

**BC Games Society**

**2023/24 – 2025/26**

**Service Plan**

**February 2023**



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## Board Chair's Accountability Statement



The 2023/24 – 2025/26 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 February 10th have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Games Society's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'Jamey Paterson', written over a white background.

Jamey Paterson  
Board Chair, BC Games Society  
February 10, 2023

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## Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how the BC Games Society will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the biennial BC Winter Games and BC Summer Games. It also manages operations (e.g. training mission staff, providing on-site logistics, team support, etc.) for Team BC athletes that compete at the Canada Summer Games and Canada Winter Games, which are held every four years.

As BC Games and Canada Games are often stepping-stones to higher levels of competition for athletes, coaches and officials, the Society, through its event management and Team BC responsibilities, provides multi-sport games experience that helps these British Columbians develop.

As well, through their experience at Canada Games, Team BC's mission staff<sup>1</sup> are able to develop and enhance competencies such as leadership, teamwork, time management and organizational skills.

BC Games also provide important economic and tourism benefits, allowing hosts to profile their communities and benefit from an economic impact in the range of \$1.6 million to \$2 million. This helps these communities build and enhance their capacity to attract and deliver major events.

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

In 2023/24, the Society will provide guidance and expertise to host organizing committees to help wind down operations of the Greater Vernon 2022 BC Winter Games<sup>2</sup>, deliver the Lhtako Quesnel 2024 BC Winter Games (February 22-25, 2024) and prepare for the Maple Ridge 2024 BC Summer Games (July 18-21, 2024). Society staff will also be winding down Team BC's participation in the 2023 Prince Edward Island Canada Winter Games (February 18 to March 5) and starting to prepare for Team BC's participation in the 2025 Canada Summer Games in Newfoundland and Labrador.

To support their priorities, the Society will be working with host communities and sport and tourism sector partners to build capacity across the province to attract and deliver major events. This work is particularly critical given the lasting impact of the pandemic on sport and community development. The Society works with key planning volunteers (i.e., the organizing committee) to guide implementation of standards and policies through a comprehensive transfer of knowledge program. This creates an environment where individuals contribute and feel a sense of accomplishment and connection to the Games.

The Province is committed to supporting true and lasting reconciliation with Indigenous Peoples, the [Truth and Reconciliation Commission Calls to Action](#), the [United Nations Declaration on the Rights of Indigenous Peoples](#) and B.C.'s [Declaration on the Rights of Indigenous Peoples Act](#). 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, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC. Host communities have developed strong relationships with local First Nations and are working closely to ensure cultural components are respected and included in all Games events.

The Society's work also supports B.C.'s: [Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025](#) in making sport more accessible, inclusive and safe for all British Columbians and the Framework's three pillars to increase sport participation, athlete development and event hosting.

## Operating Environment

While COVID-19 restrictions have been lifted, the Society continues to review operations to ensure a healthy, safe environment for all participants and volunteers should COVID-19 and other respiratory illnesses continue. As a [Return to Games Plan](#) was developed and revised throughout the pandemic, there is the ability to modify components of the Games, if required, to ensure alignment with the Provincial Health Officer Orders.

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<sup>2</sup> The 2022 Greater Vernon BC Winter Games were rescheduled due to the pandemic and are taking place March 23-26, 2023. While these Games were budgeted for and occurred in the 2022/23 fiscal year, some operations and budget commitments will continue into the 2023/24 fiscal year.

Inflation, ongoing economic recovery from the COVID-19 pandemic, and increased cost of living and games' operations will be factors impacting BC Games Society and host society budgets. This will require careful oversight of operational budgets and enhanced efforts to generate revenue. As well, athletes and their families may be stretched financially by other pressures (e.g. cost of living, economic hardships) which may impact, regardless of hardship supports<sup>3</sup> in place, the decision to participate in the BC Games. This can potentially impact equity access to BC Games participation as well as these athletes' ability to advance to higher levels of competition.

Volunteering decreased during the pandemic when sport programs were suspended. As well, local businesses continue to be impacted by associated labour shortages and economic hardships. This may continue to impact some operations such as volunteer recruitment and local fundraising, which will continue to affect hosting communities. The devastating flooding situation in B.C. in 2021 and potential climate change impacts (e.g. wildfire, heat waves, flooding) are a constant reminder that challenges out of the Society's control can present themselves and may require significant operational changes. The Society will continue to monitor these risks as the Games move to communities around the province that may be affected by these natural disasters.

Communities that host BC Games have unique resources and varying levels of experience in hosting major events. The Society provides expertise to its host cities and Games partners, which helps ensure that high standards of BC Games are maintained. The Society's success is due to its committed and knowledgeable staff, continuous improvement of event management services and practices, and a system of transferring knowledge, which is the benchmark for multi-sport Games success in Canada.<sup>4</sup>

## Performance Planning

### **Goal 1: BC Summer and BC Winter Games leave meaningful legacies for host communities**

The importance of BC Games is not just the incredible experiences afforded to those involved in the Games, but what these multi-sport events and community celebrations leave long after the Games are over. These benefits come in the form of tourism, economic, facility, equipment and sport development legacies. As well, hosting BC Games can help build host communities' capacity to attract and deliver major sport events and individuals' capacity to develop and/or enhance skills that can be used in all aspects of their lives (e.g. personal, sport, career pursuits). Strengthened community and individual capacity through event hosting provides overall benefits to B.C. in terms of increased socio-economic outcomes.

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<sup>3</sup> All athletes pay \$175, regardless of where they travel from. The Society also has a hardship clause to support participants who cannot afford to pay.

<sup>4</sup> Based on input from and consultation with other provincial and national games organizers.

This goal has been revised from previous service plans to provide more clarity for the reader and to capture key priorities in terms of legacy development.

### **Objective 1.1: Provide guidance to host societies on budgets and legacy development.**

The Society's guidance to host societies<sup>5</sup> helps ensure that their operational budgets are well-managed and provide a surplus which in turn can be reinvested into sport programs or other legacies. The operational budget also provides funding for purchases required to deliver the Games – such as scoreboards, technical equipment, supplies, which remain in the community as legacies.

#### **Key Strategies**

- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer Games and BC Winter Games.
- Work with host societies to encourage local spending and to leverage spending to enhance facility and equipment legacy opportunities.
- Leverage the [Powering Potential Fund](#)<sup>6</sup>, and encourage host communities to use their Legacy Funds to support equipment, capital projects, individual athletes, teams and sport organizations.
- Through providing opportunities to participate in a high-paced multi-sport event environment, help individuals use and/or learn skills that can be transferred to other aspects of life (e.g. personal, sport, career pursuits).

#### **Discussion**

In 2023/24, the Society will be working with the Lhtako Quesnel 2024 BC Winter Games' host society to help it prepare and implement an operating budget that directs spending within the community for sport equipment; venue upgrades; general Games supplies and secures financial legacies. This contributes to the overall economic impact of hosting the Games. As well, by providing this guidance to host societies and continuing to attract private, corporate and other investments in the [Powering Potential Fund](#) and by helping host societies develop Legacy Funds, the Society helps make sport more affordable for British Columbians.

### **Objective 1.2: Support host communities in building their capacity to attract and deliver major sport events.**

The volunteer-led BC Games and the Team BC program create a legacy of individuals with enhanced skills, abilities, expertise, and knowledge. Through involvement in high-paced multi-sport Games environments, individuals gain practical experience in areas such as leadership, time management, organizing and teamwork, all of which are transferable to personal, career

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<sup>5</sup> Each community hosting the BC Games establishes a host society which prepares and delivers its set of games in their community.

<sup>6</sup> The Society created the [Powering Potential Fund](#) in April 2017 for legacy projects (e.g. bursaries/awards, equipment, capital projects and community programs). Private and corporate donations and financial legacies from BC Summer and Winter Games help maintain this fund.



and other volunteer pursuits. These skills not only contribute to individual growth but provide important skillsets that British Columbians can take back to their sport and their community.

### **Key Strategies**

- Build awareness of multi-sport games and the benefits associated with volunteering at these events.
- Provide resources and support to volunteers and individuals delivering high quality multi-sport events, equipping them with skills that can be transferred to other aspects in life (e.g. personal, sport, career pursuits).
- Help communities build capacity related to bidding on and hosting other events through guiding host communities to prepare for and deliver successful events that profile their communities as major event destinations.
- Provide training and awareness sessions to BC Summer Games and BC Winter Games organizing committee boards and Team BC Mission Staff.

### **Discussion**

The Society will work with key planning volunteers (i.e. the organizing committee) to guide implementation of standards and policies through a comprehensive transfer of knowledge program. This training and guidance to the organizing committee, who work with as many as 2,200 volunteers to stage the Games, will help ensure the successful delivery of the Lhtako Quesnel BC 2024 Winter Games and preparation for the 2024 Maple Ridge BC Summer Games. This creates an environment where individuals contribute and feel a sense of accomplishment and connection to the Games, which helps in future event-hosting opportunities.

Participants in the BC Winter and BC Summer Games and the Team BC program come from all areas of the province, creating broad enthusiasm for sport and sport pursuits. The Society will provide various training, information and awareness activities in BC Winter Games and BC Summer Games' host communities and within the B.C. sport sector to increase volunteerism and skilled leadership. The Society will also engage with Games alumni to share their experiences, inspiring young athletes to pursue sport, communities to host, and volunteers to give their time.

The Society will also be actively involved in the leadership of the Domestic Franchise Holders Working Group. This Canada-wide working group consists of provincial/territorial multi-sport games organizations, international multi-sport games organizations and marquee sport event organizers. It promotes and facilitates best practices sharing between these organizations, enabling BC Games to benefit in event hosting efforts.

## Performance Measures

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
<b>Games occurring in the fiscal year<sup>1</sup></b>	<b>2022 BCSG<sup>2</sup> 2023 BCWG<sup>3</sup></b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>	<b>2026 BCWG</b>
[1a] Cash and value-in-kind (VIK) generated by the BC Games Society <sup>4</sup>	\$300,000	TBD	TBD	TBD
[1b] Cash and value in-kind (VIK) generated by host organizing committees	<b>2022 BCSG:</b> \$575,000 <b>2023 BCWG:</b> \$220,000	\$340,000	\$560,000	\$340,000
[1c] Number of volunteers <sup>5</sup>	<b>2022 BCSG:</b> 2,245 <b>2023 BCWG:</b> 1,500	1,800	2,200	1,800
[1d] Volunteers would recommend others to volunteer	90%	90%	90%	90%

**Data source:** BC Games Society, 2022 Prince George BC Summer Games and 2022 BC Winter Games in Greater Vernon (postponed to 2023) audited and/or operational budgets. Based on volunteer survey following each BC Games, host society's database of volunteers and/or BC Games databases.

<sup>1</sup>Acronyms for BC Summer Games (BCSG), BC Winter Games (BCWG), Canada Summer Games (CSG) and Canada Winter Games (CWG) 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.

<sup>2</sup>2022 BC Summer Games in Prince George and 2022 BC Winter Games in Greater Vernon (postponed to 2023) are included in this forecast; however, Audited Statements have not been completed.

<sup>3</sup>The 2022 BC Winter Games in Greater Vernon were postponed from February 2022 to March 2023 due to the pandemic. The biennial cycle schedule of BC Winter Games will resume in 2024.

<sup>4</sup>This includes mixed media, ad value, donated or discounted goods and services, legacy funds (50 per cent) returned to Society, and cost-efficiencies realized by the Society.

<sup>5</sup>Number of volunteers vary between BC Summer Games and BC Winter Games as summer games have more/larger sports involved and more participants.

## Discussion

The Society's entrepreneurial activities include working to achieve cost-efficiencies in both the Society's and host organizing committees' operating budgets. The Society continues to find efficiencies with its business delivery model including increased virtual and remote work with host communities across the province. As well, merchandise sales at BC Winter Games and BC Summer Games directly benefits the host communities' legacies, providing additional investment in areas such as bursaries, facility, and equipment investments.

Performance measure 1a was changed in the 2022/23 service plan to better reflect the Society's ability to leverage the Province's investment. Previous service plans only included cash and value-in-kind investments but did not reflect the Society's cost-efficiency work such as adjusting schedules and arranging transportation to take advantage of supplier discounts

and/or reducing time spent travelling, thereby reducing meal and accommodation costs. The 2022/23 target was set conservatively to reflect potential impacts due to the pandemic (e.g. physical distancing requirements and additional personal protective equipment). The 2023/24 targets are to be determined as the BC Summer Games and BC Winter Games held in 2022/23 will inform future targets.

Performance measures and targets 1a and 1b are also consolidations of previous year performance measures. This has been done to provide better clarity and to allow for flexibility in revenue streams. The host society, for example, may wish to put more emphasis on expenditures such as new sport equipment or facility upgrades that will be used during the Games as opposed to building a larger Legacy Fund focusing on post-Games benefits.

In terms of performance measures 1b to 1d, the BC Winter Games and BC Summer Games typically take place in alternating fiscal years and vary in terms of size and scope (e.g. numbers of participants and volunteers) and assigned budgets. Accordingly, the legacies of the BC Winter Games can be quite different from those of the BC Summer Games.

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. The host organizing committees' cash and value-in-kind targets are estimated based on past BC Games. Through engagement of local businesses, value-in-kind contributions help to offset budgeted expenditures and provide enhancements to the Games. They have been set accordingly and take into consideration the unique economic climate of each host community. For example, a host community without a recent major event hosting experience may not be able to bring together significant local resources (e.g. volunteers, local business support), so operating budgets are typically higher and financial legacies are typically lower. Other communities may have competing demands or challenges on local resources (e.g. other events, economic hardships). The impact of the COVID-19 pandemic continues to have an impact on local businesses.

The volunteer performance measures are quantitative and qualitative. Performance measure 1c indicates a legacy of trained volunteers that will continue to use the skillsets developed or enhanced at the games in other volunteer, personal and/or career pursuits while 1d has been added this year to measure the quality of their experience.

Performance measure 1c has been reduced slightly from the 2022/23 service plan to reflect overall challenges in volunteer recruitment and retention in Canada<sup>7,8</sup>. This will require host societies to reduce volunteer numbers and/or adapt tasks to meet operational requirements.

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<sup>7</sup> Statistics Canada: Impacts or expected impacts volunteer recruitment and retention challenges have had on the business or organization, fourth quarter of 2022.

<sup>8</sup> Imagine Canada's Sector Monitor Ongoing Effects of the Covid-19 Pandemic, David Lasby, Director, Research, February 2021.

## Goal 2: BC Games provide sport development opportunities and legacies across the province

The BC Games provides opportunities for athletes, coaches and officials to develop their skills and advance to higher levels of competition. By developing a competition standard for athletes, coaches and officials, BC Games raises the standards of local competitions across the province when these participants return to their communities.

### Objective 2.1 Provide opportunities for athlete, coaches and officials to develop and enhance skills.

#### Key Strategies

- Provide provincial sport organization athletes with the opportunity to train for a quality competition experience in a multi-sport games environment by setting development criteria for athletes.
- Set standards for athlete selection and coach and official certification.
- Implement BC Games coach mentorship program and partner with other sport sector organizations (such as Canadian Sport Institute Pacific and viaSport) to enhance opportunities for coaches.

#### Discussion

The Society will also have ongoing engagement with BC Games alumni as spokespeople at the BC Winter and BC Summer Games, as part of the Team BC program, and in promotional materials. Having alumni share their experiences and the importance and value of the Games serves as inspiration for athletes, communities, and volunteers.

The Society will work with provincial/disability sport organizations to set coaching certification levels that are consistent with the *Canadian Sport for Life*<sup>9</sup> long-term athlete development continuum.

The Society will also collaborate with other Games-related organizations in B.C. and across Canada (such as the Canada Games Council and provincial/territorial Games) to provide staff support and mentorship opportunities for event hosting and operations. This work builds skills within the sport sector and supports domestic event hosting outcomes outlined in objective 1.2.

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<sup>9</sup> Canadian Sport for Life is a national approach which matches athlete and coach development to stages of growth from one level of competition to another.

## Performance Measures

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
<b>Games occurring in the fiscal year</b>	<b>2022 CSG<sup>1</sup> 2023 CWG 2023 BCWG</b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>	<b>2025 CSG 2026 BCWG</b>
[2a] BC Games head coaches are National Coaching Certification Program Competition Development certified	85%	85%	85%	85%
[2b] Number of participants in the Coach Mentorship Program	10	10	10	10
[2c] Percentage of BC Games Alumni on Team BC (Canada Games)	50%	n/a	n/a	55%

**Data source:** Information provided by provincial organizations and Coaching Association of Canada. Percentage of alumni is based comparison of Team BC registered athletes to BC Games past athlete data. Targets are only included in years where a Canada Games is scheduled.

Notes:

<sup>1</sup>There were two sets of Canada Games (2022 Canada Summer Games and 2023 Canada Winter Games) held in 2022/23 due to the summer games being postponed one year due to the pandemic. The Canada Summer Games four-year cycle will resume in 2027.

## Discussion

Turnover or movement of coaches is typical at all levels of sport competition. The targets are consistent for each set of Summer or Winter Games to recognize a new cohort of coaches progressing to BC Games. This high standard of coach certification benefits communities when these coaches return home to coach. The BC Games are just as much a developmental opportunity for coaches as they are for athletes. The performance measure remains at 85 per cent to accommodate coaches that wish to use the BC Games as an opportunity to achieve higher certification. Many coaches receive their certification while at the Games – that is, they acquire practicum hours and education opportunities leading up to and during the Games. This allows coaches to become certified at no cost to them, thereby helping to increase coaching capacity across the province.

The Coach Mentorship program, a partnership between viaSport BC, Canadian Sport Institute Pacific and the BC Games Society, was first established in 2018. The program aims to support up to ten Coach Mentors at each set of BC Winter and BC Summer Games. The Coach Mentorship program is built on an individualized and customized approach for each mentee. Therefore, to ensure quality control and the ability to give support to each mentee (who have different needs), the program enrolment remains at 10 participants from one Games to another.

For many sports, the BC Winter and BC Summer Games are a stepping stone to the Canada Games, and many BC Olympic and Paralympic athletes are BC Games and Team BC alumni. BC Games alumni continue to be represented on Team BC. The Society tracks the numbers of BC Games alumni who participate at Canada Games and other multi-sport Games. Many alumni have recognized the preparatory value of the BC Games. For example, 176 BC Games alumni participated in the 2022 Canada Summer Games, representing 38 per cent of Team BC.

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

### **Goal 3: BC Games and Team BC operations are positive, inclusive, accessible and safe environments for all those involved**

The B.C. government and sport sector are committed to ensuring positive, safe and ethical sport environments for all those involved in sport. The Society contributes to this work by implementing standards, policies and practices and aligning with B.C.'s: [Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025](#) and the Province's commitment to reconciliation through the [BC Declaration Act on the Rights of Indigenous Peoples](#).

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 female, LGBTQ2S+, Indigenous, disability and multi-cultural populations are often more vulnerable to harassment, abuse and discrimination in sport.

Cost continues to be one of the largest barriers to sport participation and one of the pillars of systemic inequity that bar historically under-represented groups from participation. The Society and host community budgets continue to cover accommodation, meals and transportation for athletes, which substantially subsidizes the cost of the Games to families. All athletes pay \$175, regardless of where they travel from. The Society also has a hardship clause to support participants who cannot afford to pay, including access for Indigenous youth.

### **Objective 3.1 Provide training and opportunities for people of diverse backgrounds and abilities to be involved in BC Summer and Winter Games and Team BC Operations.**

Involvement in BC Games and Team BC operations provide opportunities for British Columbians of different races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations to have inclusive, accessible and safe experiences. By participating in training, those involved in BC Games and Team BC operations are better positioned to understand the unique needs of participants and be better allies to underrepresented or vulnerable population groups.

#### **Key Strategies**

- Work with the Ministry, the Crown Agency and Board Resourcing Office and sports organizations to ensure equity, diversity and inclusion on the Society's board and in team complements participating in BC Games.
- Work with the ISPARC to contribute to the Province's commitment to lasting and meaningful reconciliation with Indigenous peoples.
- Continue to provide training and educational resources for Society staff, BC Games and Team BC operations volunteers to ensure that the Society actively promotes inclusion of Indigenous peoples, minority communities, immigrants, persons with disabilities, and the LGBTQ2S+ community.
- Continue to seek new revenue sources, develop and/or strengthen partnerships and identify operational efficiencies and employ cost saving measures (e.g. finding economies of scale, efficient transportation arrangements, etc.) for each of the Games to ensure they remain affordable.

#### **Discussion**

The Society will provide training for its board members, staff, Mission Staff and host organizing committees to increase education and awareness around diversity and inclusion initiatives and best practices.

Specifically, in terms of board renewal, the Society will promote board vacancy opportunities within the sport sector and in the public realm with a view to recruit candidates with diverse backgrounds and skillsets.

To address the Society and the Province's commitment to the [\*Truth and Reconciliation Commission Calls to Action\*](#), [\*United Nations Declaration on the Rights of Indigenous Peoples\*](#) and the [\*Declaration on the Rights of Indigenous Peoples Act\*](#) and to ensure the BC Summer Games and BC Winter Games are accessible to all, the Society and ISPARC developed agreements with provincial sport organizations to increase opportunities for Indigenous athletes, thereby increasing Indigenous participation. Three sports (archery, cross-country and badminton) had indicated their interest to be included at the 2024 BC Lhtako Quesnel Winter Games– the Society will continue to work with ISPARC to confirm.

Through the [Guide to the Games](#) document and subsequent live sessions, the Society will provide all participants with a detailed description of what to expect during the Games and how to make the most of their sport experience.

As well, the Society will continue to collaborate with the ISPARC to promote the BC Games in Indigenous communities and through the [Guide to the Games](#) initiative will provide information on Indigenous Peoples and communities involved in the Games.

### **Objective 3.2: Implement safe sport initiatives that ensure those involved in BC Games and Team BC operations are free from all forms of maltreatment including discrimination.**

The Society has adopted the [B.C. Universal Code of Conduct](#), which applies to all participants, and includes expectations related to appropriate and inappropriate behaviours. Through implementing the *Culture of the Games* initiative and providing specific training in safe sport practices to Society staff, board, and volunteers involved in BC Games and Team BC operations, the Society helps to ensure positive, fair and safe experiences.

#### **Key Strategies**

- Develop additional educational resources and leverage existing ones to bring awareness to the importance of safe sport behaviours.
- Implement technology to provide monitoring of participants during the Games to assure safety.
- Ensure the Code of Conduct is easily accessible and understood.
- Provide Crisis Management training sessions to host society volunteers and Team BC Mission Staff.
- Provide training for staff on safe sport and how to manage crises.

#### **Discussion**

The Society will continue to expand education and awareness programs to ensure understanding by all participants of safe sport. Through resources such as the *Guide to the Games* publication; [Culture of the Games](#) online module; and consistent messaging through social media and other channels, the Society will amplify the importance of safe sport. The Canadian Sport Help Line during the Games will also be available for all participants to access if they are experiencing maltreatment, aware of inappropriate behaviours by others, or simply want support in a difficult situation. All participants can access this 24/7 during the Games.

The BC Games Society's comprehensive [Culture of the Games](#) initiative is an educational tool developed to meet the BC Games Society's goal to inspire exceptional experiences by creating a positive, respectful, inclusive, and accessible environment. Prior to attending the Games, all



participants and volunteers will be required to complete a 20-minute module that outlines the key principles of the *Culture of the Games* and the [BC Games Code of Conduct](#). The training also supports diversity, equity and inclusion in other environments (e.g., workplace, sport, community).

The Code of Conduct will continue to serve as a foundation for expected behavior by all participants. It will be easily accessible and the importance of it will be clarified in ongoing communication. As well, parents and guardians will be required to acknowledge their awareness and understanding of the Code of Conduct as it pertains to their child’s behaviour as well as their own. The Culture of the Games online module will be expanded to include modules for coaches and volunteers.

To better prepare host society volunteers to manage any safe sport crises, the Society will provide crisis management training that outlines the steps to take in the event of a crisis. Society staff will also be trained in crisis management and will receive interview skills training to better support individuals in the early crisis stages. As well, all Society staff and board members will be required to take the Canadian Centre for the Protection of Children’s *Commit to Kids* course, which provides training in keeping children safe. Society staff will also be offered Cultural Sensitivity training and Diversity, Equity and Inclusion courses.

## Performance Measures

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
<b>Games occurring in the fiscal year</b>	<b>2022 BCSG 2023 BCWG 2022 CSG 2023 CWG</b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>	<b>2025 CSG 2026 BCWG</b>
[3a] Number of staff and volunteers participating in education and awareness programs	820	860	1100	1185
[3b] Number of participants in the Society/ISPARC Indigenous program	50	55	60	60
[3c] Number of BCWG/BCSG and Team BC volunteers receiving safe sport training courses <sup>1</sup>	105	100	120	125

**Data source:** Guide to the Games, Culture of the Games and other education, professional development and other programs offer as well as Games registration data (for mandatory compliance programs).

Notes:

<sup>1</sup>There are no Canada Games (i.e. Team BC Mission Staff participation) in 2023/24 and 2024/25 fiscal years so the targets have been reduced accordingly by 25 volunteers which is the full complement of Mission Staff.

## Discussion

Performance measures 3a and 3c are metrics that have been added for 2023/24 and beyond. The Society will measure educational and awareness activities through completion of the Guide to the Games, Culture of the Games and other education, professional development programs available (e.g. Indigenous Cultural Awareness courses, Gender-Based Analysis-Plus, viaSport's PlaySafe training modules, Canadian Women in Sport's gender equity assessment resources). It is also important to note that experiential educational and awareness occurring outside of BC Games and Team BC operations cannot be measured. These lived experiences are essential to ensuring positive, inclusive and accessible experiences. Through the provision of formal and informal education and awareness opportunities, the Society brings a variety of perspectives, expertise and experiences that ensure its work reflects British Columbia's diverse population.

ISPARC has partnership agreements with the BC Games Society to actively include a greater number of Indigenous athletes in the BC Games in order to increase their participation in multi-sport games. This requires ISPARC to work with select provincial sport and disability sport organizations that are involved in BC Games to identify Indigenous athletes to help them train and compete. While the Society provides competition opportunities for Indigenous athletes and facilitates the partnership between provincial sport organizations and ISPARC, it does not determine program expansion. This is determined by provincial sport organizations that identify whether their sport can include an Indigenous athlete stream and ISPARC evaluating and determining if that sport can effectively support an additional programming element. Targets for this performance measure, therefore, will be determined once ISPARC is able to confirm program expansion opportunities.

In previous service plans, the Society had set targets for Indigenous athletes participating in BC Games to increase from a five per cent baseline to eight per cent in 2024. As this metric relied on participants having to self-identify as Indigenous, the Society considers the Indigenous program (performance measure 3b) is more reflective of Indigenous involvement in the Games. The Society, however, will continue to monitor Indigenous participation rates to inform the Indigenous Sport, Physical Activity and Recreation Council on how it can identify gaps and growth opportunities.

The Society also measures participation rates of athletes with a disability and female athletes at the Games. The Society will explore how other diversity measures, such as participants from LGBTQ2S+ and racialized communities, can be tracked given potential sensitivities (e.g., self-disclosure). This work will include consultations with the Ministry of Tourism, Arts, Culture and Sport that works with viaSport, Sport BC and other partners to help provincial sport organizations recruit and engage with under-represented populations groups.

# Financial Plan

## Financial Summary

[\$000s]	2022/23 Forecast	2023/24 Budget <sup>3</sup>	2024/25 Plan	2025/26 Plan
<b>Revenue</b>				
Province of BC Grant	2,052	2,100	2,118	2,118
Team BC Grant	250	250	250	250
Corporate Partner Income	10	16	16	16
Other	1,148	201	421	231
<b>Total Revenue</b>	<b>3,460</b>	<b>2,567</b>	<b>2,805</b>	<b>2,615</b>
<b>Expenses</b>				
Grants	185	550	625	550
Games Operations <sup>1</sup>	2,312	614	751	631
Salaries and Benefits	1,009	1,025	1,044	1,044
Board Expenses	23	23	18	23
Administration	373	166	176	176
Lease Costs	179	187	189	189
<b>Total Expenses</b>	<b>4,081</b>	<b>2,565</b>	<b>2,803</b>	<b>2,613</b>
<b>Annual Surplus (Deficit)</b>	<b>(621)</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Accumulated Surplus (Deficit)<sup>2</sup></b>	<b>392</b>	<b>394</b>	<b>396</b>	<b>398</b>
<b>Capital Expenditures</b>	<b>300</b>	<b>18</b>	<b>18</b>	<b>18</b>

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

<sup>1</sup> Includes operations for BC Games and Team BC 2022/23 includes two BC Games and two Canada Games.

<sup>2</sup> For 2022/23 this includes \$95,630 cash, \$170,618,000 in tangible assets, and 124,833 in prepaid expenses.

<sup>3</sup> Budget for 2023/24 will be passed by the Board in February 2023; the budget provided is a draft.

## Key Forecast Assumptions, Risks and Sensitivities

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

- Greater Vernon 2022 BC Winter Games (Postponed to 2023)
- Prince Edward Island 2023 Canada Summer Games (February 18-March 5, 2023)
- Lhtako Quesnel 2024 BC Winter Games (February 22 – 25, 2024)
- Maple Ridge 2024 BC Summer Games (July 18 – 21, 2024)

## Management's Perspective on Financial Outlook

Risks	Plans for Mitigation
<p>The Society relies on third-party provincial sport organizations (PSOs) selection and training of athletes, coaches and officials. There is a small risk that these activities are not aligned or consistent with BC Games Society policies and procedures.</p>	<p>This is considered a low risk. Through long-term and consistent communication and written agreements with individual PSOs, the Society works to ensure clear understanding of expectations, policies and practices as they relate to Games participation and services delivered by the Society, the host organizing committee and the sport organization. The Society continues to communicate with each PSO to assess capacity and future participation.</p>
<p>The Society faces fiscal pressures due to significantly higher transportation costs (i.e.: busing; flights; fuel) for athletes associated with hosting the 2024 BC Lhtako Quesnel Winter Games.</p>	<p>This is considered a high risk. The Society will continue to work to manage pressures within the BC Games' cycles.</p>
<p>Host Societies face ongoing fiscal pressures due to the cost of hosting a Games increasing; hosting grants remaining static and local fundraising being impacted by the pandemic.</p>	<p>This is considered a high risk as it may impact future bidding for Games. The Society will continue to assist Host Societies with managing their budgets to meet rising costs.</p>
<p>Access to volunteers within Games Host communities will continue to be challenging (decrease in number since the pandemic).</p>	<p>This is considered a high risk as volunteers are a critical component to the success of the Games. The Society will continue to work with Host Societies to identify volunteer roles/responsibilities and assist with scheduling to manage fewer volunteer numbers.</p>
<p>Adherence to BC Games' safety policies (e.g. harassment and abuse, etc.) is reliant on PSOs and host communities' commitment to provide safe, inclusive, ethical and positive experiences.</p>	<p>This is considered a low risk. There will be an enhanced focus on safety in sport within the BC Games to ensure all participants, sport organizations and host organizing committees are informed of their role in making the BC Games safe, inclusive, ethical and positive experiences for all those involved. This includes a specific focus on preventing harassment and abuse. The <i>Culture of the Games</i> program will be expanded and made mandatory for all participants (athletes, coaches, managers and officials). The Society continues to work with government, viaSport and other partners on safe sport.</p>

<p>The Canadian Sport for Life's long-term athlete development continuum sets out the BC Games and Team BC competitions as important milestones for athletes, coaches, and officials. If PSOs do not value the Games as opportunities for their members to develop and participate then the ability to achieve these milestones is impacted.</p>	<p>This is considered a low risk. The Society staff works closely with PSOs to ensure they maximize opportunities for athletes, coaches and officials as they relate to BC Games and Team BC readiness and competitions. The Society meets with PSOs after each Games to review their experience at the Games and find ways to add value to their competitions such as Indigenous participation and coach mentorship programming.</p>
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## Appendix A: Mandate Letter from the Minister Responsible



Ref: 41997

April 19, 2021

Jamey Paterson  
Chair, Board of Directors  
BC Games Society  
200-900 Fort Street  
Victoria, BC V8V 3K2

Dear Jamey Paterson:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia (B.C.).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Games Society, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Games Society about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.



As the Minister responsible for BC Games Society, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Support Government's COVID-19 recovery efforts by enhancing alignment with B.C.'s Sport Framework Pathways to Sport, as well as the Strategic Framework for Tourism in B.C., with a focus on building event hosting capacity within host communities and helping them to build their reputations as sport event destinations.
- 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 next North American Indigenous Games.
- Continue to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help increase diverse participation in the BC Games and ensure positive, accessible and inclusive experiences for all those involved.
- Continue to focus on preventing and addressing harassment and abuse in alignment with viaSport's Safe Sport initiative.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



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Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister of Tourism, Arts, Culture and Sport

April 19, 2021

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Date

Enclosure

Jamey Paterson  
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Jamey Paterson  
Chair  
BC Games Society