

BC Games Society

2026/27 – 2028/29
Service Plan

February 2026



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Or visit our website at

bcgames.org

Published by BC Games Society

Board Chair's Accountability Statement



The 2026/27 – 2028/29 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 February 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Games Society's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read "N. Remesz".

Niki Remesz
Board Chair, BC Games Society
February 6, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how 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. The Society also manages Team BC's participation in the biennial Canada Games by overseeing registration, assembling a team of mission staff¹ and providing on-site logistics and team support, amongst other activities.

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

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 experiences 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 2026/27, the Society will provide guidance and expertise to the host organizing committee to help prepare for the Kelowna 2026 BC Summer Games (July 23-26, 2026). Society staff will also be preparing for Team BC's participation in 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.

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 [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. These Games set a new standard for true partnership between First Nation and host city, embedding reconciliation in all Games events and setting a mark that the Society strives to achieve in all future host communities.

The Society supports government priorities to make sport safe and accessible for all British Columbians. In alignment with the [Accessible British Columbia Act](#), 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 saw mixed performance among sectors in 2025 amid U.S. tariffs and related global economic uncertainty and declining B.C. population growth. Consumer spending was strong through the first half of the year, supported by front-loaded spending ahead of U.S.

tariffs (particularly for automobiles), lower inflation and interest rates, but spending has slowed in recent months. Residential construction remained above average in 2025 despite declining from the high levels of activity seen in recent years, and home sales were subdued in 2025. Meanwhile other investment indicators (such as public sector investment and commercial building permits) saw steady growth despite headwinds from economic uncertainty. B.C.'s exports have been resilient amid U.S. tariffs. The value of international exports was unchanged as lower forestry exports and coal prices offset higher values of natural gas and copper exports.

The Economic Forecast Council (EFC) estimates that B.C. real GDP grew by 1.5 per cent in 2025. In the near-term, the EFC expects B.C.'s economy to also grow by 1.5 per cent in 2026 and by 1.9 per cent in 2027, similar to the national average. For Canada, the EFC estimates growth of 1.6 per cent in 2025 and projects national real GDP growth of 1.3 per cent in 2026 and 1.9 per cent in 2027.

A volatile global trade conflict as well as immigration and population fluctuations are the main risks to the outlook. Other risks include commodity price instability, renewed inflationary pressures leading to elevated interest rates, prolonged housing market weakness, and climate change impacts.

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.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
Games occurring in the fiscal year¹	2026 BCWG	2026 BCSG	2028 BCWG	2028 BCSG
[1a] Cash and value-in-kind (VIK) generated by the BC Games Society ^{2,3}	\$50,000	\$75,000	\$50,000	\$75,000
[1b] Cash and value in-kind (VIK) generated by host organizing committees ³	\$340,000	\$570,000	\$340,000	\$570,000
[1c] Number of volunteers ³	1,800	2,200	1,800	2,200
[1d] Volunteers would recommend others to volunteer	80% ⁴	80%	80%	80%

Data source: BC Games Society, Trail-Rossland 2026 BC Winter 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.

Notes:

¹Acronyms 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.

²This 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.

³The amount of cash, VIK, and volunteers needed to stage a Games varies between BC Summer Games and BC Winter Games, as summer games have more/larger sports involved and more participants.

⁴Previous Service Plans included a target of 90% for performance measure 1d. The target has been reduced to 80%, as the BC Games Society is not receiving a high volume of volunteer survey responses. As a result, measure 1d is highly impacted by a small number of survey responses, which have the potential to be skewed by overly positive or overly negative feedback. The volunteer surveys therefore do not reflect the experience of the majority of volunteers.

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

Each community hosting the BC Games establishes a host society which prepares and delivers its set of games in their community. The Society's guidance to host societies 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.

- Leverage the *Powering Potential Fund*², 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. This strategy also supports Objective 1.2.
- Continue to seek new revenue sources, develop and/or strengthen partnerships, 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. This strategy also supports 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.

² 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.

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.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
Games occurring in the fiscal year	2025 CSG 2026 BCWG	2026 BCSG 2027 CWG	2028 BCWG	2028 BCSG
[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	8	10	10	10
[2c] Percentage of BC Games Alumni on Team BC (Canada Games) ¹	35%	55%	n/a	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:

¹The St. John's 2025 Canada Summer Games (CSG) (August 8-25, 2025) was held in the 2025/26 fiscal year, while the next Canada Winter Games (CWG) will be held in Quebec in 2027 (February 26-March 15, 2027) in the 2026/27 fiscal year.

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.

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 best practice standards, policies, and protocols and aligning with the Province's commitment to reconciliation through the *BC Declaration on the Rights of Indigenous Peoples Act*.

This work also aligns with the Province's commitment to developing an independent organization dedicated to ensuring safe and respectful participation in amateur sport, the [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.

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. This includes keeping registration fees as low as possible, providing hardship support, and ensuring Games participants, volunteers, and staff abide by the BC Games Code of Conduct.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
Games occurring in the fiscal year	2025 CSG 2026 BCWG	2026 BCSG 2027 CWG	2028 BCWG	2028 BCSG
[3a] Number of staff and volunteers participating in education and awareness programs	1,100	1200	1100	1,100
[3b] Number of participants who self-identified as Indigenous during registration ¹	60	60	60	60
[3c] Number of BCWG/BCSG and Team BC volunteers completing safe sport training courses ²	120	120	100	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:

¹Metric has been updated to better reflect the number of Indigenous participants at the Games, including those individuals who attend the Games as a result of collaboration between the Indigenous Sport, Physical Activity and Recreation Council (I•SPARC) and Provincial Sport Organizations (PSOs).

²The St. John's 2025 Canada Summer Games (CSG) (August 8-25, 2025) was 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.

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 provides 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 Indigenous Sport, Physical Activity and Recreation Council (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, 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.

Financial Plan

Financial Summary

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Province of BC Grant	2,452	3,102	3,080	2,152
Team BC Grant	250	250	250	250
Corporate Partner Income	16	16		65
Other	945	461	318	877
Total Revenue	3,663	3,829	3,648	3,344
Expenses				
Grants to Host Societies	175	485	190	215
Games Operations	1,507	1,339	1,389	987
Team BC Operations	110	77	77	77
Salaries and Benefits	1,260	1,300	1,342	1,399
Board Expenses	31	31	31	31
Staff Travel Expenses	140	145	145	157
Leases, Utilities, Networking	188	199	204	214
Other	252	253	270	262
Total Expenses	3,663	3,829	3,648	3,342
Annual Surplus (Deficit)	-	-	-	2
Accumulated Surplus (Deficit)¹	683	683	683	683
Capital Expenditures	74	47	47	47

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

¹Accumulated Surplus for forecast 2025/26 is anticipated to include \$380,489 in tangible assets and \$302,341 unrestricted cash. \$137,724 accumulated surplus was internally restricted in 2024/25 which was used in 2025/26 and relates to \$75,000 funding for Team BC operations and \$62,724 for software development classified as a capital asset.

Key Forecast Assumptions, Risks and Sensitivities

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

- Kelowna 2026 BC Summer Games (July 23 – 26, 2026)
- Quebec 2027 Canada Winter Games (February 27 – March 14, 2027)

- Kamloops 2028 BC Winter Games (March 2 – 5, 2028)
- Penticton 2028 BC Summer Games (July 19 – 23, 2028)

Risks	Plans for Mitigation
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.	The Society staff has convened a Size and Scope Steering Committee to discuss this risk and to identify solutions to ensure future sustainability. Outcomes resulting from the Size and Scope review will be in effect for the Kamloops 2028 BC Winter Games.
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.	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 assess each PSOs capacity and future participation by maintaining ongoing dialogue and through the post-Games Core Sport Evaluation process.
Host Societies face ongoing fiscal pressures due to the cost of hosting a Games increasing; hosting grants remaining static and local fundraising continues to be impacted by the current economic climate.	This may impact future bidding for Games. The Society will continue to assist Host Societies with managing their budgets to meet rising costs.
Recruiting volunteers within Games host communities will continue to be challenging (numbers have not rebounded since the pandemic).	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.

Risks	Plans for Mitigation
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.	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), as will abiding by the BC Code of Conduct, for all Games participants, volunteers, and staff. The Society continues to work with government, viaSport and other partners on safe sport.
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.	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.

Management's Perspective on Financial Outlook

Financial pressures continue to exert themselves on the Society. It is the responsibility of the Society to continue working towards ongoing financial sustainability. This will present challenges, as opportunities for revenue generation are limited and there are few avenues for expense reduction. The Society has posted balanced budgets for the three fiscal years covered in this Service Plan; however, it is reliant on a significant increase to athlete fees while reducing the service level for providing external transportation to participants travelling to the Games. Both solutions will have a significant impact on sport sector partners, athletes and their families.

Host societies are facing ever-increasing costs in staging the Games, while having to execute a Games with limited hosting grant funds. Overcoming shortfalls to operating expenses is reliant on fundraising at the community level, which is unpredictable. Further, partnerships with local school districts varies by host city, which can also contribute to budget challenges

for host societies, as school districts are requesting more funding for their services than ever before.

The Society continues to operate frugally and consider expenditures carefully while looking for additional revenue sources, as financial sustainability planning is underway for this Service Plan period and beyond.

Appendix A: Mandate Letter from the Minister Responsible



May 29, 2025

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 Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia (B.C.).

Public sector organizations—including Crown corporations, Health Authorities, and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Games Society, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care, and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote, and First Nation communities.

.../2

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations to keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous B.C. for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC.

Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments, and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Align BC Summer and Winter Games, and Team BC operations, with the Province's *Pathways to Sport and Strategic Framework for Tourism in B.C.* to maximize impacts for athletes, coaches, and the communities that host the Games.
- In collaboration with the Indigenous Sport, Physical Activity and Recreation Council (I-SPARC), support true and lasting reconciliation by increasing sport and other opportunities for Indigenous people, working in partnership with First Nations to plan and host Games, and providing support to I-SPARC in preparation for the 2027 North American Indigenous Games and other competitions.
- Continue to make sport opportunities affordable for Games participants.
- Implement and/or strengthen policies and practices that help increase diverse participation in the BC Games and ensure positive, accessible, and inclusive experiences for all those involved.
- Continue to focus on preventing and addressing harassment and abuse in alignment with the Province and viaSport's commitment to Safe Sport.
- Address the long-term financial sustainability of the BC Games Society by undertaking financial and operational reviews with the support of the Ministry of Tourism, Arts, Culture and Sport.
- Provide event hosting training and experience for volunteers and staff in host communities with a focus on building event hosting capacity and showcasing B.C.'s diverse regions as sport event hosting destinations.

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 June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Spencer Chandra Herbert
Minister of Tourism, Arts, Culture and Sport
Date: May 29, 2025

cc: Honourable David Eby, KC
Premier

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

Doug Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Silas Brownsey
Deputy Minister
Ministry of Tourism, Arts, Culture and Sport

Alison Noble
President and Chief Executive Officer
BC Games Society

cc: Amy Schneider
Executive Director, Creative and Sport / Ex-Officio Board Member
Ministry of Tourism, Arts, Culture and Sport
BC Games Society

Kylah Bryde
Board Member
BC Games Society

Francis Cheung
Board Member
BC Games Society

Lisa Craik
Board Member
BC Games Society

Susan Griffin
Board Member
BC Games Society

Bernard Manuel
Board Member
BC Games Society

Douglas Ross
Board Member
BC Games Society

Janet Stewart
Board Member
BC Games Society

Melinda Stroet
Board Member
BC Games Society

cc: Christine Ulmer
Board Member
BC Games Society

Latasha Williams
Board Member
BC Games Society

Wayne Naka
Board Member
BC Games Society

Charles Bruce
Board Member
BC Games Society

Veronica Planella
Board Member
BC Games Society

Niki Remesz

Niki Remesz
Chair, BC Games Society
Date: June 13, 2025

Wayne Naka

Wayne Naka
Board Member, BC Games Society
Date: June 13, 2025

Francis Cheung

Francis Cheung
Board Member, BC Games
Society Date: June 13, 2025

Susan Griffin

Susan Griffin
Board Member, BC Games
Society Date: June 13, 2025

Bernard Manuel

Bernard Manuel
Board Member, BC Games Society
Date: June 13, 2025

Amy Schneider

Amy Schneider
Board Member, BC Games Society
Date: June 13, 2025

Kylah Bryde

Kylah Bryde
Board Member, BC Games Society
Date: June 13, 2025

Lisa Craik

Lisa Craik
Board Member, BC Games Society
Date: June 13, 2025

Charles Bruce

Charles Bruce
Board Member, BC Games
Society Date: June 13, 2025

Veronica Planella

Veronica Planella
Board Member, BC Games Society
Date: June 13, 2025

Douglas Ross

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Board Member, BC Games Society
Date: June 13, 2025

Janet Stewart

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Board Member, BC Games Society
Date: June 13, 2025

Melinda Stroet

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Board Member, BC Games Society
Date: June 13, 2025

Christine Ulmer

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Board Member, BC Games Society
Date: June 13, 2025

Latasha Williams

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Board Member, BC Games Society
Date: June 13, 2025