

**BC Games Society**

**2024/25 – 2026/27  
Service Plan**

**February 2024**



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Published by BC Games Society

## Board Chair's Accountability Statement



The 2024/25 – 2026/27 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 9, 2024, 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 "Niki Remesz", written over a light blue circular stamp.

Niki Remesz  
Board Chair, BC Games Society  
February 9, 2024

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## Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good life. Public sector organizations will continue to support Government in delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement the Action Plan for the *Declaration on the Rights of Indigenous Peoples Act* and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 service plan outlines how the BC Games Society will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

Established in 1977 by the B.C. Government under the *Societies Act*, the BC Games Society (the Society) oversees the biennial BC Winter Games and BC Summer Games. It also manages operations (e.g. 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 2024/25, the Society will provide guidance and expertise to host organizing committees to help wind down from the Lhtako Quesnel 2024 BC Winter Games (February 22-25, 2024), deliver the Maple Ridge 2024 BC Summer Games (July 18-21, 2024), and prepare for the Trail-Rosland 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

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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.

2025 Canada Summer Games in Newfoundland and Labrador (August 8-25, 2025) and the 2027 Canada Winter Games in Quebec (dates to be determined).

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 tasks and timelines and supporting samples, and assisting volunteers gain leadership skills. 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.

## Operating Environment

Economic conditions, such as inflation, increased cost of living, and rising operational costs, continue to be factors impacting the BC Games Society and host society budgets. The Society will carefully manage its budgets and seek to diversify revenue through merchandise sales and corporate partnerships to keep the Games affordable for host communities and participants.

Cost continues to be one of the largest barriers to participating in sport. To help address this, the Society and host community budgets continue to cover athletes' accommodation, meals, and transportation, and all athletes pay \$175 as a registration fee, regardless of where they travel from. This helps to subsidize costs and keep participation in BC Games affordable. The Society also has a hardship clause to support participants who cannot afford to pay.

Despite these measures, some athletes – particularly those from vulnerable, racialized and marginalized population groups – may have unique circumstances that limit their ability to participate in Games. This, in turn, may impact the Society's ability to provide equitable access as well as these athletes' ability to advance to higher levels of competition. The Society's

[Culture of the Games](#)<sup>2</sup> initiative, affordability measures and its work with I•SPARC are examples of how the Society works to help address these circumstances.

Growing populations, aging infrastructure and increased demand for recreation require new and upgraded sporting facilities in host communities. Economic factors such as inflation, supply issues, and labour shortages continue to impact investments in infrastructure.

As well, the large scale and scope of the BC Summer Games limit the Society's ability to build hosting capacity within smaller communities and help them further their reputations as sport event destinations. Challenges include limitations on which communities are large enough to host, the large number of volunteers required to stage the Games, volunteer burnout, and the logistical challenges related to transportation to and from the Games. The Society will continue to work with host communities and sport partners to develop solutions concerning the size and scope of the Games.

The suspension of sport, as well as associated impacts on local businesses, negatively affected volunteerism and local fundraising during the COVID-19 pandemic. While both areas are recovering post-pandemic, the Society anticipates that host communities will continue to face these challenges. As well, environmental factors caused by climate change such as wildfires, heat waves, and flooding will continue to be major areas of focus for host communities when developing crisis and contingency plans. The Society will continue to monitor these risks as the Games move to communities around the province that may be affected by these natural disasters.

The BC Games Society promotes sustainability and climate change awareness throughout the planning and execution of the Games. Examples of green initiatives include requiring transportation contractors to reduce carbon emission through sustainable practices and equipment, appointing an Environmental Chair on the host society board whose sole role is to implement green practices like food waste reduction and recycling, and ensuring that the majority of signage printed for the Games can be re-used at future events.

Increased reports of maltreatment in sport across Canada has amplified the focus and demand for safe sport policies and programs within the B.C. sport sector. The Society will continue to support participants and volunteers through the *Culture of the Games* initiative and the addition of a dedicated third-party phone line during the Games to report concerns. These initiatives will help the Society support a sporting culture that is safe, inclusive, tolerant and respectful, and will align with the broader B.C. sport sector's efforts to engender such environments.

Communities that host BC Games have unique resources and varying levels of experience in hosting major events. The bid process occurs four to six years in advance of the Games, allowing communities time to build hosting capacity. The Society will continue to provide its expertise to host cities and Games partners, ensuring that high standards of BC Games are maintained. The Society's success is due to its committed and knowledgeable staff, continuous

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<sup>2</sup> The Society's Culture of the Games initiative outlines and describes the expectations of those associated with the Games and encompasses all safety and safe sport aspects of Games experiences.

improvement of event management services and practices, and a system of transferring knowledge, which is the benchmark for multi-sport Games success in Canada.<sup>3</sup>

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<sup>3</sup> Based on input from and consultation with other provincial and national games organizers.



## 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>4</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, 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](#),<sup>5</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.

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<sup>4</sup> Each community hosting the BC Games establishes a host society which prepares and delivers its set of games in their community.

<sup>5</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.

## Discussion

In 2024/25, the Society will work with the Maple Ridge 2024 BC Summer Games host society to help it prepare and implement an operating budget that directs spending within the community for sport equipment, venue upgrades and general Games supplies. This guidance helps to ensure that the operating budget achieves a surplus that can be used for games legacies. The Society will also work with the Lhtako Quesnel 2024 BC Winter Games on identifying and distributing their legacy funds. This contributes to the overall social and economic impact of hosting the Games.

As well, by providing this guidance to host societies and continuing to attract private, corporate and other investments in the Powering Potential Fund and by helping host societies develop legacy funds, the Society helps make sport more affordable for British Columbians by lowering costs associated with participation and/or delivering sporting events.

## **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, 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.

## Discussion

The Society will work with key planning volunteers (i.e. the organizing committee) to guide implementation of standards and policies through a comprehensive transfer of knowledge program. This training and guidance to organizing committees, who work with thousands of volunteers to stage the Games, will help ensure the successful legacy of the Lhtako Quesnel 2024 BC Winter Games, delivery of the Maple Ridge 2024 BC Summer Games, and preparation for the Trail-Rossland 2026 BC Winter Games and Kelowna 2026 BC Summer Games. This

creates an environment where individuals contribute and feel a sense of accomplishment and connection to the Games, which helps in future event-hosting opportunities.

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

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

## Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
<b>Games occurring in the fiscal year<sup>1</sup></b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>	<b>2026 BCWG</b>	<b>2026 BCSG</b>
[1a] Cash and value-in-kind (VIK) generated by the BC Games Society <sup>2</sup>	\$50,000	\$75,000	\$50,000	\$75,000
[1b] Cash and value in-kind (VIK) generated by host organizing committees	\$340,000	\$560,000	\$340,000	\$570,000
[1c] Number of volunteers <sup>3</sup>	1,800	2,200	1,800	2,200
[1d] Volunteers would recommend others to volunteer	90%	90%	90%	90%

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

<sup>1</sup>Acronyms for BC Summer Games (BCSG), BC Winter Games (BCWG), Canada Summer Games (CSG) and Canada Winter Games (CWG) are being used to distinguish which calendar year set of Games occur in which fiscal year as performance measures may vary amongst type of Games.

<sup>2</sup>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

The Society’s entrepreneurial activities include working to achieve cost efficiencies in both the Society’s and host organizing committees’ operating budgets. The Society continues to find efficiencies with its business delivery model including increased virtual and remote work with host communities across the province. As well, merchandise sales at BC Winter Games and

BC Summer Games directly benefits the host communities' legacies, providing additional investment in areas such as bursaries, facility, and equipment investments.

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

Performance measure 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).

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 elevates the quality of local competitions across the province, benefiting the communities to which these participants return.

### **Objective 2.1: Provide opportunities for athlete, 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.

## Discussion

The Society will set selection criteria for athletes who compete at BC Games. In doing so, the provincial sport organizations that are involved in the BC Games can provide training and competition opportunities for their athletes to help them meet these standards.

The Society will work with provincial/disability sport organizations to set coaching certification levels that are consistent with the Canadian Sport for Life<sup>6</sup> long-term athlete development continuum.

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

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

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<sup>6</sup> Canadian Sport for Life is a national approach which matches athlete and coach development to stages of growth from one level of competition to another.

## Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
<b>Games occurring in the fiscal year</b>	<b>2024 BCWG</b>	<b>2024 BCSG</b>	<b>2025 CSG 2026 BCWG</b>	<b>2026 BCSG 2027 CWG</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	n/a	55%	55%

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

Notes:

<sup>1</sup>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 (dates to be determined) in the 2026/27 fiscal year.

## Discussion

Turnover or movement of coaches is typical at all levels of sport competition. 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 B.C.'s: Pathways to Sport – a Strategic Framework for Sport in British Columbia 2020-2025 and the Province's commitment to reconciliation through B.C.'s *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 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, 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.

## Discussion

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

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

To address the Society's and the Province's commitment to the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples and the *Declaration on the Rights of Indigenous Peoples Act* and to ensure the BC Summer Games and BC Winter Games are accessible to all, the Society and I•SPARC developed agreements with provincial sport organizations to increase opportunities for Indigenous athletes, thereby increasing Indigenous participation. In 2024/25, the Society will continue to work with I•SPARC to help it implement these agreements.

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

As well, the Society will continue to collaborate with I•SPARC to promote the BC Games in Indigenous communities and through the Guide to the Games initiative will provide information on Indigenous peoples and communities involved in the Games.

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

The Society has adopted the [B.C. Universal Code of Conduct](#), which applies to all participants, and includes expectations related to appropriate and inappropriate behaviours. Through implementing the 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.

## Discussion

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

The BC Games Society's comprehensive Culture of the Games initiative is an educational tool developed to meet the Society's goal to inspire exceptional experiences by creating a positive, respectful, inclusive, and accessible environment. Prior to attending the Games, all participants and volunteers will be required to complete a 20-minute module that outlines the key principles of the Culture of the Games and the [BC Games Code of Conduct](#). The training also supports diversity, equity and inclusion in other environments (e.g., workplace, sport, community).

The Code of Conduct will continue to serve as a foundation for expected behavior by all participants. It will be easily accessible and the importance of it will be clarified in ongoing communication. As well, parents and guardians will be required to acknowledge their awareness and understanding of the Code of Conduct as it pertains to their child's behaviour as well as their own. The Culture of the Games online module will be expanded to volunteers for the Lhtako Quesnel 2024 BC Winter Games.

To better prepare host society volunteers to manage any safe sport crises, the Society will provide crisis management training that outlines the steps to take in the event of a crisis. Society staff will also be trained in crisis management and will receive interview skills training

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<sup>7</sup> The Abuse-Free Sport Helpline is a free, anonymous, confidential and independent service operated by the Abuse-Free Sport program. The Government of Canada funds Abuse-Free Sport to prevent and address maltreatment in sport for federally-funded sport organizations (e.g. Hockey Canada, Canada Games Council, Coaching Association of Canada). For more information visit <https://abuse-free-sport.ca>

to better support individuals in the early crisis stages. As well, all Society staff and board members will be required to take the Canadian Centre for the Protection of Children’s Commit to Kids course, which provides training in keeping children safe. Society staff will also be offered Cultural Sensitivity training and Diversity, Equity and Inclusion courses.

## Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
<b>Games occurring in the fiscal year</b>	<b>2024 BCWG</b>	<b>2024 BCSG 2025 CWG</b>	<b>2025 CSG 2026 BCWG</b>	<b>2026 BCSG 2027 CWG</b>
[3a] Number of staff and volunteers participating in education and awareness programs	860	1100	1185	1200
[3b] Number of participants in the Society/I•SPARC Indigenous program	55	60	60	60
[3c] Number of BCWG/BCSG and Team BC volunteers receiving safe sport training courses <sup>1</sup>	100	120	125	120

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 (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 (dates to be determined) 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 2024/25, 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.

# Financial Plan

## Financial Summary

[\$000s/\$m]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
<b>Revenues</b>				
Province of BC Grant	4,110	2,138	2,138	2,138
Team BC Grant	250	250	250	250
Corporate Partner Income	16	16	16	16
Other	533	497	256	425
<b>Total Revenue</b>	<b>4,909</b>	<b>2,901</b>	<b>2,660</b>	<b>2,829</b>
<b>Expenses</b>				
Grants	825	25	25	25
Games Operations <sup>1</sup>	1,232	1,296	1,289	1,260
Board Expenses	14	16	18	16
Salaries and Benefits	1,222	1,262	1,262	1,262
Administration	371	1,232	969	1,185
Lease Costs	115	125	135	135
<b>Total Expenses</b>	<b>3,779</b>	<b>3,956</b>	<b>3,698</b>	<b>3,883</b>
<b>Annual Surplus (Deficit)</b>	<b>1,130</b>	<b>(1,055)</b>	<b>(1,038)</b>	<b>(1,054)</b>
<b>Capital Expenditures</b>	<b>156</b>	<b>113</b>	<b>48</b>	<b>68</b>
<b>Accumulated Surplus (Deficit)<sup>2</sup></b>	<b>1,873</b>	<b>818</b>	<b>(220)</b>	<b>(1,274)</b>

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

<sup>1</sup> Team BC operating costs included in Games Operations.

<sup>2</sup> Accumulated surplus for forecast 2023/24 includes \$148,903 in tangible assets, \$175,000 internally restricted cash, and \$1,549,233 unrestricted cash.

## Key Forecast Assumptions, Risks and Sensitivities

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

- Lhtako Quesnel 2024 BC Winter Games (February 22-25, 2024)
- Maple Ridge 2024 BC Summer Games (July 18-21, 2024)
- 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 (dates to be determined).

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>The Society faces fiscal pressures due to significantly higher transportation costs (i.e. busing, flights, fuel) for participants as well as staff travel that was associated with hosting the Lhtako Quesnel 2024 BC Winter Games.</p>	<p>The Society will continue to work to manage pressures within the BC Games' cycles.</p>
<p>Host Societies face ongoing fiscal pressures due to the cost of hosting a Games increasing; hosting grants remaining static and local fundraising being impacted by the pandemic.</p>	<p>This may impact future bidding for Games. The Society will continue to assist Host Societies with managing their budgets to meet rising costs.</p>

<b>Risks</b>	<b>Plans for Mitigation</b>
<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>
<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>

## Appendix A: 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