

**BC Games Society  
2007/08 – 2009/10 Service Plan**



For further information on the  
BC Games Society  
contact us at:

BC Games Society  
200 – 990 Fort Street  
Victoria, BC V8V 3K2  
250.387.1375  
[info@bcgames.org](mailto:info@bcgames.org)  
[www.bcgames.org](http://www.bcgames.org)

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## Message From the Co-Chairs

### *Looking Beyond Today*

The BC Winter and BC Summer Games have developed over their long history as a leader in multi-sport event management, while contributing significantly to the growth and development of communities across British Columbia. In delivering forty eight BC Winter and BC Summer Games since 1978, conservative figures would indicate the Games have recruited and trained 173,500 volunteers, provided a positive sport experience to over 145,800 athletes, coaches, and officials, triggered \$102 million in economic benefit and left in excess of \$11.5 million in new sport and recreation opportunities through the community legacy process.<sup>1</sup>

These successes led to the creation of the BC Family of Games in 1994, whereby the event management expertise of the BC Games Society was to be shared with the long-standing Northern BC Winter Games, the BC Disability Games, and the then relatively new BC Seniors Games. In assuming event management responsibilities for these three Games, the BC Games Society did so with existing resources and limited staff increases. Effective and efficient ways to deliver services to the Host Community volunteers became a constant business practice within our society.

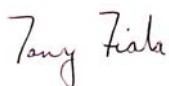
As we enter into our next planning cycle, the sustainability of the BC Games Society poses significant challenges. With challenge comes opportunity and the Board and staff of the BC Games Society are providing leadership to the BC Family of Games to review expectations, to discuss frequency, and to build a model that is sustainable beyond the horizon of 2010.

Revenue generation outside of Government's investment continues to be a priority as we maintain and build our relationships with corporate supporters, and look to other sources of self-generated income. Current partners Global BC, Air Canada Jazz, the BC Lottery Corporation and TELUS provide significant resources that reduce budgeted costs and provide additional revenues. The BC Games Society is confident these relationships will continue as we look to renew with two of them, while signing a fifth partner soon. Athlete fees and the sale of intellectual properties also support our strides toward a balanced budget.


Despite the fiscal challenges we face long-term, immediate plans and performances continue to be our focus. During this Service Plan cycle, the BC Games Society Board and staff will be responsible for the overall management of eleven BC Games involving over 15,800 volunteers, 20,000 participants, and generating approximately \$9.3 million in spending in those communities. Our work with these cities and their dedicated volunteers will benefit from leading edge online resources, a highly motivated staff of nine, and a policy Board of sport, community, and business leaders dedicated to keeping the BC Games Society among the sport leaders provincially and nationally.

This 2007 / 2008 - 2009 / 2010 Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with Government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions, and identified risks, as of January 30, 2007, have been considered in preparing this plan. We are accountable for ensuring the BC Games Society achieves its specific objectives identified herein and for measuring and reporting actual performance. The performance 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.

Respectfully submitted,



Tony Fiala, Co-Chair  
BC Games Society



Wendy Ladner-Beaudry, Co-Chair  
BC Games Society

<sup>1</sup> figures based on measured figures and averages since 1978

## Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport and sporting activities, individual achievement, and community development.

Established in 1977 by the Provincial Government under the *Societies Act*, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement, and community pride.

As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister in 1994.

The BC Games Society has been staging the BC Winter and BC Summer Games since our inception. The BC Games Society provides opportunities at BC Summer and BC Winter Games for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport, individual achievement, and community development.

In 1994, our scope was broadened with the addition of the Northern BC Winter Games, the BC Disability Games, and the BC Seniors Games. To these three Partner Games, we provide event management, and volunteer and financial resources.

The BC Games Society operations are located at 200 – 990 Fort Street, Victoria, BC.

## Mandate

The BC Games Society was established in 1977 by the Provincial Government to promote community and sport development across BC.

## Governance

The BC Games Society is responsible to the Minister of Tourism, Sport, and the Arts through the Board of Directors. A fifteen-member community-based Board of Directors appointed by Ministerial letter is responsible for providing direction through the policies and corporate goals. The Board of Directors appoints a President and Chief Executive Officer to manage the implementation of the policies and goals. The Directors' activities and responsibilities are governed by British Columbia's Guidelines for Conduct of Government Appointees to BC Agencies, Boards and Commissions. Included in those guiding principles are:

- Accountability and Performance
- Openness, Trust and Transparency
- Stewardship, Leadership and Effectiveness
- Clarity of Roles and Responsibilities
- Service and Corporate Citizenship
- Value, Innovation and Improvement

See [www.bcgames.org/facts\\_and\\_figures\\_board\\_governance.html](http://www.bcgames.org/facts_and_figures_board_governance.html) for more details.

Board members include:

- Tony Fiala, Co-Chair, Williams Lake, Finance Committee
- Wendy Ladner-Beaudry, Co-Chair, Vancouver
- Gary Young, North Vancouver, Chair, Marketing and Communications Committee
- Rod Cox, Terrace, Chair, Finance Committee
- Marni Abbott, Vancouver, Sport Committee
- Bruce Johnson, Penticton, Finance Committee
- Bob Irwin, Northern BC Winter Games Society Representative, Kitimat, Sport Committee
- Linda Palm, BC Disability Sports Representative, Sport Committee, Chilliwack<sup>2</sup>
- Anoop Sharma, BC Disability Sports Representative<sup>3</sup>
- Scott Braley, 2010 Legacies Now Representative, Vancouver
- George Kawaguchi, Burnaby, Sport Committee<sup>4</sup>
- Dorothy Paul, Victoria<sup>5</sup>
- Frank Lento, Fernie, Chair, Sport Committee
- Elsa McIntee, BC Seniors Games Society Representative, Richmond<sup>6</sup>
- June Parsons, BC Seniors Games Society Representative<sup>7</sup>
- Sharon White, Provincial Government, Victoria, Finance and Marketing and Communications Committees
- Jennifer Williams, Duncan
- Kimberly Gilhooly, Vernon, Marketing and Communications and Sport Committees

Past Co-Chairs

- |                             |                       |
|-----------------------------|-----------------------|
| • Joan Hess, West Vancouver | Marion Lay, Vancouver |
| • John Furlong, Richmond    | Ron Austen, Duncan    |

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<sup>2</sup> resigned May 2006

<sup>3</sup> term began October 2006

<sup>4</sup> term expired January 2007

<sup>5</sup> term began January 2007

<sup>6</sup> term expired July 2006

<sup>7</sup> term began October 2006

## Planning Context and Risks

As an agency within the Provincial sport system, we are closely associated with three principal groups:

*Provincial Sport Organizations* – these agencies, through a Memorandum of Understanding with the BC Games Society, provide technical expertise on their sport, recruit and train coaches and officials and provide recruitment, development and qualifying opportunities for their athletes.

*Partner Boards of the BC Family of Games* include the Northern BC Winter Games Society, BC Disability Sports, and the BC Seniors Games Society. Each are volunteer driven, and are responsible for the policies and procedures of their respective BC Games. Through an Agreement for Financial Assistance, the BC Games Society provides financial and event support to their Host Communities. BC Games Society also manages their insurance needs and provides policy direction<sup>8</sup>.

*Host Communities* are cities within the province that have been successful in their request to host any one of the five BC Games. Their municipal support is critical to the successful hosting of the BC Games.

This table identifies the key risks and plans for mitigation as determined by the Board of Directors of the BC Games, recognizing our three partners in the overall delivery of BC Games.

Risks	Plans for Mitigation
The BC Games Society relies on the third party recruitment and development of athletes by Provincial Sport Organizations who attend the BC Summer and BC Winter Games. This recruitment, and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations.	Through consistent dialogue and written agreements with each of the sports, we work to ensure the policies and practices associated with Games participation are carried out, both by the sport and by BC Games staff and volunteers.
Responsibility for the policies and procedures of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. BC Games Society is responsible for the technical delivery of these Games but holds no authority on their make up.	The BC Games Society holds positions for a representative from each of the Partner Games for the purposes of information sharing, policy development and overall communications. Through a written Agreement for Financial Assistance with each Partner Board, deliverables are determined and subsequently measured through open discussion.
In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be achieved.	The BC Games Society continues to market the opportunities associated with hosting the BC Games to all BC communities, regardless of size. By communicating with Mayors and Recreation Directors at their respective conferences, the <i>good news</i> of the BC Games is consistently told.

<sup>8</sup> while this plan was being written, discussions are underway for the return of the Agreement for Financial Assistance for the BC Seniors Games Society to the Sport and Recreation Branch

## **Mission, Vision and Values**

### ***Mission***

Through partnerships, the BC Games Society is committed to providing event management leadership in the creation of development opportunities for individuals, sport organizations, and host communities.

### ***Vision***

Entrepreneurial approaches, mutual accountability, and transparency in all our partnerships are standard methods of operation.

The economic and social benefits to communities in hosting the Games produces quality bids and experiences from a variety of host communities.

BC athletes, coaches, and officials in national and international competition will benefit from the experience of a BC Games.

Public and private sectors value and support the BC Games.

Host Communities, athletes, coaches, managers, officials, and volunteers remember the BC Games as a best ever multi-sport experience.

The BC Games are a vehicle for community legacies, trained coaches, new sport clubs, facility improvements, community pride and spirit, and skilled event management volunteers in each host community.

BC Games Society Board represents an effective, ethical, and responsible model in leadership and governance.

### ***Values***

Partnerships and collaboration are the foundation of our working relationships where appreciation and understanding of all partners' perspectives are actively sought.

We have an organizational climate of mutual trust and support between Board and Staff, where roles and responsibilities are clarified, policies are followed and contributions of the team and individuals are honoured.

Our dynamic approaches continually redefine and determine the most efficient and effective method of delivering event management services and programs.

Commitment to social issues affecting all British Columbians around health and wellness, personal and community development, equity, access and inclusiveness is demonstrated.

Investment in our human resources is critical to our long-term success and we strive to offer personal/professional development opportunities to Board, Staff, and Volunteers.



## **Alignment with Government's Strategic Plan**

### ***The BC Games Society Supports Government's Priorities***

- To make BC the best educated, most literate jurisdiction on the continent
- To lead the way in North America in healthy living and physical fitness
- To build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors
- To lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
- To create more jobs per capita than anywhere else in Canada

BC Games provides leadership in three of these priorities:

#### ***To make BC the best educated, most literate jurisdiction on the continent***

Our continuing commitment to the provision of quality written resources for the training and education of volunteers continues. Our *Guidelines for the Host Community* are now on-line, making them more accessible to more volunteers. Partnering with 2010 Legacies Now and their Vol Web project, will provide even greater resources to volunteers allowing them to expand their knowledge base, giving them added skills, greater knowledge and gained confidence.

#### ***To lead the way in North America in healthy living and physical fitness***

The purpose of the BC Winter and BC Summer Games is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event. BC Games Society promotes interest and participation in sport and sporting activities, individual achievement and community development.

#### ***To build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors***

Integration of athletes with a disability has been a way of doing business since our inception. Recently, we have expanded our opportunities for these athletes by including additional Paralympic sports in our BC Winter Games; our event management partnerships with the BC Seniors Games and BC Disability Games means additional financial resources and professional staff provide for positive experiences for athletes from both constituencies.

### ***Direction from Government***

A *Shareholders Letter of Expectations* between the Shareholder and the BC Games Society was signed on June 12, 2006. This letter is an agreement of the respective roles and responsibilities of each and serves as the basis of agreement between the Shareholder and the BC Games Society including high level performance expectations, public policy issues, and strategic priorities. This letter can be found at [www.bcgames.org](http://www.bcgames.org).

## Goals, Objectives, Strategies, Measures and Targets

When establishing goals for the BC Games Society, it was imperative to look at our core business function, which is the delivery of the BC Winter and BC Summer Games. These BC Games must be done in partnership with the Provincial Government and the corporate sector, as they are our primary funding sources. Our goals reflect our priorities to volunteer support and the requirement to supplement our Provincial grant through corporate collaboration. Our goals, strategies, performance measures and targets have been revised from the previous service plan in order to focus on key aspects of performance.

During the term of this Service Plan, the primary goals of the BC Games Society shall be:

<b>Goal 1 – Effective Management of BC Winter Games, BC Summer Games, and Partner Games</b>					
<b>Goal and Objectives</b>					
In partnership with the Kimberley-Cranbrook 2008 BC Winter Games Society, the Kelowna 2008 BC Summer Games Society, and the Terrace 2010 BC Winter Games Society plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.					
Working with the Parent and local Boards of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.					
<b>Key Strategies</b>					
Provide concise written and online materials to support the volunteers in creating a quality BC Games.					
Promote Provincial Sport Organizations use of the BC Winter and BC Summer Games through Memorandums of Understanding as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province.					
Performance <sup>9</sup> Measures		Targets			
	05 / 06 Actuals	06 / 07 Forecast Kamloops 2006 BC Summer Games	Year 1- 07/08 Kimberley-Cranbrook 2008 BC Winter Games	Year 2 –08/09 Kelowna 2008 BC Summer Games	Year 3 – 09/10 Terrace 2010 BC Winter Games

<sup>9</sup> statistics provided through surveys of volunteers using Zoomerang online application

Volunteers use and value on-line tasks, samples and protocols to effectively manage their Games	Volunteers during the Greater Trail 2006 BC Winter Games indicated a 73% approval for the quality of materials provided.	Survey results of Kamloops 2006 BC Summer Games volunteers indicated an 87% approval for the quality of materials provided.	Surveys of Kimberley / Cranbrook and future volunteers expected to meet or exceed baseline results as guidelines become more refined  Year 1 - 75% satisfaction Year 2 – 80% satisfaction Year 3 – 80% satisfaction		
Performance Measures		Targets			
	05 / 06 Actuals	06 / 07 Forecast Kamloops 2006 BC Summer Games	Year 1 Kimberley-Cranbrook 2008 BC Winter Games	Year 2 Kelowna 2008 BC Summer Games	Year 3 Terrace 2010 BC Winter Games
Coaches attending the BC Winter Games and BC Summer Games are certified at the required level II	52% <sup>10</sup> of coaches attending the Trail Games were certified to BC Games standards	70% of attending coaches at the Kamloops Games will be certified	70% of attending coaches at the Kimberley-Cranbrook Games will be certified	80% of attending coaches at the Kelowna Games will be certified	80% of attending coaches at the Terrace Games will be certified
Athletes and coaches in the BC Winter and BC Summer Games move on to higher levels of competition including the Canada Games	41% (144) athletes and 75% (40) of the coaches attending the Regina 2005 Canada Games were BC Games alumni (52.5% of entire team) <sup>11</sup>	expect 60% of the Canada Winter Games team to have had a BC Games experience. Results known March 2007	It is expected future surveys will show increases to the baseline based upon adherence to the BC Games core sport program <sup>12</sup>  No Canada Games in Year 1 expect 70% of the 2009 Canada Summer Games team to have had a BC Games experience during Year 2		
Legacies in each of the three years include new sport club development, hundreds of trained volunteers, equipment and facility upgrades	Trail Games trained 3110 volunteers while directly investing \$88,767 in sport during the Games. Post Games legacy for future investment and opportunity is \$69,864 <sup>13</sup>	Kamloops Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$75,000 in legacy grants. Recruited volunteers numbered 3246	Kimberley-Cranbrook Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300	Kelowna Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$75,000 in legacy grants. Recruited volunteers expected to be 3500	Terrace Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300

<sup>10</sup> statistics provided by participating Provincial Sport Organizations

<sup>11</sup> statistics provided by the Team BC program (Sport Division / Ministry of Tourism, Sport and the Arts)

<sup>12</sup> Core Sport Program identifies how sport can access opportunities at BC Winter and BC Summer Games (more info @ [www.bcgames.org](http://www.bcgames.org))

<sup>13</sup> financials from audited statements / volunteer figures from BC Games enabling software

**Goal 2 – Entrepreneurial Activities to support financial sustainability and program enhancement**

**Goal and Objectives**

To ensure financial sustainability and enhancement of BC Games through entrepreneurial activity by increasing the level of non-Governmental fiscal support to the benefit of the BC Summer and BC Winter Games.

**Key Strategies**

Establish new and maintain existing corporate partners through a thorough delivery on our contractual obligations  
Provide supportive documentation and event management to Host Communities to recruit and develop local cash and value-in-kind support

Performance <sup>1</sup> Measures			Targets <sup>14</sup>		
	05 / 06 Actuals	06 / 07 Forecast Kamloops 2006 BC Summer Games	Year 1 Kimberley / Cranbrook 2008 BC Winter Games	Year 2 Kelowna 2008 BC Summer Games	Year 3 Terrace 2010 BC Winter Games
As corporate partners, Air Canada Jazz, Global Television – BC and TELUS provide cash and in-kind services to offset budgeted expenditures	AC Jazz provided \$105,000 value through charter discounts and staff travel <sup>15</sup>  Global TV provided \$80,000 in-kind value  TELUS provided \$85,000 cash and in-kind value	AC Jazz provides \$110,000 value through charter discounts and staff travel  Global TV re-signed as partner and provides \$80,000 in-kind value  TELUS provides \$85,000 cash and in-kind value  Assisted Kamloops in bringing BC Lottery Corp. on as a \$60,000 partner	Contract renegotiation with Air Canada Jazz beginning April 1, 2007 – anticipating a two- year renewal  Global TV provides \$80,000 in-kind value  TELUS provides \$85,000 cash and in-kind value  BC Lottery Corp. signs as new partner – value \$40,000	AC Jazz provides \$110,000 value through charter discounts and staff travel  Global TV provides \$80,000 in-kind value  TELUS provides \$85,000 cash and in-kind value  BC Lottery Corp. renews for second year	AC Jazz provides \$110,000 value through charter discounts and staff travel  Global TV provides \$80,000 in-kind value  Contract renegotiation with TELUS begins April 1, 2008 – anticipating a 3 year renewal  BC Lottery Corp. renews for third year

<sup>14</sup> values received from Corporate Partners detailed in respective contracts with BC Games Society

<sup>15</sup> cancellation of BC Disability Games in 2006 meant reduction in sponsorship value due to lack of promotional opportunity

				BC Games Society adds second new partner – value \$70,000	New partner enters 2 <sup>nd</sup> year of agreement
Host Community budgets are supported by local Government and business through cash and in-kind contributions	Greater Trail received \$435,000 in cash and value-in-kind	Kamloops receives \$107,650 <sup>16</sup> cash and \$ 255,411 value in-kind for its BC Summer Games <sup>17</sup>	Kimberley-Cranbrook receives \$40,000 cash and \$ 300,000 value in-kind for their BC Winter Games	Kelowna receives \$60,000 cash and \$ 500,000 value in-kind for its BC Summer Games	Terrace receives \$40,000 cash and \$300,000 value in-kind for their BC Winter Games

<sup>16</sup> cash included partnership with BC Lottery Corp negotiated by BC Games Society  
<sup>17</sup> values taken from bid documents (cash) and past Games' examples (value-in-kind)

# Budget 2007-2010

07/08 Budget based on figures approved November 14, 2006

<b>Summary Financial Outlook</b>						
<b>2007/08 - 20010/11</b>						
	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>20010/11</b>
	Actual	Budget	Forecast	Forecast	Forecast	Forecast
<b>Total Revenue</b>	<b>2,262</b>	<b>2,475</b>	<b>2,727</b>	<b>2,806</b>	<b>2,729</b>	<b>2,851</b>
Province of BC grant <sup>18</sup>	2,027	2,137	2,262	2,222	2,262	2,262
Other Revenues <sup>19</sup>	235	338	465	584	467	589
<b>Total Expenses</b>	<b>2,305</b>	<b>2,458</b>	<b>2,727</b>	<b>2,569</b>	<b>3,010</b>	<b>2,851</b>
Grants	704	785	750	700	715	720
Games Operations	588	539	845	730	1,145	955
Overhead	1,013	1,134	1,132	1,139	1,150	1,176
<b>Operating Income (Loss)</b>	<b>(43)</b>	<b>17</b>	<b>0</b>	<b>237</b>	<b>(281)</b>	<b>0</b>
<b>Net Income (loss)</b>	<b>(43)</b>	<b>17</b>	<b>0</b>	<b>237</b>	<b>(281)</b>	<b>0</b>
Operating and Capital Surplus B/F	896	853	870	870	1,107	826
<b>Operating and Capital Surplus C/F</b>	<b>853</b>	<b>870</b>	<b>870</b>	<b>1,107</b>	<b>826</b>	<b>826</b>
<b>FTEs</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<b>Capital Expenditures<sup>20</sup></b>	<b>23</b>	<b>39</b>	<b>47</b>	<b>26</b>	<b>18</b>	<b>40</b>
<b>Key Assumptions</b>	<b>Forecast Notes, Risks and Sensitivities</b>					
<ul style="list-style-type: none"> <li>• During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage:</li> <li>• Powell River 2007 BC Disability Games<sup>21</sup></li> <li>• Nanaimo 2007 BC Seniors Games</li> <li>• Dawson Creek 2008 Northern BC Winter Games</li> <li>• Kimberley-Cranbrook 2008 BC Winter Games</li> <li>• Kelowna 2008 BC Summer Games</li> <li>• Prince George 2008 BC Seniors Games</li> <li>• Mackenzie 2009 Northern BC Winter Games</li> <li>• Maple Ridge 2009 BC Disability Games</li> <li>• 2009 BC Seniors Games</li> <li>• Prince Rupert 2010 Northern BC Winter Games</li> <li>• Terrace 2010 BC Winter Games</li> </ul>	<ul style="list-style-type: none"> <li>• Review of involvement with BC Seniors Games Society and their Games under review. Decisions expected February '07</li> <li>• BC Games Society is reviewing the frequency and structures of all five multi-sport Games to ensure maximum benefit to athletes and communities and to ensure sustainability of each individual Games. Changes may affect financial forecasts in 2008/2009</li> <li>• External travel in 07 /08 and 09/10 reflects projected increases based on 3<sup>rd</sup> party estimates<sup>22</sup></li> </ul>					

<sup>18</sup> as of April 1, 2005 Society's grant is delivered through an Agreement for Financial Assistance with the Sport and Recreation Branch of the Ministry of Tourism, Sport and the Arts

<sup>19</sup> fluctuations in self-generated revenue due to athletes' fees (more athletes in summer games than winter games)

<sup>20</sup> systems / software development

<sup>21</sup> In June 2006, BC Disability Sports moved to an odd year, biennial model for BC Disability Games delivery

<sup>22</sup> Society policy is to fly participants should they reside 800 km or more from the host city. The balance of participants are provided charter bus travel



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