

**BC Games Society
2010/11 – 2012/13 Service Plan**



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Message from the Co-Chair

A 2020 Vision

Past messages from the Co-Chairs have spoken to the catalyst for change that are the Olympic and Paralympic Games of 2010, using comments such as the “provision of opportunity, sustainability of Games, and concerns for volunteer fatigue and pressures on business”. These world Games have placed the spotlight on sport at a time when government is duly challenged during unprecedented economic times. It would be easy to assume that if sport is so important to the overall health of our population and our Province, then public dollars should flow at rates exceeding current levels. While the BC Games Society values the investment made by the Province in BC’s Games, we know too that a new way forward must be found to best ensure sustainability.

Prior to the collapse of the world economy, the sport sector in BC recognized that a lasting legacy from the 2010 Games should be a sport sector better aligned to the benefits of healthy living and to improve opportunities to improve high performance, while focusing on the absolute requirements of the entire sport sector and not doing *business as usual*. The BC Games Society is one partner in the BC Sport Alliance, along with 2010 Legacies Now, Canadian Sport Centre Pacific and Sport BC, who believe in the values of sport and we are convinced a new model of sport delivery will lead to greater grassroots participation, improved coaching opportunities and sustained high performance.

Looking to the next ten years beyond the conclusion of the Olympic and Paralympic Games and to 2020, the BC Games Society will ...

- see great advantage in reviewing its involvement in the frequency and multiplicity of BC Games;
- expand our circle of corporate friends, and secure those who have shown long term commitment in the past;
- expand our role as event managers to assist provincial and national level sport competitions;
- through discussions and partnerships with the Ministry of Education, inspire young British Columbians to become a BC Winter or BC Summer Games athlete;
- continue to work closely with Host Community leaders in identifying strong local leaders to take on the abundant challenges associated in staging a BC Winter or BC Summer Games;
- as a member of the BC Sport Alliance, work collaboratively to ensure a transition to a new model for sport delivery and funding framework. There is strong recognition that fiscal challenges can be met through the examination of current practices and roles within the sport sector.

The Board and staff of the BC Games are committed to ensure long term excellence of the BC Games Society and its BC Winter and BC Summer Games. We look forward to continuing our work on behalf of the Ministry of Healthy Living and Sport, and value the confidence placed in our Society by Ministry officials.

The 2010/11 - 2012/13 BC Games Society Service Plan was prepared under the Board’s direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government’s strategic priorities and fiscal plan. We are accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of January 19, 2010 date have been considered in preparing the plan. The performance measures presented are consistent with the 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

Respectfully submitted,



Frank Lento
Co-Chair, BC Games Society

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.

In 1994, our scope was broadened with the addition of the annual 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.

In 2007, the BC Seniors Games Society left the BC Family of Games and now receives their funding directly from the Sport and Recreation Branch of the Ministry of Healthy Living and Sport. Event management services to these Games are provided through a contract with the BC Games Society.

In 2006, the BC Disability Games Society determined their Games would move to a biennial event beginning July 2007. Similarly in 2007, the Northern BC Winter Games Society moved their event to a biennial cycle beginning February 2011.

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

Direction from Government

A *Shareholders Letter of Expectations* between the Shareholder and the BC Games Society was signed on February 10, 2010. 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.

With respect to carbon neutrality, the BC Games Society continues to exceed the expectations of our reporting principles, as established by the Climate Action Secretariat.

Mandate

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

Mission Statement

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.

Objectives

The objectives of the BC Games are:

- to organize competitive sport events that will serve as preparation for higher-level competition and play an integral role in the BC sport delivery system; and
- to provide opportunities for British Columbians to participate in sport and physical activity and celebrate the spirit of community.

Governance

The BC Games Society is responsible to the Minister of Healthy Living and Sport through the Board of Directors. Up to a 15 member Board of Directors appointed by Ministerial letter is responsible for providing direction through the policies and corporate goals. The Board is skill based and geographically representative of the province - two of the members are representatives of the Partner Games associated with the BC Games Society (Northern BC Winter Games Society and BC Disability Sports). The Board also has a position for a Sport Branch representative from the Ministry of Healthy Living and Sport.

The Board of Directors appoints a President and Chief Executive Officer to manage the implementation of the policies and goals. The Directors adhere to the governance principles of the Crown Agency Accountability System and the Board Resourcing and Development Office's *Best Practices Guidelines* for governance and disclosure requirements. 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

The BC Games Society has one office in Victoria and its President and CEO is Kelly Mann who oversees eight staff members (five event managers and three office administrators).

See <http://www.bcgames.org/dotnetnuke/AboutUs/BoardofDirectors/tabid/119/Default.aspx> for more details.

Board members

- Frank Lento, Fernie, Co-Chair
- Cathy Priestner Allinger¹, Vancouver, Co-Chair
- Kimberly Gilhooly, Vernon, Marketing and Communications Committee and Chair, Sport Committee
- Gary Young², North Vancouver, Chair, Marketing and Communications Committee

¹ appointed January 2010

² term expired January 2010

- Rod Cox², Terrace, Chair, Finance Committee
- Kenneth A. Wood, Coquitlam, Sport Committee
- Bruce Johnson, Penticton, Finance Committee
- Dena Coward¹, Vancouver
- Bob Irwin², Northern BC Winter Games Society Representative, Kitimat, Sport Committee
- Jamie Choi¹, Vancouver
- Kelly Stefanyshyn, Vancouver, Sport Committee
- Sue Bock¹, Trail
- Anoop Sharma, BC Disability Games Society Representative, Vancouver, Finance Committee
- Scott Braley, Vancouver, Sport Committee
- Wade Loukes¹, Prince George
- Dorothy Paul, Victoria, Sport Committee
- Renee McCloskey, Prince George, Marketing and Communications Committee
- Sharon White, Provincial Government, Victoria, Finance and Marketing and Communications Committees

Past Co-Chairs

- Joan Hess, West Vancouver
- John Furlong, Richmond
- Tony Fiala, Williams Lake
- Wendy Ladner Beaudry⁴
- Marion Lay, Vancouver
- Ron Austen, Duncan
- Bobbie Steen³, Vancouver

Honourary Board members

- Marion Lay, Vancouver
- Graeme Roberts, Brentwood Bay
- Roger Skillings, Victoria

³ deceased November 1995

⁴ deceased April 2009

Planning Context and Risks

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

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

Partner Boards include the Northern BC Winter Games Society and the BC Disability Games Society. Each Board is volunteer driven and is responsible for the policies and procedures of their respective BC Games. Through a Service Agreement, the BC Games Society provides financial and event support to their Host Communities. BC Games Society also manages their insurance needs and offers policy direction.

BC Seniors Games Society – effective April 1, 2007, the staging of the BC Seniors Games is achieved under a management contract between the BC Seniors Games Society and the BC Games Society. This fee for service is monitored by the Sport Branch of the Ministry of Healthy Living and Sport, through a Cooperative Agreement with Games management coming through a Service Level Agreement.

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 and volunteer capacity 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 four partners in the overall delivery of BC Games.

Risks	Plans for Mitigation
<p>The BC Games Society relies on the third party recruitment and development of athletes, and the recruitment and training of coaches and officials by Provincial Sport Organizations.</p>	<p>Through ongoing, consistent dialogue and written agreements with each of the sports, the Society works to ensure the policies and practices associated with Games participation are carried out by the sport and by BC Games staff and volunteers.</p> <p>The BC Games Society continues to promote the importance of the Provincial Sport Organizations and their ability to engage grassroots participants and volunteers</p>
<p>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 the Board's composition and/or policy direction and decisions.</p>	<p>The BC Games Society holds positions for a representative of the Northern BC Winter Games Society and the BC Disability Games Society for the purposes of information sharing, policy development, and overall communications. Direct dialogue with the BC Seniors Games Board ensures effective communication. Through agreements with each of the respective Boards, deliverables are determined and subsequently measured through open discussion.</p>
<p>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. Performance measures and targets can only be achieved if communities bid for Games and have the energy, excitement and commitment required to host.</p>	<p>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, Recreation Directors, local Tourism Boards, and Spirit Committee Chairs, and <i>Telling Our Story</i> the message of the benefits of the BC Games is consistently told.</p>

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 reflect our focus on key aspects of performance.

The goals and performance measures outlined in this service plan reflect the core business of the BC Games Society. The core values of the BC Games, however, are its ability to further sport system and government goals and objectives, particularly in respect to healthy living, sport and community development. The BC Games Society will work to improve participation rates in sport competitions, particularly at the zone level and contribute to sport partners' and partner Games' efforts to increase participation in sport in those populations typically under-represented in sport (e.g. persons with a disability, Aboriginal, ethnic groups and seniors). As well, the BC Games will continue to align itself with and promote the Canadian Sport for Life model and government's healthy living initiatives (e.g. ActNow BC, climate change accord).

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

Goal 1 – Effective Management of BC Winter Games, BC Summer Games and Partner Games			
Goal and Objectives			
<p>In partnership with the Township of Langley 2010 BC Summer Games, the Greater Vernon 2012 BC Winter Games Society, and the Surrey 2012 BC Summer Games Society plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.</p> <p>Working with the Parent and local Boards of the Northern BC Winter Games, the BC Disability Games and through a Service Level Agreement with the BC Seniors Games, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.</p>			
Key Strategies			
<p>Provide concise written and online materials to support the volunteers in creating a quality BC Games.</p> <p>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.</p>			
Performance Measures	Targets		
08/09 Actuals Kelowna 2008 BC Summer Games	09/10 Forecast Terrace 2010 BC Winter Games	Year 1- 10/11 Township of Langley 2010 BC Summer Games	Year 2 - 11/12 Greater Vernon 2012 BC Winter Games Year 3 – 12/13 Surrey 2012 BC Summer Games
Volunteers use and value on-line tasks, samples and protocols to effectively manage their Games ⁵	Survey results of Kelowna 2008 BC Summer Games volunteers indicated 87% approval for the quality of materials provided	Initial survey of Terrace volunteers in December 2009 indicates a 87% approval of materials provided	Surveys of Langley, Vernon and Surrey volunteers expected to meet or exceed baseline results as on-line guidelines become more accepted for day to day volunteer roles Year 1 - 85% satisfaction Year 2 – 85% satisfaction Year 3 – 85% satisfaction

⁵ Volunteers surveyed using Zoomerang

BC Games Society Service Plan – 2010/11 – 2012/13

	08/09 Actuals Kelowna 2008 BC Summer Games	09/10 Forecast Terrace 2010 BC Winter Games	Year 1- 10/11 Township of Langley 2010 BC Summer Games	Year 2 - 11/12 Greater Vernon 2012 BC Winter Games	Year 3 – 12/13 Surrey 2012 BC Summer Games
Coaches attending the BC Winter Games and BC Summer Games are certified at the required NCCP level ⁶ .	95% of attending coaches at the Kelowna Games were NCCP 2 certified	80% of attending coaches at the Terrace Games will be certified	90% of attending coaches at the Langley Games will be certified	80% of attending coaches at the Vernon Games will be certified	90% of attending coaches at the 2012 BC Surrey 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 ⁷ .	2009 Team BC at PEI Canada Summer Games had 149 athletes and 30 coaches who were BC Summer Games alumni or 53% of the overall team	It is expected future surveys will show increases over previous years based upon adherence to the BC Games core sport program and the Canadian Sport for Life framework <ul style="list-style-type: none"> expect 60% of the Halifax 2011 Canada Winter Games team to have had a BC Games experience during Year 2 expect 70% of the Kamloops 2011 Western Canada Summer Games team to have had a BC Games experience during Year 2 			
Legacies ⁸ in each of the three years include new sport club development, increased participation in sport ⁹ , hundreds of trained volunteers, equipment and facility upgrades	- 2562 volunteers recruited and trained - \$51,788 direct cash investment in sport - \$75,000 invested in sport development and infrastructure	Terrace Games will invest \$60,000 of cash and in-kind into sport while dispersing an additional \$55,000 in legacy grants. Benchmarks for regional participation is being researched. Recruited volunteers expected to be 2200	Langley 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	Greater Vernon Games will invest \$60,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300	Surrey 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 3100

⁶ information provided by Prov. Sport Organizations with certification verified by Coaches Assoc. of Canada

⁷ figures measured based on registered participants in BC Games ViewTEAM software and Team BC software

⁸ volunteer figures from ViewTEAM software / financials obtained from audited financial statements of each community

⁹ measured through 2010 Legacies Now Activity Reporter

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 Measures	Targets				
	08/09 Actuals Kelowna 2008 BC Summer Games	09/10 Forecast Terrace 2010 BC Winter Games	Year 1- 10/11 Township of Langley 2010 BC Summer Games	Year 2 - 11/12 Greater Vernon 2012 BC Winter Games	Year 3 – 12/13 Surrey 2012 BC Summer Games
As corporate partners, Air Canada Jazz, BC Lottery Corp., CN, Global – BC and TELUS provide cash and in-kind services to offset budgeted expenditures	Contract renegotiated with Air Canada Jazz effective May 2007 – value \$70,000 value in-kind ¹⁰ .	Contract renegotiation with Air Canada Jazz begins January 2009 – 2 year deal signed ¹¹	AC Jazz continues with second year of 2 year deal	Contract renegotiation with Air Canada Jazz begins January 2011	AC Jazz continues with second year of 2 year deal
	Global BC provides \$80,000 in-kind value in year 3 of agreement	Global BC provides \$80,000 in-kind value in year 4 of agreement	Global BC provides \$80,000 in-kind value in year 5 of agreement	Renegotiations begin with Global BC for a new agreement	Global BC continues with second year of renegotiated agreement
	Renewed a 1 year agreement with TELUS at \$40,000	TELUS did not renew its corporate agreement ¹²			
	BC Lottery Corp. re-signed April 2008 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2009 to one year deal at \$35,000	BC Lottery Corp. re-signed April 2009 to one year deal at \$35,000	BC Lottery Corp. re-signed April 2010 to one year deal at \$35,000	BC Lottery Corp. re-signed April 2011 to one year deal at \$35,000
	Negotiations begin with CN for future corporate partnership	CN, as newest partner, signed one year, \$60,000 agreement	CN declined the opportunity to extend their agreement		
Host Community budgets are supported by local government and business through cash and in-kind contributions	Kelowna receives \$35,114 cash and \$484,167 value in-kind for its BC Summer Games	Terrace receives \$40,000 cash and \$300,000 value in-kind for their BC Winter Games	Langley receives \$60,000 cash and \$500,000 value in-kind for its BC Summer Games	Greater Vernon 2012 BC Winter Games receives \$40,000 cash and \$300,000 value for their Games	Surrey 2012 BC Summer Games receives \$60,000 cash and \$500,000 value for their Games

¹⁰ \$50,000 in flights and \$20,000 in promotion. Effective Jan. 2007, Air Canada Jazz only supports the BC Winter and BC Summer Games

¹¹ vouchers for free air travel ceased at 1/1/09 due to new corporate agreement. Sponsorship value accrued through charter discounts, etc.

¹² change in focus to national charity

Budget 2010/11-2012/13

10/11 Budget based on figures approved January 29,2010

Summary Financial Outlook¹³

2010/11 - 20012/13

	2008/09	2009/10	2010/11	2011/12	2012/13
	Actual	Forecast	Forecast	Forecast	Forecast
Total Revenue	2,479	2,304	2,470	2,285	2,470
Province of BC grant ¹⁴	2,002	1,978	2,002	2,002	2,002
Other Revenues ¹⁵	477	326	468	283	468
Total Expenses	2,466	2,304	2,470	2,285	2,470
Grants	772	217	778	287	760
Games Operations	536	909	516	816	516
Overhead	1,158	1,178	1,176	1,182	1,194
Operating Income (Loss)	13	0¹⁶	0	0	0
Operating and Capital Surplus B/F	894	907	907	907	907
Operating and Capital Surplus C/F	907	907	907	907	907

Capital Expenditures¹⁷

20 69 18 18 18

Key Assumptions	Forecast Notes, Risks and Sensitivities
<ul style="list-style-type: none"> • During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage: <ul style="list-style-type: none"> ○ Township of Langley 2010 BC Summer Games ○ Campbell River - Comox Valley 2010 BC Seniors Games ○ Penticton 2011 BC Disability Games ○ Trail 2011 BC Seniors Games ○ Greater Vernon 2012 BC Winter Games ○ Surrey 2012 BC Summer Games ○ Burnaby 2012 BC Seniors Games ○ 2013 BC Disability Games – venue TBD 	<ul style="list-style-type: none"> • April 1, 2007 saw the direct funding responsibilities for the BC Seniors Games Society transferred to the Sport and Recreation Branch • The 100 Mile House 2011 Northern BC Winter Games have been postponed due to volunteer fatigue and challenging economic times • Costs associated with travel to Terrace 2010 include 15 flights, 18 buses and related activities (de-icing, fuel, security)¹⁸

¹³ the above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP).

¹⁴ 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 Healthy Living and Sport

¹⁵ fluctuations in self-generated revenue due to athletes' fees (more athletes in summer games than winter games)

¹⁶ BC Games Society currently working with Ministry staff to address budget pressures related to external transportation costs

¹⁷ systems and software development, office furniture, sign inventory, green torch renewal

¹⁸ Society practice 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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