries and benefits payable	12,563	9,158
Accrued vacation pay	19,266	13,315
Accrued operating grant	300,000	80,000
Accrued contribution (note 10)	56,071	65,000
Other accrued liabilities	35,311	30,054
	<u>\$ 448,022</u>	<u>\$ 200,051</u>

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

6. Tangible capital assets

	Registration software	Computers	Bedding, torch, flags and signs for host societies	Furniture and equipment	Leasehold improvements	2018 Total
Cost						
Opening balance	\$399,711	\$68,187	\$229,985	\$59,527	\$21,444	\$778,854
Additions	15,763	5,171	-	4,647	-	25,581
Disposals	-	(4,119)	-	-	-	(4,119)
Closing balance	415,474	69,239	229,985	64,174	21,444	800,316
Accumulated amortization						
Opening balance	366,248	57,457	161,242	42,384	21,444	648,775
Amortization	14,324	6,181	11,291	4,558	-	36,354
Disposals	-	(4,119)	-	-	-	(4,119)
Closing balance	380,572	59,519	172,533	46,942	21,444	681,010
Net book value	\$34,902	\$9,720	\$57,452	\$17,232	\$-	\$119,306

Bedding, torch, flags and signs for host societies includes \$9,028 (cost of \$12,745, net of accumulated amortization of \$3,717) of flags and signs for Team BC.

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

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

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

7. Accumulated surplus

	2018	2017
Investment in tangible capital assets	\$ 119,306	\$ 130,079
Operating surplus	219,591	971,435
Internally restricted surplus	800,000	-
	<u>\$ 1,138,897</u>	<u>\$ 1,101,514</u>

The Board has internally restricted \$800,000 of the accumulated operating surplus for transportation costs to the Fort St. John 2020 BC Winter Games.

8. Financial risk management

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

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

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

(a) Interest risk

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

(b) Liquidity risk

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

(c) Other price risk

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

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

8. Financial risk management (continued)

(d) Fair value of financial instruments

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

9. Surplus from host societies

Surplus from the host societies is comprised of:

	2018	2017
Abbotsford 2016 Summer Games Society	\$ 137,340	\$ -
Penticton 2016 Winter Games Society	-	63,371
	<u>\$ 137,340</u>	<u>\$ 63,371</u>

10. Expenses by object

The following is a summary of expenses by object:

	2018	2017
Advertising and promotions	\$ 43,330	\$ 33,882
Amortization	36,354	36,899
Bad debts (recovery)	(4,556)	-
Computer maintenance	5,234	2,886
Contributions	66,771	65,000
Games operating costs	510,700	624,539
Insurance, leases and utilities	157,613	170,694
Office and business expenses	78,531	78,553
Operating grants	668,500	680,000
Professional services	39,102	44,499
Salaries and employee benefits	809,442	796,263
Team BC operating costs	426,013	134,680
Travel and accommodation	87,941	90,544
	<u>\$ 2,924,975</u>	<u>\$ 2,758,439</u>

Contributions are made to the Powering Potential Fund (PPF) which is registered with the National Sport Trust Fund. The purpose of the PPF is to provide bursaries to BC Games and Team BC athletes, and to fund purchases of equipment required by host communities of the BC Winter Games and the BC Summer Games. Grants received from the PPF are recognized as revenue in the Statement of Operations and Accumulated Surplus. Bursaries and host community equipment purchases funded by the PPF are included in games operating costs.

BC GAMES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018, with comparative figures for 2017

11. Contractual obligations

The Society has commitments arising from contractual agreements for office equipment, employment services, and a lease for office premises. It is responsible for all operating costs associated with the property lease. These operating costs totalled \$32,837 in 2018 (2017 - \$34,128) and are included in the amounts reported below. The Society is also committed to provide funding to host societies for staging of future games events:

	2019	2020	2021	2022	2023
General commitments	\$ 263,488	\$ 110,863	\$ 96,673	\$ 32,337	\$ 6,825
Host society commitments	201,500	-	-	-	-
Anticipated host society commitments	-	550,000	625,000	550,000	625,000
	<u>\$ 464,988</u>	<u>\$ 660,863</u>	<u>\$ 721,673</u>	<u>\$ 582,337</u>	<u>\$ 631,825</u>

12. Remuneration of employees

Under the Societies Act, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year.

During the year, there were seven employees who met this criterion and the total amount of remuneration paid to these persons was \$636,551. (During the prior year, there were five employees who met this criterion and the total amount of remuneration paid to these persons was \$475,869.) The Board of Directors receives no remuneration for their services other than reimbursement of expenses.

Appendix A – Additional Information

Corporate Governance and Organizational Overview

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

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