

BC Games Society

2020/21 – 2022/23 SERVICE PLAN

February 2020



For more information on the BC Games Society contact:

200 - 990 Fort Street

Victoria, B.C. V8V 3K2

Alison Noble, President and CEO

Phone: (250) 387-1375

Fax: (250) 387-4489

Email: alisonn@bcgames.org

or visit our website at

www.bcgames.org

Board Chair Accountability Statement

The 2020/21 - 2022/23 BC Games Society Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 24, 2020 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment and past performance.



Jamey Paterson
Board Chair

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Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government’s newly released A Framework for Improving British Columbians’ Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the BC Winter and BC Summer Games and Team BC’s — the provincial team competing at Canada Games — involvement in national multi-sport games. Each of these games provide opportunities for the development of athletes, coaches, and officials in preparation for higher levels of competition. For host communities, games provide opportunities to build or enhance their capacity to attract and deliver major events. Team BC operations provide Mission Staff¹ opportunities to develop or enhance competencies such as leadership, teamwork, time management and organizational skills.

Specifically, the Society will provide guidance and expertise to host societies to help organize and deliver the Maple Ridge 2020 Summer Games. Additionally, the Society will support the Fort St. John 2020 BC Winter Games in winding down its operations and the Greater Vernon 2022 BC Winter Games and Prince George 2022 BC Summer Games in beginning their work. Society staff will also be preparing for Team BC’s participation in the 2021 Niagara Region Canada Summer Games.

In February 2020, the Society will solicit bids from interested communities to host the 2024 or 2026 BC Winter and BC Summer Games (four Games). To this end, the Society will embark on a comprehensive marketing and communications initiative to encourage communities across B.C. to bid on these major hosting opportunities that provide important economic, community and sport legacies.

In accordance with the [2020/21 Mandate Letter](#), the Society will:

- Support economic and tourism development by enhancing alignment with the Strategic Framework for Tourism in BC with a specific focus on helping host communities market their reputation as a sport event destination.

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.

- In collaboration with the Indigenous Sport, Physical Activity and Recreation Council (ISPARC), support true and lasting reconciliation by increasing sport and other opportunities for Indigenous peoples and providing support to ISPARC in preparation for the 2020 North American Indigenous Games in Halifax.
- Continue to work to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help ensure positive, accessible and inclusive experiences for all those involved in BC Games.
- Continue to focus on preventing and addressing harassment and abuse.
- Provide immediate notification where proposal(s) are received/discussed for major sporting events to ensure there is adequate time to fully assess the proposal and to develop the required documentation, business case and economic impact report for government consideration.

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

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

The Province is also 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 the Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to build capacity to host events and support Indigenous athletes, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC.

As harassment and abuse in sport should never be tolerated, the B.C. sport sector and government are working together to ensure positive, safe and ethical sport environments. The Society contributes to this work by implementing various standards, policies and practices for safety, injury prevention and ethical behaviours (e.g. anti-bullying/harassment) and will be implementing new initiatives to help mitigate any issues and to make the Games a safe space for all. 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.

The Society's board 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 multi-cultural), in order to help ensure diversity and effective leadership.

Operating Environment

The Society continues to provide nation-leading expertise to its host cities and Games partners. As each BC Games is delivered in a unique community, they require a level of effort akin to starting up a new company. The Society's success is due to its committed and knowledgeable staff of 10, continuous improvement of event management processes, and a system of transferring knowledge which is the benchmark for multi-sport games success in Canada.²

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

Looking forward, the Society will face fiscal pressures related to higher transportation costs for athletes attending the 2022 BC Summer Games in Prince George as well as ensuring the *Powering Potential Fund*³ remains sustainable. The Society will continue to work to manage these cost pressures.

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

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

Performance Plan

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

Goal 1: Ensure effective management of BC Winter Games and BC Summer Games 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 at a consistently high standard. In doing so, the events provide positive and quality experiences for all involved and strengthen B.C.'s hosting capacity while providing a high-performance pathway for athletes and coaches. Through its oversight of Team BC operations, the Society recruits, selects and mentors Mission Staff for Canada Games. These volunteers support the team of B.C. athletes, coaches and practitioners at these national multisport games, which helps ensure Team BC performs at its best.

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 capacity to host events. Transferring knowledge and learnings from previous successful BC Games helps host communities attract and successfully deliver major events and contributes to tourism and economic priorities throughout B.C. This also transfers to volunteer training and ensures the Games are providing a living legacy across the province of individuals who have gained skills and abilities through their volunteer experience with the Games. Through the Team BC Mission Staff program, the Society is also developing young leaders and providing experiences that help these volunteers learn or use important career skills.

Key Strategies:

- Prepare and provide detailed written and online resource materials to support volunteers in delivering high quality events. The effectiveness and use of the materials is strengthened by staff guidance and mentorship throughout the planning phase.
- Ensure continuous improvement in major event management processes through effective evaluation of previous Games and knowledge sharing with host communities, organizing committees and volunteers.
- Create a strong awareness of the Games and the benefits associated with volunteering, thereby driving recruitment in host communities and mobilizing thousands of people to deliver the events.
- Through its work with host society key volunteers, provide opportunities for all volunteers to learn and/or use skills that helps ensure the Games' success and leave a legacy of trained volunteers for years to come.
- Offer information and awareness sessions (e.g. cultural awareness training, crisis planning) to Mission Staff to prepare them for the Games and to provide additional skills and education.

Performance Measures		2018/19 Actuals 2018 BCSG	2019/20 Forecast 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG & 2021 CSG ³	22/23 Target 2022 BCSG
1.1a	Volunteer satisfaction with online resource materials ¹	93%	85%	85%	85%	85%
1.1b	# of Volunteers ²	2,155	1,400	2,650	2,100	2,650
1.1c	Mission Staff satisfaction with information and awareness sessions for skill development ⁴	n/a	n/a	n/a	TBD	n/a

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 Sources:

¹ Based on volunteer survey using online Survey Monkey tool following each BC Games.

² 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.

³ Will be based on Mission Staff survey using online Survey Monkey tool following each set of Canada Games every other year (summer and winter games are held every four years on an alternating schedule).

⁴ This is a new performance measure. See the discussion section for more information.

Linking Performance Measures to Objectives:

- 1.1a BC Games online resource materials support volunteers in preparing for and delivering a quality Games. The Society and Board work with key planning volunteers (i.e. the organizing committee) to guide implementation of the standards and policies. This measure indicates that volunteers are provided with useful information and support to help them develop skills, confidence, and competency with their tasks.
- 1.1b The Society trains and provides guidance to the organizing committee, who in turn work with 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. In addition, 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 Canada Games. These individuals help organize Team BC logistics and events leading up to and during the Games, thus allowing our provincial team perform at its best. This performance measure indicates that experiences as Mission Staff contributes to individual growth.

Discussion:

The Society has set consistent year-to-year targets for volunteer satisfaction (performance measure 1.1a) with online resource materials as each community is a new start-up with an entirely new set of community volunteers. The Society anticipates achieving its 2019/2020 target for volunteer satisfaction.

Volunteer targets (performance measure 1.1b) vary between summer and winter games as well as by community depending on factors including the number of games venues, the level of prior sport hosting experience, and volunteer shift and scope preferences. As the 2020 BC Winter Games in Fort St. John has a smaller number of participants than past winter games, the Society forecasts there will be fewer volunteers required than the original 2019/20 target of 2,100.

Since the 2019/20-2021/22 BC Games Society Service Plan, this objective has been revised to include individual skill development and to include a performance measure for Team BC Mission Staff involved in Canada Games. Participation on Team BC Mission Staff, particularly in such a high-paced major Games’ environment, offers action-based learnings such as leadership, time management, organizing, and teamwork – all of which transfer to career experience. The Society is currently developing this new performance measure (1.1c) starting with the next set of Canada Games (Niagara 2021 Canada Summer Games) that will be used as a baseline to determine target levels going forward.

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

BC Games are a stepping stone for athletes, coaches and officials to higher levels of competition and are integral in an athlete’s performance pathway. Through developing a competition standard for athlete, coaches and officials, the BC Games help raise the bar across the province when these participants return to their communities.

Key Strategies:

- Provide provincial sport organization athletes with the opportunity to train for a quality competition experience in a multi-sport games environment by setting core sport and athlete development criteria.
- Develop partnerships with sport organizations to increase opportunities for specific athlete groups to compete at the games, such as collaborating with ISPARC to increase Indigenous athlete participation.
- Set standards for athlete selection as well as coach and officials certification.
- Work with sport partners (Canadian Sport Institute Pacific and viaSport) to implement the Coach Mentorship Program.

Performance Measures	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.2a BC Games head coaches are National Coaching Certification Program Competition Development certified ¹	98%	85%	85%	85%	85%
1.2b Percentage of BC Games participants with Indigenous heritage ²	5.83%	5%	5%	5%	5%
1.2c Percent of BC Games alumni on Team BC (Canada Games) ³	55%	n/a	n/a	50%	50%
1.2d Number of participants in the Coach Mentorship Program ⁴	18	10	10	10	10

Data Sources:

¹ Information provided by provincial organizations and Coaching Association of Canada.

² 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).

³ Comparison of Team BC registered athletes to BC Games past athlete data.

⁴ This is a new performance measure. See the discussion section for more information. Data provided by participating provincial organizations.

Linking Performance Measures to Objectives:

- 1.2a Setting National Coaching Certification Program Competition Development levels not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, certified coaches. For individual coaches, BC Games' experience contributes to their efforts 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 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. The percentage of alumni on Team BC is a strong indicator of this progression.
- 1.2d Multi-sport games offer a unique experience to 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, this increases coaching opportunities and capacity across B.C.

Discussion:

The Society works with provincial sport organizations and provincial disability sport organizations to set coaching certification levels (performance measure 1.2a) that are consistent with the [*Canadian Sport for Life*](#) long-term athlete development model. This model matches athlete and coach development to stages of growth from one level of competition to another.

It is typical for there to be turnover or movement in coaching at various levels of sport competition in communities across B.C. The 2020/21 to 2022/23 targets (performance measure 1.2a) are consistent for each set of summer or winter games to recognize a new cohort of coaches progressing to BC Games competitions.

The BC Games Society and ISPARC developed agreements with one sport at the 2018 BC Winter Games and three sports at the 2018 BC Summer Games to increase opportunities for Indigenous athletes. The target (performance measure 1.2b) was established in the 2019/20-2021/22 Service Plan and was set conservatively at five per cent for the next three years as a baseline standard and will be evaluated against future program expansion. This performance measure reflects the Society's and the Province's commitment to the Truth and Reconciliation Commission Calls to Action and the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples.

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

Targets for the alumni measure (performance measure 1.2d) are based on the cycles of games (BC Winter and Summer Games are held every two years and Canada Winter and Summer Games are held every four years). Because games are not held every year, some athletes miss out on the opportunity to participate. In addition, athletes enter the high-performance system at different times (e.g. start their sport later in life, different maturity rates, etc.) and miss the opportunity to compete at the BC Games. Following the BC Games, some athletes choose to pursue other interests or do not meet the standards for higher levels of competition. Therefore, the alumni measure forecasts are set at 50 per cent as historically that is the average for B.C. athletes progressing from BC Games to Canada Games along the development pathway.

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 (performance measure 1.2d). The program aims to support up to ten Coach Mentors at each set of BC Winter and BC Summer Games. This figure was chosen to reflect the partners' resources.

Goal 2: Undertake entrepreneurial activities and cost-efficiencies to support financial sustainability and program enhancement

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

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

Objective 2.1: Ensure financial and sport legacies for host communities

Guidance from the Society helps ensure that the host society's budget is well-managed and provides a surplus, which 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 communities 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*](#), if possible, and encourage host communities' to utilize their Legacy Funds⁴ to support equipment, capital projects, individual athletes, teams and sport organizations, thereby helping to make sport more affordable.

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

Performance Measures	2018/19 Actuals 2018 BCSG	2019/20 Forecast 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG
2.1a \$ from Games' operating budget invested to deliver sport competitions ¹	\$71,500	\$60,000	\$80,000	\$60,000	\$80,000
2.1b \$ financial legacy (surplus from operating budget that is invested in post-Games sport development and infrastructure) ²	\$125,573	\$65,000	\$75,000	\$65,000	\$75,000

Data Source:

¹ From host society's audited financial statements.

² From host society's audited financial statements.

Linking Performance Measures to Objectives:

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

Discussion:

The BC Winter Games and BC Summer Games take place on alternating fiscal years and vary in terms of size and scope (e.g. numbers of participants and volunteers) and assigned budgets. Accordingly, the legacies of the BC Winter Games vary from those of the BC Summer Games. The Society is expected to achieve its 2019/20 financial legacies targets (performance measures 2.1a and 2.1b). Future targets are baselines that have been set from previous BC Games' operational and legacy budgets. As BC Games move from one community to the next, variances can be expected based on the host communities' experience, priorities and resources at hand. For example, a host community may not have hosted a major event in recent times and is able to bring together significant local resources (e.g. volunteers, local business support) so operating budgets and financial legacies are typically higher; other communities may have competing demands or challenges on local resources (e.g. other events, economic hardships).

As well, one of the Society's key priorities is to ensure the *Powering Potential Fund* remains sustainable. This work will include additional efforts to identify alternative funding sources. 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

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

Key Strategies:

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

Performance Measures	2018/19 Actuals 2018 BCSG	2019/20 Forecast 2020 BCWG	2020/21 Target 2020 BCSG	2021/22 Target 2022 BCWG	2022/23 Target 2022 BCSG
2.2a Global BC (ad value-in-kind) ¹	\$85,820	\$60,000	\$60,000	\$60,000	\$60,000
2.2b Black Press (ad value-in-kind) ¹	\$146,136	\$150,000	\$150,000	\$150,000	\$150,000
2.2c Coast Capital (cash contribution)	\$60,000	\$20,000	\$60,000	TBD ²	TBD ²
2.2d Cash and value in-kind (VIK) generated by host societies	\$126,150 cash \$600,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK	\$40,000 cash \$300,000 VIK	\$60,000 cash \$500,000 VIK

Data Source:

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

² The current Coast Capital partnership agreement expires after the Maple Ridge 2020 BC Summer Games.

Linking Performance Measures to Objectives:

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

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

Discussion:

The Society anticipates meeting all of the 2019/20 corporate partner targets (performance measure 2.2a-d). The 2019/20 corporate partners cash contribution target (performance measure 2.2c); however, was reduced for the 2020 BC Winter Games in Fort St. John because Coast Capital Savings does not operate branches in the region. The agreement with Coast Capital Savings ends after the 2020 BC Summer Games and the Society will seek a renewed agreement with Coast Capital Savings or other revenue sources.

The ad value-in-kind (VIK) contributions from Global BC and Black Press are consistent from year to year and provide important recognition opportunities. The host societies' cash and VIK targets are estimated based on past BC Games, and have been set accordingly. They also take into consideration each host communities' uniqueness in terms of VIK resources available or required, as there are often variances as operational plans are implemented.

Through locally recruited sponsorship (performance measure 2.2d), each community supports and reduces its budget resulting in budget savings upon the conclusion of the BC Games. Fifty per cent of those savings returns to the Society for future Games, while the 50 per cent remaining in the community makes up a large portion of their post Games legacy investment.

Financial Plan

Summary Financial Outlook

(\$000)	2019/20 Forecast	2020/21 Budget ¹	2021/22 Plan ¹	2022/2023 Plan
Province of BC Grant	2,013	2,034	2,013	2013
Team BC Grant	250	250	250	250
Corporate Partner Income	80 ²	20	20 ²	20 ²
By Major Sources	400	530	365	530
Total Revenue	2,743	2,834	2,648	2,813
Grants	495	470	540	470
Games Operations ³	1,605	908	691	908
Salaries and Benefits	900	937	943	937
Board Expenses	17	13	13	13
Administration	294	317	267	296
Lease Costs	177	185	193	185
Total Expenses	3,488	2,830	2,647	2,809
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	(745)	4	1	4
Total Liabilities/Debt (even if zero)	0	0	0	0
Accumulated Surpluses/Retained Earnings/Equity (even if zero)	412	416	417	421
Capital Expenditures	18	18	18	18
Dividends/Other Transfers	0	0	0	0

¹ 2020/21 and 2021/22 financial outlooks have been restated from 2019/20 BC Games Society Service Plan.

² As Coast Capital Savings does not have branches in Fort St John and Prince George host communities, it is not providing support in these years. Other revenues will make up for this shortfall.

³ Includes Team BC Operations.

⁴ Games Operations in 2022/23 is under review to ensure enough funds are available to manage the external transportation cost pressures associated with hosting the 2022 BC Summer Games in Prince George. It may be necessary to access retained earnings to cover this cost.

Key Forecast Assumptions, Risks and Sensitivities

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

- Team BC operations for the Niagara Region 2021 Canada Summer Games
- Maple Ridge 2020 BC Summer Games
- Greater Vernon 2022 BC Winter Games
- Prince George 2022 BC Summer Games

Management's Perspective on the Financial Outlook

Risks	Plans for Mitigation
The Society relies on third-party provincial sport organizations (PSOs) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with BC Games Society policies and procedures.	Through long-term and consistent communication and written agreements with individual provincial sport organizations, the Society works to ensure clear understanding of expectations, policies and practices as they relate to games participation and services delivered by the society, the host community and the sport organization.
The Society faces fiscal pressures due to significantly higher transportation costs for athletes associated with hosting the 2022 BC Summer Games in Prince George.	Government authorized the Society to run a deficit in 2019/20 in Fort St. John, to address cost pressures. The Society will continue to work to manage pressures within the Games' cycles, seek new revenue and rebuild its accumulated surplus to mitigate such pressures.
Adherence to BC Games' safety policies (e.g. harassment and abuse, concussion, etc.) is reliant on provincial sport organizations and host community commitment to provide safe, inclusive, ethical and positive experiences.	There will be an enhanced focus on safety in sport within the Games to ensure all participants, sport organizations and host society are informed of their role in making the Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse.
The Canadian Sport for Life's long-term athlete development (LTAD) continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If PSOs do not value the games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.	Society staff works closely with PSOs to ensure they maximize their opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions.
In all instances of the BC Games Society's involvement, there is an underlying assumption that municipalities and school districts wish to host the games. This faith may be challenged during times of economic downturn, competing demands on resources (volunteers or other hosting efforts) and/or other civic priorities.	The Society continues to market the positive economic and social opportunities associated with hosting the BC Winter and/or BC Summer Games. The bid cycle started in February 2020 with the opportunity for communities to bid on the 2024 and 2026 BC Summer and Winter Games (four Games).

Appendix A: Hyperlinks to Additional Information

Corporate Governance

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

Organizational Overview

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