

# **BC Games Society**

## **2025/26 – 2027/28 Service Plan**

**March 2025**



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## Board Chair's Accountability Statement



The 2025/26 – 2027/28 BC Games Society Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of March 2025 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 that reads "N. Remesz". The signature is stylized and cursive.

Niki Remesz  
Board Chair, BC Games Society  
February 14, 2025

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## Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how the BC Games Society will support the government's priorities and selected action items identified in the most recent BC Games Society [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. Team BC's mission staff<sup>1</sup>, 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 mission staff 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 hosting communities build and enhance their capacity to attract and deliver major events.

In 2025/26, the Society will provide guidance and expertise to host organizing committees to help prepare for the Trail-Rossland 2026 BC Winter Games (February 19-22, 2026) and the Kelowna 2026 BC Summer Games (July 23-26, 2026). Society staff will also be preparing for Team BC's participation in the 2025 Canada Summer Games in Newfoundland and Labrador

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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.

(August 8-25, 2025) and the 2027 Canada Winter Games in Quebec (February 26-March 15, 2027).

The Society will also work with host communities and sport and tourism sector partners, building capacity across the province to attract and deliver major events, providing event hosting direction, and assisting volunteers in gaining leadership experience. This work is particularly critical given the lasting impact of the pandemic on sport and community development.

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 these priorities, the Society continues to work with the Indigenous Sport, Physical Activity and Recreation Council (I•SPARC) to build capacity to host events, promote event management expertise, and facilitate Indigenous participation in the BC Games and on Team BC.

As well, host communities continue to develop strong relationships with local First Nations and are working closely to ensure cultural components are respected and included in all Games events. The [Lhtako Quesnel 2024 BC Winter Games](#), for example, was the first BC Games hosted jointly between a local First Nations and host city.

The Society's work also supports B.C.'s *Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025*, making sport more accessible, inclusive and safe for all British Columbians and increasing sport participation, athlete development and event hosting. In alignment with government priorities, the BC Games Society has adopted an [Accessibility Plan](#) to ensure that the Society and host communities continue to implement best practices that ensure a welcoming environment for all participants and spectators.

## Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

## Performance Planning

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

The importance of BC Games is not only the incredible experiences afforded to those involved in the Games, but also the multi-sport events and community celebrations that take place long after the Games are over. These benefits come in the form of tourism, economic, facility, equipment and sport development legacies. As well, hosting a 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.

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

The Society's guidance to host societies<sup>2</sup> helps ensure that their operational budgets are well-managed and provide a surplus which, in turn, can be reinvested into local sport programs or other legacies. These operational budgets also fund expenditures necessary to deliver the Games – such as scoreboards, technical equipment and medical 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 leverage opportunities and resources to enhance facility and equipment legacy opportunities. Legacy funds are reinvested with local sport organizations to allow them to provide programs and services to the community in an affordable manner.

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<sup>2</sup> Each community hosting the BC Games establishes a host society which prepares and delivers its set of games in their community.

- Leverage the [Powering Potential Fund](#)<sup>3</sup>, and encourage host communities to use their legacy funds to support equipment, capital projects, individual athletes, teams and sport organizations.
- Help individuals use and/or learn skills that can be transferred to other aspects of life (e.g. personal, sport, career pursuits) through opportunities to participate in a high-paced multi-sport event environment. These skills also support Objective 1.2.

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

The volunteer-led BC Games 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 leadership, time management, event organizing and teamwork, all of which are transferable to personal, career and other volunteer pursuits. These skills not only contribute to individual growth but provide important skillsets that individuals take back to their sport and 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.

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<sup>3</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.



## Performance Measures

| Performance Measure  | 2024/25 Forecast | 2025/26 Target   | 2026/27 Target   | 2027/28 Target   |
|--|------------------|------------------|------------------|------------------|
| <b>Games occurring in the fiscal year<sup>1</sup></b>                            | <b>2024 BCSG</b> | <b>2026 BCSG</b> | <b>2026 BCWG</b> | <b>2028 BCWG</b> |
| [1a] Cash and value-in-kind (VIK) generated by the BC Games Society <sup>2</sup> | \$75,000         | \$50,000         | \$75,000         | \$50,000         |
| [1b] Cash and value in-kind (VIK) generated by host organizing committees        | \$560,000        | \$340,000        | \$570,000        | \$340,000        |
| [1c] Number of volunteers <sup>3</sup>   | 2,200            | 1,800            | 2,200            | 1,800            |
| [1d] Volunteers would recommend others to volunteer                              | 90%              | 90%              | 90%              | 90%              |

Data source: BC Games Society, Maple Ridge 2024 BC Summer Games 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>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. Funds are received in the fiscal year following the Games.

<sup>3</sup>The number of volunteers vary between BC Summer Games and BC Winter Games as summer games have more/larger sports involved and more participants.

## Discussion

Performance measure 1a is reliant on the success of fundraising done by the local organizing committee therefore it will vary from community to community.

Performance measures and targets for 1b 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.

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 (1b) 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. Performance measures and targets, therefore, 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). 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. Merchandise sales success will vary from community to community.

In terms of the number of volunteers (performance measure 1c), the BC Winter Games and BC Summer Games 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 number of, and requirement for, volunteers for BC Winter Games can be quite different from those of the BC Summer Games.

As each set of BC Games start with a new cohort of volunteers, the targeted satisfaction rate of volunteers (performance measure 1d) remains constant from year to year.

## **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 establishing competition standards for athletes, coaches, and officials, BC Games elevate the quality of local competitions across the province, benefiting the communities to which these participants return.

### **Objective 2.1: Provide opportunities for athletes, coaches and officials to develop and enhance skills.**

#### **Key Strategies**

- Provide athletes with the opportunity to train for a quality competition experience in a multi-sport games environment by setting development criteria for athletes.
- Use the Society's [Core Sport Policy](#) to set standards for the development of athletes, coaches, and officials and work with provincial sport organizations to determine 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.

## Performance Measures

| Performance Measure  | 2024/25 Forecast | 2025/26 Target                | 2026/27 Target                | 2027/28 Target   |
|--|------------------|-------------------------------|-------------------------------|------------------|
| <b>Games occurring in the fiscal year</b>  | <b>2024 BCSG</b> | <b>2025 CSG<br/>2026 BCWG</b> | <b>2026 BCSG<br/>2027 CWG</b> | <b>2028 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) <sup>1</sup>                                | n/a              | 55%                           | 55%                           | n/a              |

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 for 2c are only included in years where a Canada Games is scheduled.

Notes:

<sup>1</sup>The Newfoundland Labrador 2025 Canada Summer Games (August 8-25,2025) will be held in the 2025/26 fiscal year while the next Canada Winter Games will be held in Quebec in 2027 (February 26-March 15,2027) in the 2026/27 fiscal year.

## Discussion

The performance measure and targets for 2a 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 (performance measure 2b), 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 a customized approach for each mentee. Therefore, to ensure quality control and the ability to support each mentee’s unique 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 B.C. Olympic and Paralympic athletes are BC Games and Team BC alumni. Performance measure 2c tracks the numbers of BC Games alumni who participate at Canada Games and other multi-sport Games.

Targets for alumni (performance measure 2c) are based on the cycles of the Games:

BC Summer and Winter Games are held every two years and Canada Summer and Winter Games are held every four years (in alternating cycles). Therefore, not all BC Games athletes will meet the

Canada Games age eligibility criteria. The target of 50 per cent is historically the standard for B.C. athletes progressing from BC Games to Canada Games along the typical development pathway. 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. The Society will continue to work with provincial sport organizations involved in each set of Games to help ensure B.C. athletes have a multi-Games experience.

### **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 *Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025* and the Province’s commitment to reconciliation through the *BC Declaration on the Rights of Indigenous Peoples Act*.

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, 2SLGBTQIA+, Indigenous, disability and multi-cultural populations are often more vulnerable to harassment, abuse, and discrimination in sport.

As previously discussed, the Society’s work to reduce financial and other barriers to participation also helps ensure positive, inclusive, and accessible environments for those involved in the Games.

#### **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, 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 under-represented 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 I•SPARC 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, and 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 2SLGBTQIA+ 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.

**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 Society's *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.
- Use technology to implement Games processes that help enforce safety and inclusion, including check-in scanning at accommodation sites and implementation of the *Culture of the Games* module prior to the Games.
- 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.

## Performance Measures

| Performance Measure  | 2024/25 Forecast | 2025/26 Target        | 2026/27 Target        | 2027/28 Target |
|--|------------------|-----------------------|-----------------------|----------------|
| Games occurring in the fiscal year   | 2024 BCSG        | 2025 CSG<br>2026 BCWG | 2026 BCSG<br>2027 CWG | 2028 BCWG      |
| [3a] Number of staff and volunteers participating in education and awareness programs              | 1100             | 1185                  | 1200                  | 1100           |
| [3b] Number of participants in the Society/I•SPARC Indigenous program                              | 60               | 60                    | 60                    | 60             |
| [3c] Number of BCWG/BCSG and Team BC volunteers receiving safe sport training courses <sup>1</sup> | 100              | 125                   | 120                   | 100            |

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>The Newfoundland Labrador 2025 Canada Summer Games (CSG) (August 8-25,2025) will be held in the 2025/26 fiscal year while the next Canada Winter Games (CWG) will be held in Quebec in 2027 (February 27 – March 14) in the 2026/27 fiscal year.

## Discussion

To establish and report on targets for performance measure 3a, the Society measures education and awareness activities through completion of the Guide to the Games, Culture of the Games and other educational and professional development programs (e.g. Indigenous Cultural Awareness courses, Gender-Based Analysis-Plus, viaSport’s PlaySafe BC training modules, Canadian Women in Sport’s gender equity assessment resources). 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.

In respect to performance measure 3b, I•SPARC has partnership agreements with the BC Games Society to actively include a greater number of Indigenous athletes in the BC Games to increase their participation in multi-sport games. This requires I•SPARC to work with select provincial sport and disability sport organizations that are involved in BC Games to identify Indigenous athletes and help them train and compete.

While the Society provides competition opportunities for Indigenous athletes and facilitates the partnership between provincial sport organizations and I•SPARC, the Society does not determine program expansion. This is determined by provincial sport organizations that identify whether their sport can include an Indigenous athlete stream and I•SPARC evaluating and determining if that sport can effectively support an additional programming element.

Targets for this performance measure, therefore, have been set based on I•SPARC's program expansion opportunities.

In 2025/26, the Society will continue to work with I•SPARC to find ways to better communicate participation opportunities in the Games, thereby supporting the Province's commitment to Truth and Reconciliation Calls to Action, the Declaration on the Rights of Indigenous Peoples Act and the United Nations Declaration on the Rights of Indigenous Peoples.

Although not explicitly outlined in this service plan, the Society also tracks participation rates of athletes with disabilities and female athletes at the Games, alongside its stated goals of inclusion, accessibility, and equity. The Society will explore how other diversity measures, such as participants from 2SLGBTQIA+ and racialized communities, can be tracked given potential sensitivities (e.g., self-disclosure). Input and feedback on the experiences of athletes with a disability will be incorporated into future BC Games Society Accessibility Plans. 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.

Performance measure 3c identifies the number of key volunteers that take safe sport courses such as the Canada Games Coaching, Decision Makers, and Direct Athlete Contact modules. The BC Winter Games and BC Summer Games volunteers include those on the host communities' organizing committees while the Team BC volunteers are those on Mission Staff. As this reporting period is for 2024 BCSG, the number is slightly lower due to the lower numb

# Financial Plan

## Financial Summary

| [\$000s]  | 2024/25<br>Forecast | 2025/26<br>Budget | 2026/27<br>Plan | 2027/28<br>Plan |
|---|---------------------|-------------------|-----------------|-----------------|
| <b>Revenues</b>                                   |                     |                   |                 |                 |
| Province of BC Grant                              | 2,152               | 2,152             | 2,152           | 2,152           |
| Team BC Grant                                     | 2                   | 250               | 250             | 250             |
| Corporate Partner Income                          | 16                  | 16                | 16              | 0               |
| Other   | 594                 | 318               | 517             | 318             |
| <b>Total Revenue</b>                              | <b>2,764</b>        | <b>2,736</b>      | <b>2,935</b>    | <b>2,720</b>    |
| <b>Expenses</b>                                   |                     |                   |                 |                 |
| Grants to Host Societies                          | 400                 | 175               | 485             | 190             |
| Games Operations <sup>1</sup>                     | 1,131               | 1,502             | 1,377           | 1,377           |
| Team BC Operations <sup>2</sup>                   | 366                 | 82                | 77              | 77              |
| Salaries and Benefits <sup>3</sup>                | 1,200               | 1,260             | 1,300           | 1,342           |
| Board Expenses                                    | 17                  | 31                | 31              | 31              |
| Staff Travel Expenses <sup>4</sup>                | 121                 | 142               | 145             | 145             |
| Leases, Utilities, Networking <sup>5</sup>        | 194                 | 67                | 67              | 67              |
| Other <sup>6</sup>                                | 390                 | 389               | 403             | 419             |
| <b>Total Expenses</b>                             | <b>3,819</b>        | <b>3,648</b>      | <b>3,885</b>    | <b>3,648</b>    |
| <b>Annual Surplus (Deficit)</b>                   | <b>(1,055)</b>      | <b>(912)</b>      | <b>(950)</b>    | <b>(928)</b>    |
| <b>Accumulated Surplus (Deficit)</b> <sup>7</sup> | <b>820</b>          | <b>(17)</b>       | <b>(967)</b>    | <b>(1,895)</b>  |
| <b>Capital Expenditures</b>                       | <b>127</b>          | <b>137</b>        | <b>25</b>       | <b>25</b>       |

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

<sup>1</sup> Previously Team BC Operations included in Games Operations now separated. Games Operations includes Participant Transportation Costs.

<sup>2</sup> Previously Team BC Operations included salaries and benefits. All salaries now included in "Salaries and Benefits"

<sup>3</sup> Includes Team BC salaries and benefits, which were previously included in Games Operations.

<sup>4</sup> Previously included in "Administration".

<sup>5</sup> Previously called "Lease Costs".

<sup>6</sup> Previously called "Administration".

<sup>7</sup> The 2024/25 Forecasted Annual Deficit is offset entirely through available Accumulated Surplus requiring no additional funding from the Ministry. The 2025/26 Annual Deficit of \$912K will be offset by the available \$315K of unrestricted cash in accumulated surplus, reducing the required deficit funding to \$597K, which has been approved by the Treasury Board.

<sup>8</sup> Accumulated Surplus for forecast 2024/25 is anticipated to include \$352,626 in tangible assets, \$152,426 internally restricted cash, and \$315,564 unrestricted cash.



## Key Forecast Assumptions, Risks and Sensitivities

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

- Newfoundland Labrador 2025 Canada Summer Games (August 8-25, 2025)
- Trail-Rossland 2026 BC Winter Games (February 19-22, 2026)
- Kelowna 2026 BC Summer Games (July 23-26, 2026)
- Quebec 2027 Canada Winter Games (February 27 – March 14, 2027).

| Risks   | Plans for Mitigation  |
|---|---|
| <p>The large size of the Summer Games continues to have a significant impact on hosting communities. Volunteer workload, high cost for athlete servicing (i.e. food and transportation) and need for large venues all contribute to future challenges of the sustainability of the Games.</p> | <p>The Society staff has convened a Size and Scope Steering Committee to discuss this risk and to identify solutions to ensure future sustainability.</p>   |
| <p>The Society relies on third-party provincial sport organizations' (PSO) 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>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>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 may impact future bidding for Games. The Society will continue to assist Host Societies with managing their budgets to meet rising costs.</p>   |
| <p>Recruiting volunteers within Games host communities will continue to be challenging (decrease in number since the pandemic).</p>   | <p>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>  |

| Risks  | Plans for Mitigation  |
|--|---|
| <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>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 Culture of the Games program will continue to be expanded and remain mandatory for all participants (athletes, coaches, 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>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>  |

## Management’s Perspective on Financial Outlook

Financial pressures continue to exert themselves on the Society. One-time additional funding in the past two fiscals has provided temporary relief; however, the long-term effect of rising costs and static funding will come to a head in the 2025/26 fiscal year when the Society will not have enough accumulated surplus to cover the anticipated deficit. In a time when there are ever increasing costs in staging the Games, host societies are faced with the challenging task of staging a Games within the existing operating grant. As well, fundraising at the community level, is unpredictable and not sustainable. Partnership with the local school district varies by host city, which can also contribute to budget challenges for host societies. The Society continues to operate frugally and consider expenditures carefully while looking for additional revenue sources, but it is not likely that these measures alone will ensure the deficit is covered in 2025/26 and beyond.

## Appendix: Mandate Letter from the Minister Responsible



June 12, 2023

Niki Remesz  
Chair, Board of Directors  
BC Games Society  
200 – 900 Fort Street  
Victoria, BC V8V 3K2

Dear Niki Remesz:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members, and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations—including Crowns, Health Authorities, and Post Secondary Institution Boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, and climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for the BC Games Society, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

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In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines, and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with Government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments, and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy, and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

Each board member is asked to sign this letter to acknowledge this direction from Government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Lana Popham  
Minister of Tourism, Arts, Culture and Sport  
Date: June 12, 2023

cc: Honourable David Eby, KC  
Premier

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

cc: Mary Sue Maloughney  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Alison Noble  
Chief Executive Officer/President  
BC Games Society

Kylah Bryde  
Board Member  
BC Games Society

Pam Rai  
Board Member  
BC Games Society

Christine Ulmer  
Board Member  
BC Games Society

Wayne Naka  
Board Member  
BC Games Society

Francis Cheung  
Board Member  
BC Games Society

Veronica Planella  
Board Member  
BC Games Society

Charles Bruce  
Board Member  
BC Games Society

cc: Chris Densmore  
Board Member  
BC Games Society

Susan Griffin  
Board Member  
BC Games Society

Melinda Stroet  
Board Member  
BC Games Society

Lisa Craik  
Board Member  
BC Games Society

Douglas Ross  
Board Member  
BC Games Society

Tara Nault  
Board Member  
BC Games Society



## *Niki Remesz*

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Niki Remesz  
Chair, BC Games Society  
Date: June 14, 2023

## *Kylah Bryde*

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Kylah Bryde  
Director, BC Games Society  
Date: June 14, 2023

## *Pamela Rai*

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Pam Rai  
Director, BC Games Society  
Date: June 14, 2023

## *Christine Ulmer*

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Christine Ulmer  
Director, BC Games Society  
Date: June 14, 2023

## *Wayne Naka*

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Wayne Naka  
Director, BC Games Society  
Date: June 14, 2023

## *Francis Cheung*

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Francis Cheung  
Director, BC Games Society  
Date: June 14, 2023

## *Veronica Planella*

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Veronica Planella  
Director, BC Games Society  
Date: June 14, 2023

## *Charles Bruce*

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Charles Bruce  
Director, BC Games Society  
Date: June 14, 2023

## *Chris Densmore*

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Chris Densmore  
Director, BC Games Society  
Date: June 14, 2023