

2016 Americas Masters Games



Vancouver, British Columbia

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Introduction

In 2014, Vancouver was selected to host the first ever Americas Masters Games (AMG), a multisport event open to participants over the age of 30 from around the world. This nine-day festival of sport, culture and tourism, was staged in the summer of 2016 and delivered through a collaboration of provincial sport partners, private providers and a small Games staff overseen by Sport



BC. The Games featured 19 different sports and more than 4,000 athletes from 52 countries. Nearly half of the participants came from outside of the province, including approximately 1,200 international participants many of whom travelled with non-participating family members. As well as the substantial economic benefits provided by the Games, extensive media coverage of the various activities significantly enhanced Vancouver's reputation, not only as a world class sports venue, but as an exciting and vibrant tourist destination.

Executive Summary

The International Masters Games Association (IMGA) is the worldwide representative body for Masters sport. Recognised by the International Olympic Committee, the IMGA promotes the sport-for-all philosophy of the Olympic Charter by encouraging older adults to pursue competitive sport throughout their lifetimes. The Games took place from August 26 to September 4, 2016 and engaged over 4,000 athletes from 52 countries in 19 different sports played at venues across Metro Vancouver. The Games were overseen by key stakeholders including the City of Vancouver, BC Pavilion Corporation, Vancouver Hotel Destination Association and Tourism Vancouver, with the University of British Columbia as a contributing venue partner.

Sport BC, the designated host for the Games was given primary responsibility for the planning and implementation of the Games with the support of an Executive Games Committee representing the major stakeholders, and with an administrative committee, the Games Advisory Committee, a Director of Finance and various sub-committees.

The Games were promoted on all traditional media platforms as well as social media. Media promotion included a partnership with Global Television along with other promotional supports from the City of Vancouver, Tourism Vancouver and the BC Pavilion Corporation.

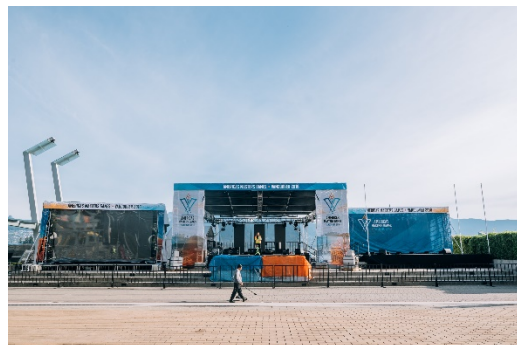
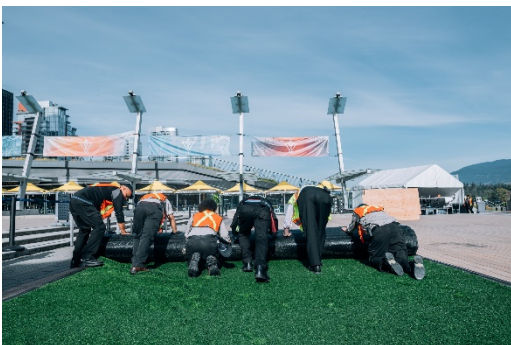
The use of social media platforms including Facebook, AMG website, Twitter and Instagram did much to convey the exhilaration of the Games and the inspiration that master athletes provided to all. To get a glimpse into the very real excitement that participants and supporters felt during the Games, [click on this link](#).

The Americas Masters Games generated approximately \$500,000 in sponsorship value, with a split of \$200,000 in cash and \$300,000 in value-in-kind services. Goods and services provided by sponsors included water, medals, volunteer food and beverage, apparel and merchandise.

A broad range of Games services were in place to support the competitions, venues, events and ceremonies during the Games, including registration, accreditation/sport information, technology, medical support and medals.

The Games' sport competitions were primarily delivered through partnerships with provincial sport organizations in conjunction with local organizing committees and third-party event providers. Venue partnerships with the City of Vancouver, Vancouver Park Board and the University of British Columbia played a critical role in providing access to top quality sport facilities and equipment. In addition, competitions were hosted at the iconic locations of Kitsilano Beach, Stanley Park and Cypress Mountain. Accreditation for the athletes took place at the Vancouver Convention Centre as did the Games Expo which featured vendors and exhibitors from a variety of local attractions and Games sponsors. The Convention Centre was also a sport venue hosting badminton, table tennis, and karate.

The Opening and Closing Ceremonies as well as nightly Celebrations were held at Jack Poole Plaza and included live entertainment and a beer garden. The Opening Ceremony was the highest profile non-sporting event of the Games attracting approximately 3,000 athletes and 1,500 supporters.



The success of the Games owed much to the support of nearly 1,000 volunteers who worked at the various sport venues as well assisting with the Athletes March during the Opening Ceremonies.

While many of the athletes at the Games came from the Lower Mainland, the majority came from areas outside the region. Approximately 17% of athletes came from other Canadian provinces or territories, while 13% came from the United States and 17% from other international venues. In addition, athletes from outside the Lower Mainland were accompanied by approximately 1,240 family members and supporters.

Spending by these visitors on accommodation, food and beverages, recreation and entertainment, shopping and transportation ranged from \$143 per person for same day visitors to \$270 for overnight visitors from the Lower Mainland to more than \$2,800 per person for international visitors. This resulted in nearly \$5.2 million in tourism spending. Nearly all participants (92%) reported that the Games were the primary reason they travelled to the region.

The combined spending of the 2,647 out-of-town participants and their 1,240 travel partners, in combination with the expenditures made by the organizers of the British Columbia Summer Games totaled \$8.1 million, supporting \$12.7 million in economic activity in British Columbia including \$11.6 million in Vancouver.

The total net economic activity (GDP) generated by the event was \$7.6 million for Canada as a whole; \$6.9 million for British Columbia and \$5.6 million in Vancouver.



International Masters Games Association (IMGA)



The International Masters Games Association (IMGA) is the worldwide representative body for Masters sport. Its mandate is to promote the inclusive sport philosophy of the Olympic Charter by encouraging older adults to pursue competitive sport throughout their lives including through their participation in the Masters Games. Since 1985 the IMGA together with Games organizing committees have presented eight World Masters Games, two Winter World Masters Games and three European Masters Games. The 2016 Americas Masters Games in Vancouver was the first ever regional games for the Pan American region.

The Director of Sport for the IMGA, Samantha Hayward, arrived in Vancouver three weeks prior to the Opening Ceremony of the Games. She assisted the Games organizing staff in the Games office as an IMGA representative and advisor in staff meetings and Games Advisory Committee meetings, as well as being fully engaged during Games times.

CEO Jens Holm as well as other senior staff and board members of IMGA had a significant presence at the Games attending many of the sport competitions, ceremonies and evening festivities.

Both CEO, Jens Holm, and Director of Sport, Samantha Hayward, also participated in the AMG Observer Program which took place during the first week of the Games where they gave a brief introduction of the IMGA.

A number of IMGA Board members arrived in Vancouver during the Games for an IMGA Board meeting at the Fairmont Waterfront Hotel. They included:

Kai Holm	President IMGA, IOC Member
Poul-Erik Hoeyer	President, Badminton World Federation
Robert Elphinston	President, International Basketball Federation, IOC Member
Denis Oswald	Former President, International Rowing Federation, IOC Member
Marisol Casado	President, International Triathlon Union, IOC Member
Don Porter	Former President, International Softball Federation
Kate Caithness	President, World Curling Federation

Governance and Organization

The AMG Business Plan was developed 18 months in advance of the Games, and revised as the Games drew nearer. The Plan covered the Mission, Vision and Values for the Games as well as the organizational structure and key activities for each department. It was a detailed plan that stated the specific purpose, duties and responsibilities, structure and major deliverables for each Games staff position and committees. (*See Appendix A – Business Plan*)

The Games were overseen by key stakeholders including the City of Vancouver, BC Pavilion Corporation, Vancouver Hotel Destination Association and Tourism Vancouver, with the University of British Columbia as a contributing venue partner.

An Executive Games Committee, appointed by Vancouver’s City Manager, and representing the major stakeholders, was established to provide oversight and coordination among the funding parties including promotion of effective, coordinated planning and communication with respect to financial, operational and logistical matters.

Sport BC, the designated host for the Games, was given primary responsibility for the planning and implementation of the Games. An Expert Advisory Committee was established to support the CEO of the Games, Rob Newman, and provide him with community and stakeholder recommendations. This Committee created a strong network of government, business, sport and community leaders whose valuable feedback helped the Games Organizing Committee to align the goals and objectives of the Masters Games with amateur sport in BC and the “Active for Life” movement. Members of that Committee included:

Carey Dillen	Chair, Sport BC
Brock Turner	Past Chair, Sport BC
Bruce Wasylik	Sport Branch
Doug Clement	Athletics Canada
Greg White	Director, Sport BC
Kelly Mann	BC Games Society
Marilyn Payne	Consultant
Brian McCalder	BC Athletics
Mark Saunders	Field Hockey BC
Penny Gardner	Badminton BC
Scott Braley	Curl BC
Herman Mah	Downtown Business Association
Alex Nelson	Aboriginal Sport, Recreation & Physical Activity Partners Council
Dr. Jack Taunton	Division of Sports Medicine, Faculty of Medicine, UBC

In addition to the CEO of the Games, a Director of Finance was appointed and given responsibility for establishing and maintaining the necessary processes and human resources to ensure there was accurate and timely reporting. As preliminary work proceeded, eight sub-committees were established and each tasked with a specific aspect of the organizational structure. Responsibilities included the solicitation of sponsorships, marketing and communications, strategies for security, medical or other crisis responses, registration and other plans or processes affecting the successful delivery of the Games (See Figure 1).

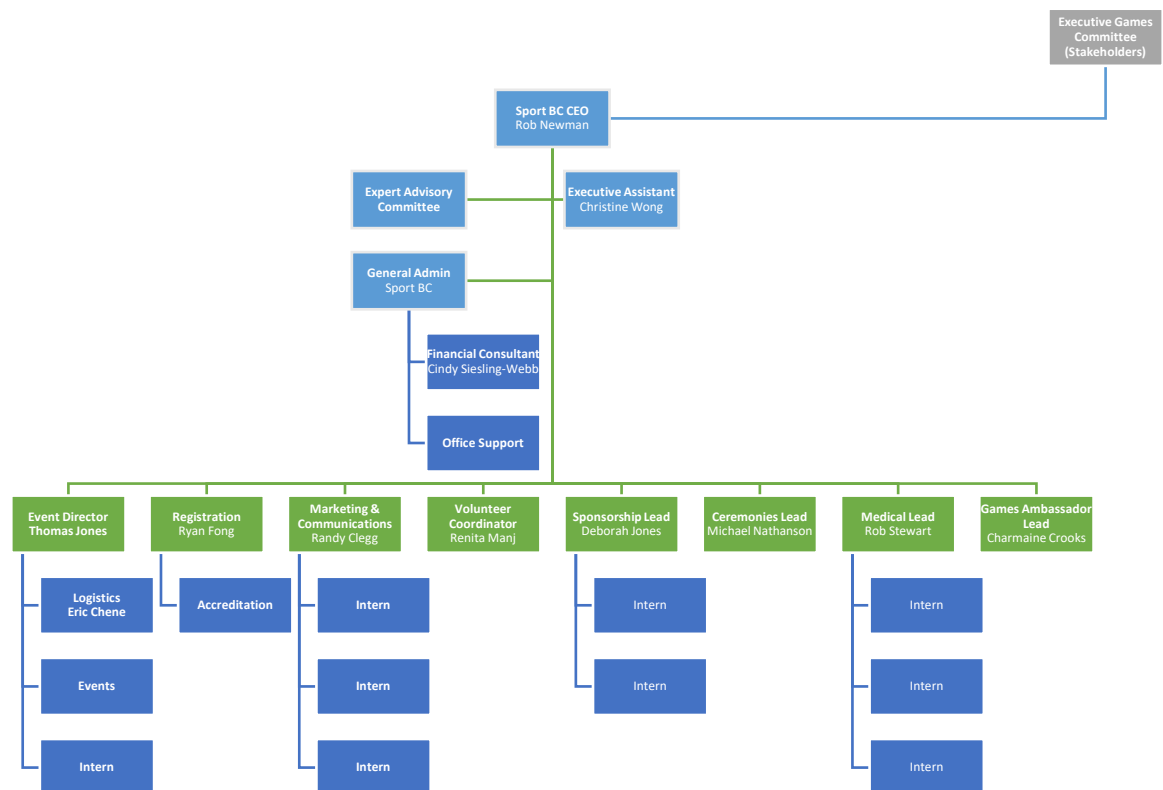


Figure 1 Organizational Structure

Marketing and Communications

A comprehensive marketing and media plan was developed that combined paid, earned and digital campaigns. A media partnership was put in place with Global Television along with promotional support from the City of Vancouver, BC Pavilion Corporation and Tourism Vancouver. A Games Ambassador program was launched which served as a platform for Olympians and other influential community ambassadors to promote the Games at special events and via collateral materials distributed to the sport community at trade shows, sport AGMs and similar Masters events in North America and abroad. (*See Appendix B – Ambassador Program Report*)

The digital marketing campaign included a comprehensive online e-mail marketing strategy comprising more than 500,000 addresses gathered from a variety of sources including previous World Masters Games participants, national and provincial sport organizations, tourism bodies and stakeholder lists from around the world. Provincial Sport Organizations, National Sport Organizations, and Sport BC were among the organizations who shared information. This list was used to provide timely updates 18 times between December 2015 and September 2016.

A tightly interwoven strategy of search engine optimization (SEO) and social media marketing complimented the direct e-mail campaign in the 12 months leading up to the Games. Additionally, the Americas Masters Games website and social media channels provided Games information, updates and actively created content from athletes / participants, sponsors and stakeholders throughout the campaign. Social media assets were significant in increasing awareness, athlete registration and partner visibility. User-generated content, branded content, and social media channels including Facebook, Twitter and Instagram kept the Americas Masters Games top of mind leading up to, during and after the event.

The use of social media platforms during the course of the Games did much to convey the exhilaration of the Games and the inspiration that these master athletes provided to all. To get a glimpse into the very real excitement that participants and supporters felt during the Games, [click on this link](#).

Local partnerships were established with various organizations, including the City of Vancouver, the Vancouver Whitecaps, Cypress Mountain, YYOGA, Urban Rec, Gran Fondo Canada, the Vancouver Sun Run and Steve Nash Fitness Centres. Their participation in

promoting the Games significantly increased awareness to an audience within Greater Vancouver.

The Americas Masters Games provided sponsors with a robust promotional program of earned and non-earned media that generated millions of impressions. Sponsors benefitted through AMG logo recognition on all print and out-of-home media, social media accounts, and special features on the AMG website. Media partnerships with the City of Vancouver were developed to include an extensive street banner campaign and access to public digital media boards. AMG broadcast partner Global Television, aired extensive multi-platform programming which generated an estimated 21,000,000 impressions.

A gala event, “*One Year Out*” held on September 2, 2015, was attended by over 200 athletes, sport leaders, media, business, stakeholders and representatives from municipal and provincial governments. This occasion also marked the launch of the Games’ online registration system. Press conferences and media events were also programmed to recognize the ‘200 day’ and ‘100 day’ countdown to the Opening Ceremonies. AMG electronic newsletters were sent out monthly from September 2015 through to the beginning of the Games in August 2016.



Sponsorship

The Americas Masters Games generated approximately \$500,000 in sponsorship value with a split of \$200,000 in cash and \$300,000 of value-in-kind for goods and services. Goods and services provided, included water, medals, volunteer food and beverage, volunteer and staff clothing and Games merchandise.

Limited lead time before the Games did not allow for an extensive sponsorship strategy. Efforts were focused on the following categories:

- Apparel - Athletic
- Beverage – Alcoholic and Non-Alcoholic
- Consumer Packaged Goods (CPG)
- Financial
- Media
- Mining
- Real Estate
- Retail
- Software
- Travel – Airline
- Vehicle



The Americas Masters Games sponsor levels were:

- Title Partner
- Premier Partners
- Official Sponsors
- Supporting Sponsors
- Official Products (Consumer Packaged Goods)
- Official Suppliers* (VIK)
- Official Media Partners (VIK)

See *Appendix C - Sponsorship Revenue Breakdown* for a complete list of confirmed sponsors.

Sponsors received benefits based on their sponsor level. They were given recognition on BC Place screen ads, the Celebration Site big screen, on-site signage, email blasts, programs, and posters. Sponsors whose focus was the Americas Masters Games

Celebration Site, provided gift bag items, and on-stage giveaways. See *Appendix D - Sponsor Benefits Breakdown* for a detailed breakdown of sponsor benefits.

Gift bag items were provided by Save On Foods, Sun-Rype Canada, Kimberly-Clark, and RYU Apparel Inc. On-stage giveaways were provided by Global BC, VIA Rail Canada, Sun-Rype, and Maple Leaf Consumer Foods.

Several Sponsor Recognition events were hosted for the America Masters Games. Delta Land Development hosted a VIP event at the Rosewood Hotel Georgia on August 25, 2016. Attendees included sponsors, stakeholders, AMG organizing committee, IMGA board members, Government of BC, Park Board, Sport BC, and AMG Ambassadors. VIP and Sponsor Recognition receptions were also hosted with the Opening and Closing Ceremonies.



Registration

A broad range of Games services were in place to support the competitions, venues, events and ceremonies during the Games, including registration, accreditation and sport information, technology, medical support and medals.

As AMG was not provided with a Games registration system, *FuseSport* was secured as software provider and provided the Games registration platform. Registration launched August 2015, 12 months out from the Games. Led by the Games Coordinator and supported by highly capable interns, the key aspects of the registration function included:

- Design and launch of the registration system
- Updating the online system and answering questions/customer relations
- Games website and *UCOB Ventures issues
- Managing registration, troubleshooting

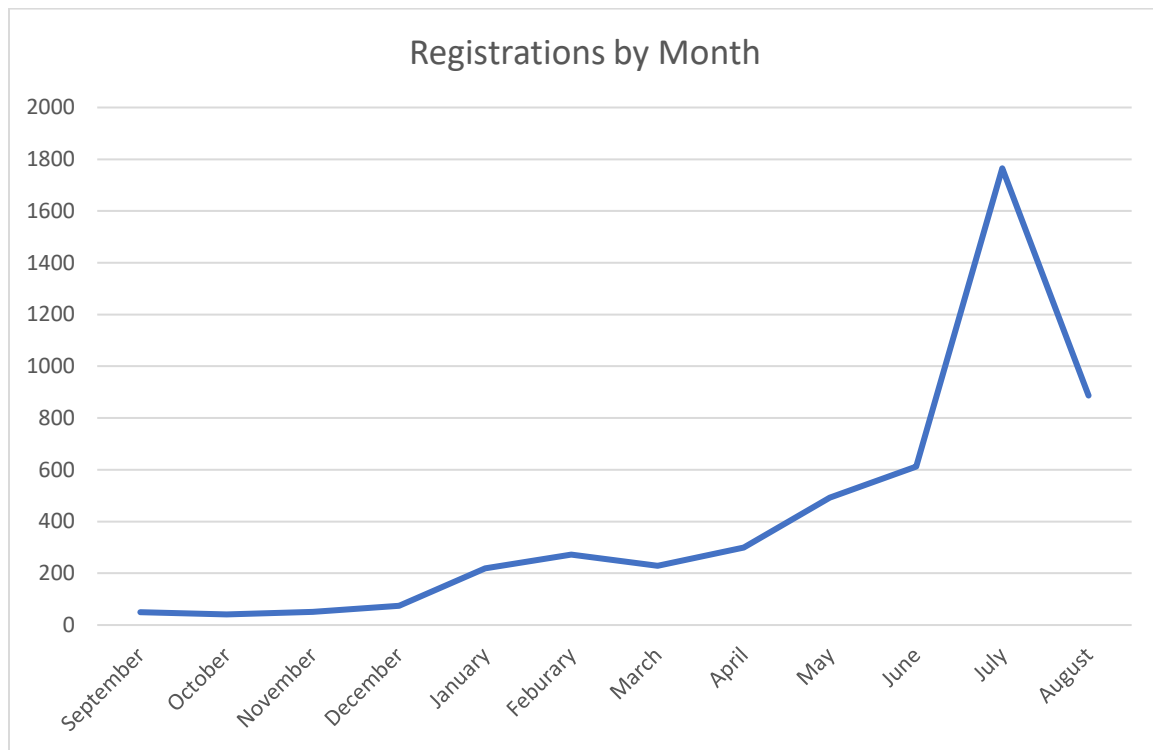
*UCOB Ventures is based out of Zurich, Switzerland whose main focus is media, technology and networks. They are the at the forefront of the Digital Out of Home Movement. UCOB operates, builds, or augments networks for our clients, create content, or bring advertisers into the network to generate revenue and exposure opportunities in a very targeted and compelling way.

Sport schedules were also available to participants through the AMG website and registration platform. Schedule updates and results were provided during the Games through the AMG website, social media, and/or each sport competition lead.

It is important to note that many Masters participants are still on a learning curve with technology therefore proper tracking of customer concerns and FAQs, and extra “hands” for unforeseeable challenges is critical to an effective online Games registration process and communications plan.



The following diagram illustrates the rate of registration in the lead up to the Games:



Based on the experience of previous World Master Games hosts, AMG offered only limited incentives for early bird registrations. A marketed registration deadline of July 29 pushed many participants to complete their registration. A last-minute registration campaign was held for select sports, but proved to have little or no effect.

Accreditation and Games Expo

Games Accreditation and the Games Expo were co-located at the Vancouver Convention Center (VCC) and took many months of planning and collaboration with VCC staff to put in place. The Centre, built by Levy Show Services, opened on August 25 and provided registered participants, coaches, companions and VIPs, with Games accreditation and lanyards along with the welcome kit. The welcome kit included maps, games information, transportation routes, and information on local attractions. AMG stakeholders added significant value (\$400) to the kit including complimentary tickets and savings to attractions and restaurants supporting the Masters Games and welcoming visitors. (*See Appendix E – Athlete Value Kit*)

After registering, participants moved into the Games Expo area featuring exhibitors whose products would appeal to the demographic of the participants. Vendors presented information, products and services from a number of sectors including tourism, health and lifestyle, and other sporting or active lifestyle events. Games sponsors were also present

along with the merchandiser, Special T Group Events, who also staffed five other locations throughout the duration of the Games. Field of play providers and provincial sport organizations each had a table at the Expo to provide sport specific information, schedules and materials.

Volunteers

Volunteers are integral to the success of staging any major multi-sport event. AMG engaged with almost 1,000 volunteers across a range of functional areas including Sport, Registration, Games Expo, Communications, Nightly Celebrations, Directional and Event Setup. Volunteers were recruited through the AMG website, local sport organizations, social media and youth groups. Recruitment of the Volunteer Manager and the use of a volunteer database enabled AMG to recruit, track and schedule volunteers through the website.



Standard protocol was developed for volunteer registration, and waivers of liability and codes of conduct were created. Recruitment began nine months out from the beginning of the Games. The Volunteer Manager drove recruitment through open houses, recruitment nights at sport clubs, sport events and joint activities with Provincial Sport Organizations (PSOs). It is recommended that the recruitment process is begun

recommended that at least a year before the start of the Games, that a designated volunteer team lead for each sport and venue be identified as a champion for volunteer recruitment. AMG had a lean volunteer program that would have benefited from adding two volunteer coordinators in the weeks leading up to the Games.

Sport specific (or technical) volunteers that participated within the Field of Play made up approximately 80% of the total volunteer pool. All volunteers were provided with a Games t-shirt, food/snacks and drinks and scheduled for a minimum 3 shifts at 4 hour durations each. The overall volunteer program budget was supported by Games sponsors that provided value-in-kind with donations of snacks and beverages, as well as the meal vouchers from a variety of restaurants and food trucks.

Medical Support and Monitoring

A comprehensive Games medical program provided services to athletes/participants, officials, volunteers and spectators at AMG venues. The program was led by Chief Medical Officer Dr. Jack Taunton and Medical Services Manager Rob Stewart, and supported by

medical staff, physicians/nurses, physiotherapists & athletic therapists, massage/chiropractic and 'sport first responders'. Key aspects of the services included:

- Emergency Transport – ambulance and paramedic bike squads
- Mobile Medical Unit (MMU) – with physicians, nurses & cardiologists at UBC
- Medical Command Centre (MCC) – one stop-shop for Medical communications, information & issue-management
- Anti-Doping – 16 tests administered, overseen by Canada's doping agency (CCES)



An innovative partnership with SportMed BC facilitated the recruitment and scheduling of well over 100 medical volunteers. AMG leads could efficiently source supplies & equipment, pharmaceuticals, treatment tables, defibrillators, and braces. Vancouver Coast Health provided towels, public health recommendations, hospital linkage, and language support. The medical team communicated effectively with medical volunteers via a monthly Medical Newsletter. Medical information about each participant collected in advance of the Games provided a base for monitoring and treatment, as elderly masters athletes may often have chronic health conditions. It is recommended that IMGA build an EMR (electronic medical record) that could be shared from Games to Games and ideally be accessed via computer at venue medical stations.



Sports Program

Early in 2015, Sport BC contacted a number of Provincial Sport Organizations requesting their participation in delivering the Games. By May 2015, 25 organizations had expressed interest to participate and support the Games. Eight months prior to the Games, the participating sports and their sponsoring bodies were finalized with 19 sports and their sponsoring bodies. The Provincial Sport Organizations then formed local organizing committees for each sport. The mandate of these committees was the production of an event plan, budget and a sport technical package. The committees were supported through the formation of an Expert Advisory Committee comprised of Games experts, experienced event planners and provincial sport stakeholders. The final list of sports, their sponsoring bodies and participants can be seen in Table 1.

Sport	Sponsoring Body	Participants
Archery	BC Archery	78
Athletics	BC Athletics / Thunderbird Track Club	713
Badminton	Badminton BC	276
Basketball	Basketball BC	321
Curling	Curl BC	96
Cycling	Cycling BC / M1 Sports	193
Field Hockey	Field Hockey BC	135
Golf	BC Golf	157
Ice Hockey	BC Hockey	189
Karate	Karate BC	35
Lacrosse	BC Lacrosse Association	87
Rugby	BC Rugby	83
Soccer	Chris Murphy Events	589
Squash	Squash BC	154
Swimming	UBC Masters Swim Club	182
Table Tennis	Table Tennis BC	83
Tennis	Tennis BC	103
Triathlon	Triathlon BC / M1 Sports	175
Volleyball*	Volleyball BC	370

**Volleyball BC represented both indoor volleyball and beach volleyball*

Table 1 – Sport Program

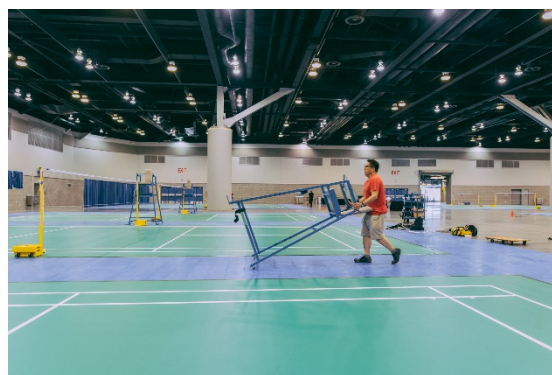
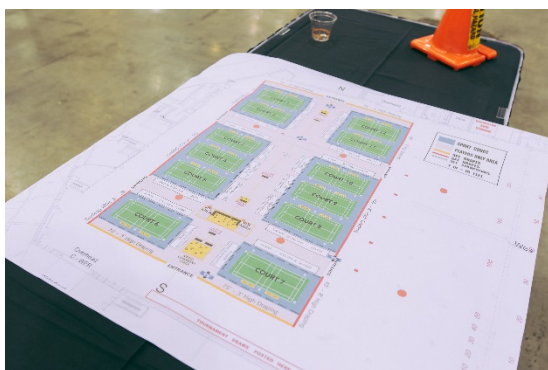
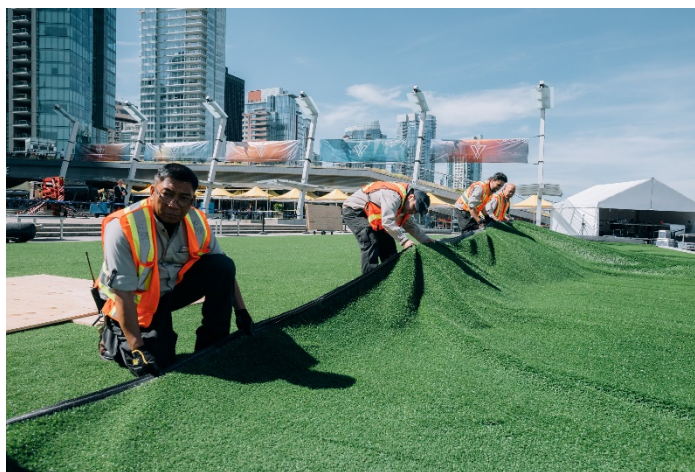
Baseball, Softball and Ultimate held local regional competitions that aligned with the spirit of the Masters Movement that were not captured in the final number of participants.

Sport Schedules and Logistics

An experienced Manager of Sport Operations joined the team in May 2015 and was tasked with managing the Field of Play relationships and budgets, dealing with operational suppliers, logistics management, asset/equipment management and venue/warehousing.

The mix of individual and team sports on the AMG Sport Program posed a significant challenge in creating the final AMG sport schedule. A registration deadline of July 29th was set to provide a window of time for Games organizers to build tournament draws. That deadline was later extended well into August to promote additional registration however it impacted the timely creation and completion of tournament schedules, and made for confusion around the final sport program and communication challenges with participants. As a result, Games time communication through social media and direct contact from the registration system to participants played a vital role in alleviating these challenges.

(see Appendix F – Final Sport Schedule)



Venues

With a few exceptions, the sport venues were clustered in four locations, the University of British Columbia, Kitsilano, Hillcrest and the Vancouver Convention Centre (See Figure 2). Facilities in these locations were used for:

University	Kitsilano	Vancouver Convention Centre	Hillcrest
<ul style="list-style-type: none"> • Basketball • Swimming • Archery • Field Hockey • Soccer • Athletics • Cycling • Volleyball 	<ul style="list-style-type: none"> • Basketball • Beach Volleyball • Tennis 	<ul style="list-style-type: none"> • Table Tennis • Karate • Badminton 	<ul style="list-style-type: none"> • Curling • Ice Hockey • Squash



Figure 2 – Venue Map

Other sport venues included Jericho Beach for Triathlon, the North Shore for Cycling and Empire Fields for Soccer. The Vancouver Convention Centre was the central Games hub, that include the Accreditation Centre, Volunteer Check-In, Games Expo, Official Merchandise Store and was the location for all ceremonies and celebrations. Jack Poole Plaza located just outside the convention centre, hosted the Opening and Closing Ceremonies and nightly celebrations and entertainment.

Ceremonies and Celebrations

Jack Poole Plaza, adjacent to the Vancouver Convention Centre on Vancouver's downtown waterfront, provided the perfect venue for the Opening and Closing Ceremonies, as well as serving as the Celebration site for the duration of the Games. The Ceremonies provided a memorable experience for the athletes and spectators, a showcase for British Columbia's entertainers, performers and First Nations, and an ideal venue to promote both the Games and tourism in British Columbia.

The Opening Ceremony was the most visible event of the Games, with an estimated audience of nearly 3,000 athletes and 1,500 spectators. Beginning with an Athletes' March from Harbor Green Park to the Plaza, participants were treated to a First Nations Welcome, Blessing and Dance, welcoming speeches from British Columbia's Minister for Culture and Sport, the Acting Mayor of Vancouver and the President of the IMGA. The Athlete's Oath was delivered by Joanna Braun, a beach volleyball Games athlete while the raising of the Canadian and IMGA flags was carried out by five-time Olympian and Silver Medalist, Charmaine Crooks. The 2010 Olympic Caldron was lit and the evening ended with live musical entertainment.



Medals were awarded after the finals of each competition at the sporting venues. The specially commissioned medals were created for the Games by Coast Salish artist, James Harry, and were widely admired. Many Games officials and participants felt that their quality of design set a new standard for Games medals.



The Plaza was the venue for each night's Celebrations including a beer garden for socializing and live entertainment.

The Closing Ceremonies featured speeches from local dignitaries and IMGA officials and a video montage that included scenes from the various sporting events, interviews with participants and highlights from the Opening Ceremonies.

(See Appendix G – Ceremonies and Celebrations Report)

Games Observer Program

The Games Observer program sought to share information and insights about the design, planning and delivery of the Americas Masters Games 2016 with future and prospective Games hosts and sport system partners.

Participants identified by IMGA and through Sport BC networks were invited to attend at a cost of \$150 (Canadian) per person. Each participant received VIP designation and

was given a Games welcome kit and invitation to Games ceremonies. The session group included IMGA leadership, City of Vancouver, AMG staff and nine observers, from the Brazil Pan-American Masters Games (hosts of the 2020 Games), the North American Indigenous Games, Kansai World Masters Games, San Diego World Beach Games, Huntsman World Seniors Games, Via Sport BC and Sport New Brunswick.

The program took place at the Vancouver Convention Center on August 30 and presented a series of ‘transfer of knowledge’ presentations by stakeholders and Games staff, a networking lunch and a guided bus tour of AMG venues.

The eleven presentations touched on the genesis of the Games and key learning in major functional areas (Registration, Finance, Sport, Games Services, Volunteers, Operations, Marketing, Ceremonies, Sponsorship). The venue tour visited four Games Clusters (VCC, Hillcrest, UBC and Kitsilano) where participants received a welcome and brief presentation from sport competition leads at each location.

Key discussion items related to:

- Planning process, the tight timelines, the sequencing of critical work
- Benefits and challenges of the AMG 2016 model
- Expectations of AMG 2016 stakeholders, partners, sponsors, merchandizers and athletes
- Allocation of limited staff and financial resources; resourcefulness
- Adaptability and resilience – in all facets of Games administration and delivery
- Passion and commitment of staff and volunteers.

The reaction to, and feedback on the presentations from the participants were positive. They appreciated the type and depth of information provided, and the time for discussion. (see *Appendix H - Observers Program Report*)



Risk Management / Incident Management and Communications

The AMG Games Organizing Committee determined that an AMG incident and crisis communications plan was crucial for this multi-sport Games event, especially given the demographic of the competitors. The Event Director alongside the Medical Lead determined the key steps in response to an accident or incident and created a detailed, step-by-step document. (See Appendix I - AMG Incident / Crisis Communications Plan)

Visitor Participant Demographics

A defining feature of the International Masters Games competitions is that participants travel with family members, often making participating in the competition part of a longer vacation, and the 2016 Games were no exception. As athletes were registering, they were asked how many people who were not competing in the Games had accompanied them. With these statistics, a 'supporter to participant' ratio was developed and showed that for every two out of town participants, there was also one out of town family member or other supporter. In addition, visitors from outside of British Columbia were asked if they would be visiting any other parts of British Columbia as part of their trip to the Games. Just under one third (32%) indicated that they would be visiting another part of the province including the Okanagan, Whistler, and Vancouver Island / the Gulf Islands. In addition, some respondents combined the games with an Alaska cruise or a visit to the Canadian Rockies.

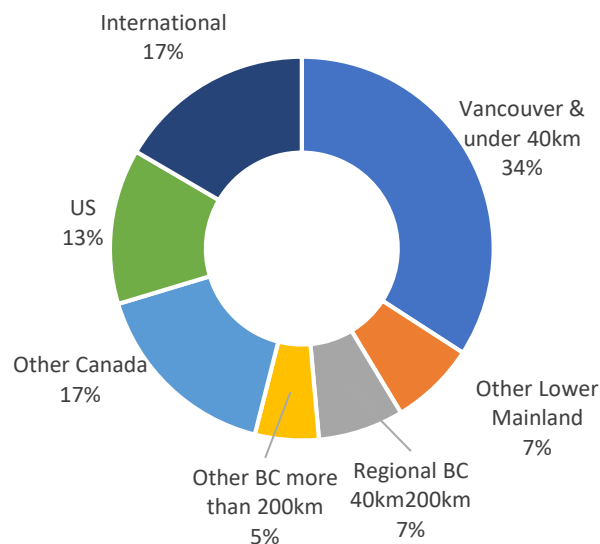


Figure 3 – Visitor Demographics

Economic Impact

An Economic Impact Study of the Games produced by the Canadian Sport Tourism Alliance gives a clear portrait of its economic benefits to Vancouver, British Columbia and Canada. (See Appendix J – Canadian Sport Tourism Alliance Economic Impact Study)

Participants were asked about their spending in Vancouver during the Games, with overall spending ranging from \$143 per person for same-day visitors, \$270 per person for overnight visitors from the Lower Mainland to more than \$2,800 per person for international visitors. Spending per person per night was relatively low for Lower Mainland overnight visitors as a high proportion of visitors stayed with friends and family. For other visitors, the spending per person per night ranged between \$150 and \$300.

Multiplying the total number of visitors who were in Vancouver because of the Americas Masters Games by the average spending per person shows that the Games generated nearly \$5.2 million in tourism spending (see Table 2). The survey also found that 92 percent of respondents gave the Games as the reason for their decision to travel to Vancouver.

Visitors	3,887
Accommodation	\$1,535,813
Restaurants / Bars / Clubs	\$897,170
Other Food & Beverages	\$361,063
Recreation & Entertainment	\$537,059
Retail Shopping	\$495,051
Transportation in Vancouver	\$277,398
Transportation to Vancouver	\$1,053,269
TOTAL	\$5,156,822

Table 2 – Visitor Spending

The combined spending of the 2,647 out-of-town participants and their 1,240 travel partners, in combination with the expenditures made by the organizers of the British Columbia Summer Games totaled \$8.1 million supporting \$12.7 million in economic activity in British Columbia including \$11.6 million in economic activity in Vancouver. The spending in Vancouver supported \$4.3 million in wages and salaries in the province through the support of 73 jobs, of which 62 jobs and \$3.6 million in wages and salaries were supported in Vancouver. The total net economic activity (GDP) generated by the event was \$7.6 million for Canada; \$6.9 million for British Columbia and \$5.6 million in Vancouver.

Considerable tax revenues were also produced by the 2016 Americas Masters Games, totaling \$2.1 million. The event supported federal government tax revenues of \$1.0 million with an additional \$845,000 in taxes accruing to the Province of British Columbia. Moreover, \$193,000 in municipal taxes were supported in British Columbia municipalities, of which \$182,000 was in Vancouver.

Conclusion

Building on the successes of the FIFA Women’s World Cup Canada 2015 and World Rugby Sevens, the Province of British Columbia demonstrated once again just why it is a world class venue for major sporting events. Athletes and visitors found the venues and the atmosphere surrounding the Games met or exceeded their expectations. Sponsors also expressed satisfaction with their return on investment and many said they were looking forward to opportunities to act as sponsors for future sporting events. A summary of the economic value of the Games is shown in Table 3.

4,019 participants	\$5.2 million in visitor spending directly attributable to AMG	62 Vancouver jobs supported by the AMG	\$12.7 million in economic activity supported in BC
3,887 out of town visitors travelled to Vancouver for the Games	\$4.3 million in wages and salaries supported in Vancouver	\$6.9 million boost to provincial GDP	\$2.1 million in taxes supported across Canada

Table 3 – Economic Value

The 2016 Americas Masters Games demonstrated an unprecedented level of cooperation amongst sport delivery partners, municipal and provincial governments, and Games’ stakeholders. Working together, they produced a successful event – one that drew international participation and interest, significantly enhanced Vancouver’s reputation as a sport hosting destination and showcased Vancouver’s assets as a tourist destination.

Appendix A
Business Plan



BUSINESS PLAN

September 2015

MISSION

To deliver a quality sport-for-all, tourism and cultural event by hosting the 1st Americas Masters Games that will provide a quality and festive experience for participants with lasting benefits for sport and stakeholders.

VISION

A stronger Masters sports movement in Canada that will increase lifelong passion for and participation in sport.

VALUES

Passion | Quality | Respect | Unity

Introduction

The 2016 Americas Masters Games is a nine- day sporting event that will put Vancouver back on the international sport hosting stage, stimulate tourism growth, generate revenue and create worldwide exposure for the City of Vancouver. Modeled off the success of the World Masters Games and under the auspices of the International Masters Games Association (IMGA), this 'sport for all' festival will attract 10,000 international and local athletes to compete in up to 20+ sport disciplines.

Major Assumptions

1. All costs have been estimated in 2015 Canadian dollars.
2. Based on 10,000 athlete registrants competing in 20 core sports
3. No Bid Costs have been included.
4. No Capital Construction Programs will be required
5. No costs of Operations to date have been included.
6. Costs for venue rental have been estimated only based on current market and may not be reflective of market rates at the time of the Games. These need to be modified based on the issues and conditions of receiving clean venues.
7. Funding will be readily available as required; the Games will not need to acquire temporary financing and will not incur borrowing costs.
8. The majority of equipment will be supplied by PSOs or sport venues, therefore limited costs for equipment are included in the budget.

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Organizational Structure of America's Masters Games 2016

Executive Games Committee

Purpose

The Executive Games Committee is created pursuant to the various bi-lateral contribution agreements between the Local Games Organization and the various funding parties to ensure a collaborative approach and effective coordination for the 2016 Americas Masters Games.

The Executive Games Committee will act as an oversight committee that monitors the progress of the Games and provides an opportunity for funding parties to raise issues and express concerns. The CEO of the Local Games Organization (Sport BC) will report directly to the Executive Games Committee to receive input and advice on issues related to the delivery of the Games and.

Specific Duties and Responsibilities

The Executive Games Committee shall:

1. Provide coordination and oversight for the implementation of bilateral agreements between the funding parties including promotion of effective, coordinated planning and communication among the funding parties with respect to financial, operational and logistical matters of common interest;
2. Serve as a forum for the identification and consideration of issues of common interest brought forward by any of the funding parties;
3. Meet on a needed basis to review the overall progress of the Games and the performance of the Local Games Organization (Sport BC);
4. Create linkages with business, sports, arts, cultural and multicultural communities within and around Vancouver;
5. Create linkages with potential local, national and international sponsors and partners;
6. Represent the 2016 Americas' Masters Games at events and functions;
7. Review, as needed, the 2016 Americas Masters Games Organizational Structure; and
8. Develop a Terms of Reference for the committee.

Structure

1. The Executive Games Committee will be appointed by the City Manager of Vancouver, with the power to add or revoke appointments at any time.
2. The Executive Games Committee shall consist of:
 - a. The City Manager of Vancouver (chair)
 - b. One senior member of each contributing partner Vancouver Hotel Destination Association (VHDA), PavCo, and Tourism Vancouver
 - c. One Sport BC Board Member
3. Substitution by another delegate is allowed. The replacement or alternate should reflect continuity wherever possible.

The Local Games Organization is responsible for: secretariat service to the Executive Games Committee, including monthly consultation with the other funding parties to determine whether there is a need for a meeting, preparation of meeting agendas; and preparation of records of decision and follow-up action items from all Executive Games Committee meetings.

Local Games Organization – Sport BC

Purpose

Sport BC will be responsible to oversee the planning and implementation of the 2016 Americas Masters Games (AMG). The 2016 AMG Advisory Committee will work directly with the CEO of Sport BC.

Specific Duties and Responsibilities Sport BC shall:

1. Provide the overall leadership for the planning and staging of the 2016 AMG;
2. Appoint, in consultation with the Games Executive Committee, external representatives to the AMG Advisory Committee;
3. Appoint the Chair of the AMG Advisory Committee;
4. Create & appoint subcommittees of the AMG Advisory Committee as needed;
5. Attend or delegate attendance to all AMG Advisory Committee meetings;
6. Attend all Executive Games Committee meetings;
7. Provide a quarterly 2016 Americas Masters Games progress report to the Executive Games Committee;
8. The CEO of Sport BC will consult with the Executive Games Committee and give due consideration to its recommendations;
9. Approve the staffing structure and hire/appoint management staff; and
10. Develop a Terms of Reference for the organization.

Masters Games Advisory Committee

Purpose

The 2016 AMG Advisory Committee is administrative in nature and is responsible to provide community and stakeholder guidance and advice to the CEO of the Local Games Organization regarding the 2016 AMG.

Specific Duties and Responsibilities the Advisory Committee shall:

1. Monitor the planning and implementation of the AMG and AMG related activities;
2. Recommend strategies and initiatives to the CEO that would enhance the planning and staging of the AMG;
3. Review any issues that could have a material effect upon the financial situation or overall success of the AMG;
4. Request such information and explanations from Sport BC, as the Committee may consider necessary and appropriate to carry out its objectives;
5. Chair such subcommittees as the CEO may establish for the objectives and purposes of hosting the Games, such subcommittees to include but not be limited to sponsorship, marketing, sports venues, operations, finance & administration and government partners;
6. Develop the Terms of Reference for the Advisory Committee; and
7. Provide on-going guidance and advice to the CEO of Sport BC.
8. Appoint sub committees dealing with key subject matters, including marketing, communications, crisis management, I.e. Strategic Marketing and Communications Committee.

Structure

1. The Committee shall consist of:
 - a. The City of Vancouver designate.
 - b. The CEO of the 2016 AMG Local Games Organization
 - c. Representatives from external partner organizations and/or the business community
2. All members of the Local Games Organization Management Team shall be free to attend meetings of the Advisory Committee.
3. The Chair of the Advisory Committee shall, in consultation with the CEO of the Local Games Organization, establish the agenda for the meetings and ensure that properly prepared agenda materials are circulated to members with sufficient time for review prior to a meeting.
4. The Committee shall meet a minimum of four times a year and may call special meetings.

5. The minutes of the Committee meeting shall accurately record the recommendations reached and shall be distributed to committee members and the Local Games Organization Management Team.

Duration of the Advisory Committee

The Advisory Committee will be active for the duration of the project, estimated to begin the last quarter of 2014 and conclude at the end of 2016 or upon receipt of the Committee's final report, whichever comes first.

Time Commitment Required

It is estimated that Advisory Committee meetings will be of a two-hour duration with a minimum of four meetings per year for two years - total minimum required hours: 16

It is estimated that subcommittee meetings will occur on a bimonthly basis in 2015 (6) and increase to a monthly basis in 2016 (9). The meetings are estimated to be a 2-hour duration - 54 hours required.

There may be a requirement for preparatory and follow-up work in addition to the above.

Criteria for Selecting the Advisory Committee

It is recommended that the following criteria be employed in the selection of the external partner and business community members of the 2016 AMG Advisory Committee:

Advisory Committee members will demonstrate:

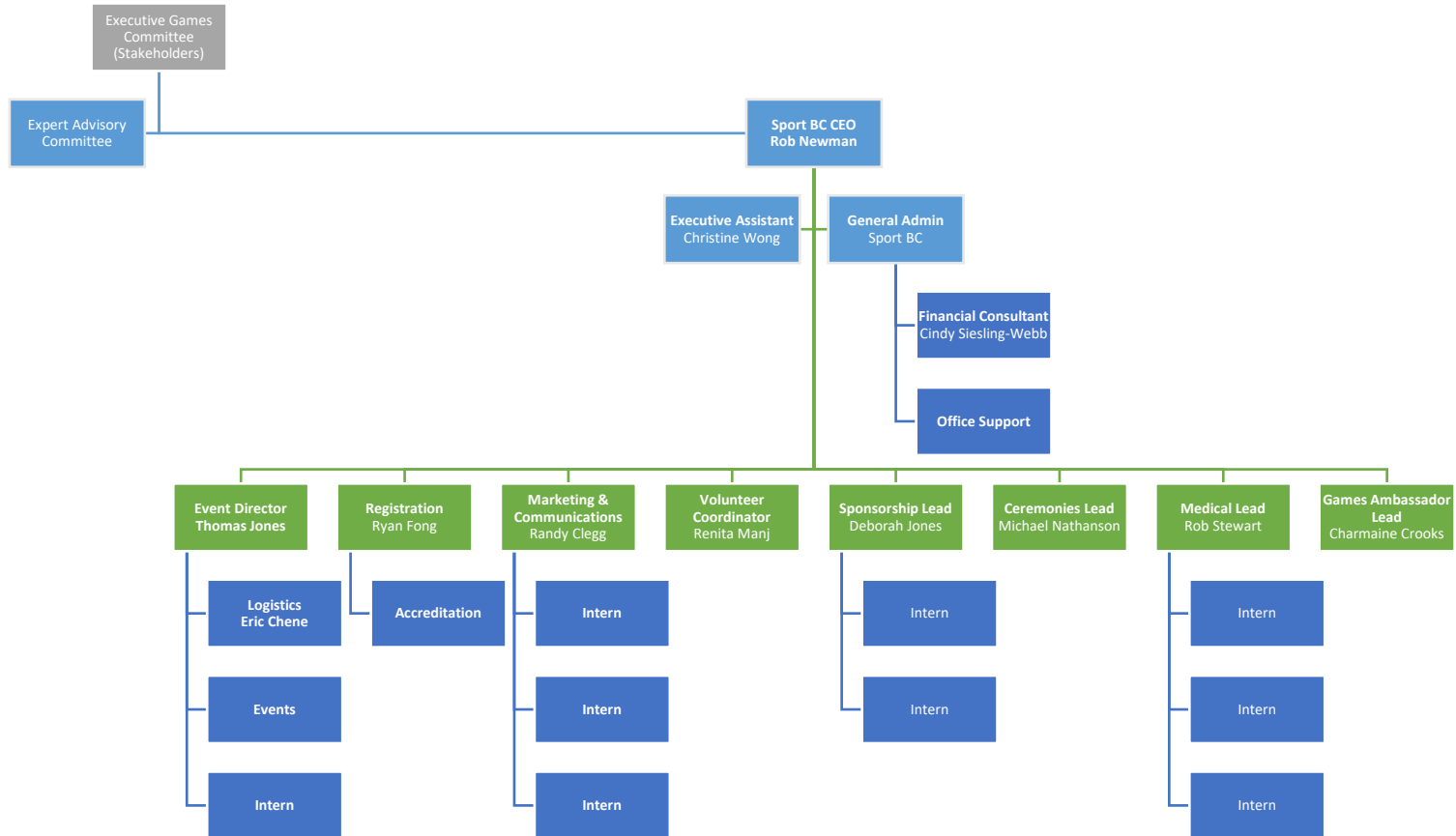
1. A keen interest in master's sports.
2. Expertise in one of the following areas but not limited to: amateur sport,
3. Fundraising, planning and staging events, facility management, marketing, tourism, and business.
4. Strong analytic and communications skills
5. Proven ability to work in a team environment at a senior level.
6. Proven ability to act with integrity, respected by their peers.
7. The ability to commit the required time.

Remuneration

No remuneration will be provided. Authorized expenses will be reimbursed.

The Office Staff position of the Local Games Organization shall provide administrative support for this committee.

Organizational Chart



General and Admin

Key Activities - CEO Sport BC

Overall management of the organization will be carried out by the Chief Executive Officer of Sport BC (Host Society). Recommending and implementing policies, and ensuring that the Events Programs are aligned with Partner's priorities wherever practical. Establishing and maintaining sound relationships with all Partners including liaison and identification of opportunities to develop co-operative Programs. This position will have the responsibility providing the budget funds for:

1. Management
2. Support travel for CEO
3. Development and management of Partner agreements
4. Identification and negotiation of Government In-Kind services

COSTS

- 1) Travel and Support Costs of General and Admin- this would exclude special trips such as the Games launch etc. These costs will be in marketing/competitor recruitment AMG packages in other areas.
- 2) Travel and Support Costs of the executive games committee- It is assumed that all volunteer committee positions will be unpaid. Provision for functional committee expenses are carried within the competitor recruitment/ceremonies and division.
- 3) Consultants for Special Initiatives
 - a) An allowance is provided for consultants to conduct/carry out special initiatives as directed by the CEO/Executive Games committee. Includes all travel and disbursement costs.
- 4) Providing on-going support to the Executive Games committee/Advisory committee includes:
 - a) Travel to the meetings
 - b) Meetings (i.e. food/refreshment and room rental where required).

Major Deliverables

Partner/Stakeholders Relations Plan

- Nature and type of Partnerships
- Listing of Types of Services Required from each Partner
- Obligations of Organization for Service/Support
 - Accommodation
 - Hosting
 - Signage
 - Marketing
- Obligations of Partners and Stakeholders
 - Protocol
- Support Structure Required

Key Activities – Director of Finance

Establishing and maintaining the necessary processes and human resources to ensure there is accurate and timely reporting of projected costs and exposures against baseline budgets, scopes of work and programs.

Major functional activities include:

- Financial systems acquisition and operation

- Establishment of cost controls and cost plans
- Management of payroll activities
- Banking services
- Contract review

EXECUTION STRATEGY

The Finance department would have the overall responsibility of reviewing/setting budgets, approving projects and commitments. Additionally, the Finance department would be responsible for assisting in insurance and legal matters. It is anticipated that a Finance manager for the organization would be hired by Sport BC and would be supported by an outside consultant that has worked with Sport BC for 3 years. The manager would be assisted by a clerk in 2015/2016, payroll services would be provided by Sport BC, and possibly an outside bookkeeping function would be contracted to provide further support in 2015/2016 if necessary.

COST ALLOWANCES PROVIDED

1. Accounting System Needs- (hardware needs in Office Administration)
2. Bank Charges
3. Book Keeping Charges

Work Packages

Accounting System Software & Support

Provision of Accounting Software System.

- Accounting System Software – we will subscribe to a cloud-based accounting system (Quick Books Online) for a nominal fee of \$20 per month
- Maintenance and support services – included in the monthly subscription fee
- It is assumed the system for on-line athlete registration a fee collection is provided by the IMGA

Major Deliverables for Financial Services

Project Control Plan Financing

- Overall project control methodology
- Organizational delegation of authority
- Policy and procedures for expenditure approval and work package approval.

Key Activities – General and Admin/EA to CEO

Major functional activities include:

1. Determining office space requirements
2. Space planning
3. Identifying service levels and activities to be handled
4. Furniture and office equipment co-ordination (with Technology)

EXECUTION STRATEGY

It is anticipated that an Office Coordinator will be required in 2015/2016 to manage the office of the LOC. The roles and duties would be to assist with office administration, petty cash, correspondence, presentations etc.

The anticipation is that an office will be required from March 2015 onwards as full-time staff are contracted. The budget has allowed build-up of office space over that time. This space may be provided in kind or as part of PavCo's contribution.

A call centre with 3 staff and 1-800 line may need to be costed for the last three months of the organization to deal with registrations and queries. It has to be remembered that because of time zone differences the staffing of a call centre would have to be close to 18 hours a day. One strategy would be to contract this out to a third party to provide- perhaps as in-kind support.

COST ALLOWANCES

- 1) Telephones and long distance (Up till Games time they will be budgeted in Office Administration- This will also include an allowance for managing the changes required to software to support the shifts in phones etc. need as the staff grows.)
- 2) Games time is in technology:
- 3) Telephone installation
- 4) Engineering time / consultancy
- 5) Data lines
- 6) Telephone rental
- 7) Software / program features of system
- 8) Moving and Storage Allowances
- 9) Office Supplies
 - a) Paper (except for paper during Games time)
 - b) Stationary
- 10) Office Rent

- 11) Coffee / Tea etc. (incidentals for office)
- 12) Signage Allowance
- 13) Pre-Games Office Pageantry
- 14) Information Technology
 - a) Design
 - b) PC's and printers
 - c) Equipment server software
 - d) Supplies
 - e) Application software

Work Packages

Acquisition / Fit-out / Maintenance & Operation of Staff Headquarters

- Furniture
- Cabling
- Fit-Out
- Rent and operating costs of the Administration offices of the Games
- Incremental costs of the Telephone Services / Parking etc.
- Allowance for IT requirements
- Office Electronics i.e.: Copiers, faxes, A/V Equipment
- Postage & Courier
- Mobile Communications

Records Management System and Implementation

All incremental costs of providing for a records management system and associated, hardware, software, training, implementation and maintenance of processes / procedures will be identified. Also, should include allowances for any specialized supplies required.

Major Deliverables for Office Administration

Office Administration Plan

Office Space Requirements
Service Levels and Activities to be handled
Opportunities for Space
Support Plan
Volunteers
Staff

Key Activities – Risk Management (By CEO and Legal Advisor)

Major functional activities include:

- Investigating the operations, events, facilities, and programs to identify risks and to assess the control, transfer or funding strategies necessary to minimize any financial impact.
- Reviewing on an ongoing basis, existing or proposed loss control or preventive / safety programs and recommending implementation of additional preventive controls, both of a venue-specific nature and those general to the operations of AMG 2016
- Establishing contract transfer strategies to best relieve the exposure and to place it on the responsible party, where possible.
- Determining overall sources of risk and liability for Organization.
- Production of Disaster Recovery Plan.
- Initiating the purchase of Insurance Coverage to protect AMG 2016 against incidents of loss.

EXECUTION STRATEGY

The critical determination for this event is Cancellation / Abandonment insurance. The risks of a global event, terrorism or health care etc., to cause a major impact on the event are real.

It is assumed that the participants will come with their own insurances. It may be advisable for the AMG 2016 to take further coverage to cover hospitalization costs not covered by a third-party insurer.

Work Packages

Insurance Policies

Public Liability

Obtaining policies for public liability coverage.

Property Insurance

Obtaining policies for property insurance coverage.

Volunteers – Life and Disablement

Provision of insurance for the volunteers – specifically Accidental Death and Disablement.

Medical Insurance

Obtaining policies for the mandated and promised Health and Hospitalization coverage required for Games Family. Also includes medical malpractice.

Cancellation, Abandonment, Postponement, Curtailment

Insuring revenues that may be at risk should the games be cancelled, postponed, curtailment or delivery of television signals interrupted, venues damaged, etc.

Vehicle Insurance

The licensing and insuring of vehicles provided for the pre-, during & post-Games use.

Travel Insurance

Note: Costs of employees' insurance are budgeted as part of payroll burdens and managed by Human Resources Department

Major Deliverables for Legal and Risk Management*Legal Services Plan*

- Type and Nature of Contract / Obligations Required
- Proposed Methodology for
 - Boiler Plate Development
 - Contract Development
 - Contract Administration
 - Recommendations for Inside / Outside Counsel

Risk Management Plan

- Overall sources of Risk and Liability for Organization
- Types and timing of Coverage
- Loss Prevention Plan

Disaster Recovery Plan

- Summary of Risks
- Summary of Insurances
- Inventory of Available Venues
- Responsibility Matrix for Decisions and Actions
- Requirements for Agreements

Key Activities- Event Director - PROJECT Control Plan

1. Commitment to managing by a “scope of work” process which requires a detailed estimate of costs, resources and work activities to be completed prior to the approval of funds.
2. Commitment to a change management process that requires approval and recognition of changes in scope from an approved baseline, both for the bid budget and the Games operational budget.
3. Quantification of resources, and the desire to manage scope and costs, rather than simply an estimate of allocated dollars.
4. Planning of the Scope of Work so that all stakeholders are knowledgeable about the planned activities and allocation of resources on a work package by work package basis from now until the end of the event.
5. Continual forecasting and updating of forecasted costs of the budget and Business Plan so that no “surprises” occur during or after the event.
6. Linking of the cost estimate of the bid project schedule at a common level (i.e.: work package) that will enable a summary evaluation of performance of objectives against cost allocations.
7. Regular monitoring and status of project scope and schedule.
8. Strict management and segregation of project contingency funds.

Marketing

Key Activities – Director of Marketing

Major functional activities include:

- Establishment of sponsor signage program;
- Liaise with key stakeholders
- Coordination of sponsor servicing including, promotional exposure, corporate hospitality program;
- Development and implementation of promotional campaign with communications support;
- Development of beer garden plans.

EXECUTION STRATEGY

It is assumed that all marketing will be done in house through staff and the marketing committees. If a deal is marketed and sold through a third party, it is assumed that the costs

of such service would be netted from the revenues, and therefore no costs have been allowed.

Costs of sales are calculated as follows:

Merchandising – net 50% commission on sales.

Beer Garden – net 20% commissions/profit after all costs.

Sponsorship Sales – a percentage of costs of sales for signage/hospitality and promotion has been added.

Major Deliverables for Marketing

Sponsorship Sales and Servicing Plan

- Definition of product;
- Categories and rights/benefits of each level;
- Proposed method of execution (i.e.: agent/internal sales);
- Timing of major sponsorship/needs;
- Bid stage obligations;

Merchandising Plan

- Execution method
- Contracting plan;
- On-site sales strategy and digital strategy
- Obligations to/of marketing partners

Key Activities – Communications Officer

To be provided by City of Vancouver and or Stakeholders.

Cultural Ceremonies

Key Activities - Event Director

Major functional activities include:

- Identifying nature and type of Games Ceremonies;
- Determining the requirements for equipment / facilities and resources;
- Opportunities for partnership with government, marketing and community partners;
- Production of ceremony execution strategy;

- Selection of artistic and production team;
- Production of unique and memorable ceremonies;
- Development of themes and props;
- Booking community and professional talent;
- Identifying performer support requirements;
- Recruitment and training of volunteers and performers;
- Provision of medals/ceremonies for the athletes;
- Selection of artistic and production team

COST ALLOWANCES PROVIDED - CEREMONIES

- 1) Show Costs: Opening Ceremonies
 - a) Artistic personnel/performers
 - b) Director and choreographer fees
 - c) Production managers
 - d) Music costs
 - e) Composers/musicians/royalties/copying/arranging
 - f) Design Materials – props/costumes/pageantry needs
 - g) Facility rentals – i.e.: rehearsal space, props shop space
 - h) Staging
 - i) Lighting/sound management/staging
 - j) Support Costs
 - k) Travel/catering
 - l) Costumes
 - m) Theme development
 - n) Security – Pre-Games
 - o) Training and Orientation
 - p) Ceremonial flags
 - q) Flag poles
 - r) Production labour
 - s) Special effects
- 2) Medal Ceremonies Costs
 - a) Athlete medals (design/production/security)
 - b) Podiums
 - c) Incremental pageantry needs

Ancillary Costs

1. Technology Needs – radios/cellular/sound
2. Volunteer Support – clothing/recognition/food
3. Tents/Trailers
4. Power distribution
5. Pageantry/signage
6. Insurance costs
7. Transportation costs – rehearsals, Games time

VENUE ATMOSPHERE COST ALLOWANCES PROVIDED

- 1) Conditional Grants to Arts/Cultural groups
- 2) Costs:
 - i) Management Crew
 - ii) Equipment – sound/staging/lighting
 - iii) Service and support contracts
 - iv) Space rentals
 - v) Talent
 - vi) Promotion

Work Packages

Opening Ceremony

The development and production of the Opening Ceremony. Includes all elements of the production:

- Production and management;
- Special staging and equipment and sound and lighting needs;
- Maintenance and cleaning;
- Special transportation;
- Ceremonies' personnel food, refreshments;
- Accommodation;
- Costumes;
- Props;
- Rehearsals and rehearsal space;
- Talent programs/competitions;
- Music rights;
- Communication/awareness for Opening Ceremony;

- Administration support
- External ticket sales strategy

Closing Ceremony – elements as above

Medal Ceremonies

Production of the victory ceremonies to take place at the venues or ideally at the Beer Gardens and would include:

- Props, stages, podiums
- Allowance to obtain/dub/edit national anthems
- Lighting and incremental sound
- Costumes, and ceremonial flags and necessary hardware
- Medals

Programming/Venue Atmosphere Costs

The provision of funds and/or direct support to put on entertainment at the Athletes Centre/Beer Garden and other venue atmosphere elements (i.e.: buskers etc.). Would include special sound and video equipment (apart from that to deliver basic sport). Contract and staffing costs, rights fees to performers union etc.

Major Deliverables for Protocol and Ceremonies

Protocol Services Plan

- Type and outline of client groups;
- Constitutional obligations;
- Bid promises;
- Obligations of partners;
- Major activities/timing
- Facilities required (i.e.: VIP lounges)
- Proposed organizational needs
 - Volunteers
 - Staff

Ceremonies Plans

- Constitutional obligations;
- Bid promises;

- Major elements;
- Possible themes;
- Execution strategy;
- Policies of professional talent;
- Facility requirements;
- Opportunities to partner with local heritage/cultural community

Cultural Plan / Games Festival

- Constitutional obligations;
- IMGA Obligations
- Bid promises;
- Activities
 - Pre-Games / Games
- Execution Strategy
 - Self-Direct
 - Direct Funding
- Partnerships – Private/Public
- Facility Requirements
- Service and Support Requirements
- Performer Support Requirements

Common Games Services

Key Activities – Event Director/Security Staff

1. Determine overall nature and type of Security required
2. Identify responsibilities of Government partners
3. Produce detailed security plans and procedures for command and control as led by Vancouver City Police. Ensure the effective integration of security coordination between the Games and other Organizations
4. Determine perceived threat levels from various elements
5. Provide security both prior and during the Games period to Games sites/venues
6. Procure the necessary facilities and equipment to meet any statutory requirements that are deemed necessary
7. Determine the need and selection of contracted security services and security equipment
8. Determine volunteer security capacity

COST ALLOWANCES PROVIDED

- 1) Manpower costs
 - a) Volunteer training and development
 - b) Contracted security
- 2) Equipment needs
- 3) Policing costs

Work Packages

Security – Games

The package deliverables include:

- A detailed security plan
- An effective security communications system
- Command and control systems
- Perimeter security for all buildings / sites as required
- Internal access control for all venues
- Access control of vehicles at all games buildings
- Sports venues pre/post Games and Games Time

Games Operations Centre & Coordination

All incremental costs of providing for a command and control structure leading to and during the Games. All incremental costs of consultants, planning, and exercises designed to test and evaluate the command and control structure of the Games.

Key Activities – Event Director/ VHDA Accommodation

Major Key tasks include:

- Liaison with the Hotel sector
- Making arrangements for Host Hotel(s)

Work Packages

Accommodation Planning and Support

The provision of Hotel and Accommodation support. Deliverables for this package include:

- Provision of a hotel booking service. (VHDA)

- Provision of Informational Services Help-line.
- Liaison with/support of local Tourist Information Areas.

Key Activities- Materials under Event Director

- Facilitation of needs identification
- Sustainability Plan
- Development and implementation of Material Control systems and procedures
- Selection of warehouse(s) and support of Games Family materials requirements
- Development of operating teams
- Material receipt / warehousing plans
- Identifying requirements for support services / equipment
- Asset management and material disposition

For each functional area of the organization and for each venue at Games Time materials management will provide the following centralized functions:

- Shipping
- Material Planning
- Receiving
- Warehousing
- Recovery and Disposal

Determine responsibility and needs for the movement / storage / freight / care and custody of the following areas:

- Food and beverage at Venues
- Ceremonies, props and gear
- Venue fit-out
- Technology
- Clothing
- Printed Material
- Sports Equipment

COST ALLOWANCES PROVIDED

- Trucks and trailer needs
- Forklifts and other handling equipment.
- Warehouse space.
- Storage compounds at Venues.

- Fit-out at warehouse
- Manpower needs (note the numbers of people required to have been allowed for in staffing plan, but costs are assumed to be direct/project costs)
 - Warehouse labour
 - Venue support team

Work Packages

Material Warehousing Needs

This package deals with the warehousing of general Games equipment and supplies. Includes rental, fit-out, contract labour (including temporary waged labour), equipment including forklifts and racking, including such items for the Venues. Will exclude warehousing for computers, props, fabrication facility if these are budgeted separately and operated by other Departments. The deliverables for this package include:

- Warehouse equipment
- Warehouse fit-out
- Warehouse rental (space requirement increasing up to Games Time)
- Maintenance, utilities and general up keep of warehousing

Materials Distribution

Includes all activities associated with movement of materials including trucking and contract labour. Deliverables include:

- Materials management truck rentals
- Manpower at venues and warehouse
- Contract of temporary waged labour to support the handling needs at the venues
- Supplying material control functions at venues

Key Activities – Event Director Accreditation

Accreditation will establish the access rights and privileges associated with individuals participating in the Games, workforce and stakeholders. The total number of individuals to be accredited are likely to be approximately 10,000. Accreditation will work with departments to gather needs and names on a timely basis, and interface directly with the Technology Department to ensure information can be used to and from other Games enabling systems including accreditation, results, volunteers etc. Liaison with security/technology and venue operations is necessary to review issues associated with the “Electronic Access” of persons

through their accreditation card to venues etc. Accreditation will also establish an effective center(s) from which to conduct the accreditation process.

Key activities include:

- Proposed type/nature of accreditation
- Development and execution of an accreditation plan
- Setting up authorization and control procedures
- Determining requirements for accreditation
- Listing proposed security zoning types
- Requirements for security checks/clearances
- Establishment and operation of all accreditation centers
- Identification of technology/systems support

EXECUTION STRATEGY

It is assumed that each competitor will receive an “accreditation badge” – the badge will provide access to transport services where provided/would serve as ticket to opening/closing and would provide other privileges. It is further assumed that there would be a link between the AMG 2016 software and this software.

COST ALLOWANCES PROVIDED

- 1) Supplies
 - a) Cardstock
 - b) Plastic pouches / chains
 - c) Accreditation forms
- 2) Venue Fit-out
 - a) Accreditation center rental/operational costs
- 3) Data software development/acquisition

Work Packages

Accreditation Program

Includes all incremental costs associated with the provision of accreditation services. This includes equipment, software/hardware, design of systems and acquisition of photo identification system, forms, and accreditation supplies. The deliverables of this package include:

- Data entry for accreditation.
- Supply and printing of accreditation cards.
- Supply of day passes.
- Installation, training, administration and programming of accreditation system.
- Photo identification equipment.

Accreditation / Welcome Centers

This package includes the value-in-kind rental of the facility, related parking, furnishings, equipment (excluding accreditation system), incremental signage, etc. Will also include the fit-out of main accreditation center. The deliverables of this package include:

- Fit-out at Accreditation Centre (AC)
- Pageantry and signage at the accreditation centre
- Rental of AC(value-in-kind)
- Maintenance of accreditation centre.

Major Deliverables for Operations

Accommodation Plan

- Projections of Visitors and Games Family Obligations
- Marketing Partner Obligations
- Bid Promises

Food and Beverage Plan

- Overall service requirements of clients
- Obligations and bid promises
- Inventory of existing concessions at venues
- Policies in respect to alcohol/food/drink in venues
- Contracting strategy
- Management of In-Kind Food / Drink products

Security Plan

- Overall nature and type for security required
- Perceived threat levels from various elements
- Responsibilities of government partners
- Volunteer liabilities/issues

- Types of security services required
- Timing and build-up of security needs
- Support requirements for technology

Materials Management Plan

- Nature of materials/equipment and responsibilities of Games Family members
- Asset identification and Control Plan
- Material receipt/warehousing plan
- Requirements for support services/equipment

Accreditation and Access Control Plan

- Proposed type/nature of accreditation
- Levels of people by category
- Requirements for accreditation
- Rights of each type of accreditation
- Proposed zoning types
- Methodology for assignment of rights
- Requirements for security checks / clearances
- Timing of major activities
- Requirement for systems / technology support

Key Activities – Volunteer Coordinator

Major functional activities include:

- Volunteer screening
- Facilitate needs identification across all programs
- Organization chart with key volunteer positions identified
- Identification of sources and levels of volunteers in community
- Establishment of volunteer centre
- Identification of volunteer support requirements
- Volunteer management process / needs
- Assignments
- Volunteer accreditation
- Orientation/basic/specialist training programs
- Recognition and wardrobe programs
- Volunteers for Pre-Games events

- Volunteer support i.e. transportation/feeding/administration/accommodation (in special cases)

EXECUTION STRATEGY

It is assumed at present that 2500 volunteers are required for the event. This number is subject to the following assumptions and scrutiny of all which will make substantial impacts on costs:

1. That the contracts with the PSO's will include the general sport volunteers that are required to deliver the sport. The issue is – are these people considered volunteers – the PSO's will be contracted – and they will seek out their membership to deliver the service. The same case could be made with other contracted services –
2. The implication of this is, of course, if the AMG 2016 will provide a volunteer package to each “official volunteer” i.e.: clothing package, food allowance, etc. If a “consistent” feel is required/desired across all venues/sports then it is more difficult to not provide the same recognition for all groups.
3. AMG 2016 will require a policy to determine the “volunteer status” and volunteer recognition.
 - i) The volunteer pool will typically be recruited in two ways, as general pool volunteers, or as Sport specific volunteers.
 - ii) General pool volunteers typically manning accreditation/welcome centre for a night or/
 - iii) Taking shift on clean-up/serving at Beer Gardens so that more revenue would flow to AMG 2016 as staff would not be required to be hired for clean-up or/
 - iv) Taking shifts for driver crews potentially
 - v) Sport specific volunteers providing services sport events.

COST ALLOWANCES PROVIDED

- 1) Volunteer Centre Needs
 - a) Space – Have included costs renting/fitting out the volunteer centre utilities/maintenance. A distribution centre for clothing is assumed to be at the same site as the volunteer centre. Nominal costs for food services to support volunteer centre activities (i.e.: coffee/tea/drinks etc.) have been allowed for.
- 2) Recruitment and training needs – train the trainer courses/First-Aid/CPR/Videos etc. Ads for Volunteers.
- 3) Recognition and Appreciation

- a) Gifting
 - b) Team building Pre-Games
 - c) Post Games Recognition
- 4) Games Time Support
 - a) Clothing Packages
 - b) Food – volunteer feeding requirement
 - c) Support materials – i.e.: clipboard, supplies, etc.
- 5) Printing Needs
 - a) Manual/handbooks – training manual
- 6) Database program and software development
- 7) Train the trainer

Ancillary Costs (covered in Admin Budget)

- 1. Postage
- 2. Office Supplies
- 3. Office Equipment
- 4. Computers/LAN cabling for volunteer centre
- 5. Telephones

Work Packages

Volunteer Recruitment

The provision of a recruitment program for volunteers, to include:

- Recruitment rallies
- Special recruitment drives
- Production of posters and videos aimed at recruitment
- Security checks
- Printing volunteer forms
- Major distribution associated with recruitment drives i.e.: courier/postage

Clothing

The procurement of all uniforms for Games volunteers, AMG 2016 staff, Council Members, Senior Management, Staff, Temporary Staff clothing and any Protocol Clothing requirement, will include:

- Clothing design;
- Materials;

- Production;
- Shipping/distribution;
- Storage;
- Fitting;
- Accounting;
- Scale of issue;
- Contingency supplies;
- Alterations/repairs.

Volunteer Centre

All activities associated with the establishment and operation of a Volunteer centre, this will include:

- Procurement of a volunteer centre;
- Furniture and fit-out costs, including those associated with cabling and telecommunications;
- Signage;
- Maintenance and cleaning;
- Administration support;
- Reception/canteen/lounge.

Volunteer Training and Orientation Program

All activities associated with volunteer training and orientation, including:

- Training videos;
- Manuals/Games volunteer handbook;
- “Train the Trainer” programs;
- Training packs;
- Allowance for trainers and facilitators;
- Volunteer awareness;
- Specialist training programs;
- Administration;
- Major distribution of newsletters;
- Volunteer support i.e.: food/coffee etc. used during the operation of the volunteer centre;
- Committee expense allowances for other functional committees.

Volunteer Recognition

Includes all events, gifts, promotions etc. such as:

- Volunteer recognition packages;
- Special events/parties;
- Volunteer discount card program;
- Awards/incentive schemes;
- Activities associated with special programs during Games period such as a volunteer lounge at all venues other than the volunteer centre;
- Recognition after the Games including souvenir medals/certificates;
- Final party after the Games, gifts, etc.

Volunteer Support – Games Time

Support of the volunteers during the Games period, specifically this will include:

- Feeding at all venues other than the volunteer centre;
- Special transportation requirements;
- Re-tasking duties;
- Briefing/assignment;
- Volunteer line management;
- Volunteer 'survival' pack i.e.: pens, maps, timetables, etc. anything special required for Games period;
- Special accommodation requirements

Volunteer Database and Administration

The procurement and maintenance of a volunteer database operating system, which would include:

- Hardware and software provision;
- Training sessions/manuals requirement;
- Support and maintenance;
- Data entry and administration support.

Major Deliverables for Volunteers

Volunteer Support Plan

- General overview of volunteers required;
- Organization chart with key volunteer positions identified;

- Sources and levels of volunteers in community;
- Recruitment strategies;
- Timeline for recruitment/orientation/training/placement;
- Recognition and support requirements;
- Volunteer management process/needs.

Sporting Events

Key Activities- Director of Sport/Event Director

- Digital communication plan of sports update
- Production and Management of overall Sports Schedule/Event Draws
- “Field of Play” management
- Volunteer co-ordination and development (Sports)
- Sport technical officials selection/confirmation
- Procurement of sports equipment and supplies

EXECUTION STRATEGY

Local Sports Organizations (LSO’s) or in some cases PSO’s (Provincial) will be contracted to deliver the field of play. They will be contracted to manage the FOP activities, officiate, judge, and where required supply the technical and sporting equipment to deliver the sports.

They will be the primary liaison with the AMG 2016 to ensure the sports are conducted in accordance with the IMGA. Rules.

COST ALLOWANCES PROVIDED

1. Sport Equipment and Supplies
2. Technical Delegate Travel/Hosting including travel under the AMG 2016 regulations
3. International Sport Federation Hosting and Travel
4. Sport Delivery including project management, sport announcers etc.
5. Printing
 - a) Sport Manuals
 - b) Forms
 - c) Results
6. Food and Accommodation Costs including and Accommodation/Management costs for housing/support of Technical officials

7. Travel/Travel subsidies for Athlete/Team Officials and Technical Officials as required under AMG 2016 regulations
8. Technical Officials Manuals
9. Training and Orientation of Technical Aides if required

Work Packages

Sport Printing Requirements

Supports the printing requirements for Sport Operations including technical manuals, route maps, judging and scoring forms, technical reports, final results publication.

Sports Equipment

The procurement of Sports equipment and the supplies required for both training as well as the shipping costs related to the use of equipment for the competition. Includes, rental, purchase, warranties, shipping and maintenance.

Technical Officials Support – Games

The support of Technical Officials during the Games period, including:

- Travel
- Accommodation
- Technical Official clothing
- Hosting
- Support Packs
- Feeding at Venues
- Gifting and any other incremental costs of providing support to them
- Supplies and materials

Sport Operations – PSO/LSO Delivery

Includes all costs of the PSO's delivering the event including:

- Planning time
- Travel
- Admin/Overhead costs
- Per Diems/Accommodation needs
- Contract fees for Management Team/Announcers etc.
- Technical Equipment/Sports Equipment.

Sport Material

Includes all non-specific sports supplies required for the event – i.e.: towels/ice etc.

Key Activities – Medical Committee/Event Director

Major functional responsibilities include the following:

- Emergency Services.
- Doctors where required to conduct the event.
- Procurement/Acquisition of Medical equipment/supplies.
- Doping control
- Develop a medical plan/emergency

EXECUTION STRATEGY

It is anticipated that a contract would be let with a private medical group who would provide the overall coordination of the medical plan or a liaison from the advisory committee with a background in medical. This would involve the recruitment of volunteers, practitioners, contractors, and Ambulance services as required.

COST ALLOWANCES PROVIDED – MEDICAL

- 1) Supplies and Equipment
 - a) First Aid
 - b) Emergency
 - c) Ice
- 2) Forms and Printing of Manuals/Handbooks
- 3) Contracted Services
 - a) Ambulance
 - b) Medical Coordination

Work Packages

1321 Athlete Medical Program

The development and support of the Athlete Medical Program, includes:

- Medical and equipment.

- Medical practitioners/advisors (unless acting as Volunteers).
- Allowance for Medical Advisor.
- Ice, towels, supplies.
- Ambulance/Paramedic services.
- Medical Disaster Plan Development.

Major Deliverables for Sports

Sport Operations Plan

- Overall Sports Schedule
- Bid Promises/Obligations
- Numbers of Athlete by Sport/Country
- Proposed Sport Management Model
- Major Milestones for Approval of Sports Program/Venues
- Proposed Sport Management Model
- Major Milestones for Approval of Sports Program/Venues
- Proposed Pre-Games Events and Responsibility of Organizing Committee
- Overall Sport Equipment Needs (by Sport) and Legacy Issues by Sport

Technical Officials Plan

- Overall levels of Technical Officials required for Games
- Inventory of Local/National Officials
- Requirements for International Officials
- Support and Services Required

Athlete Medical Services Plan

- Bid Promises and Constitution Requirements
- Nature and Type of Services Required
- Inventory of Facilities/Equipment
- Responsibilities of Government Partners
- Health Insurance Issues

Key Activities – Venue Manager

Major functional activities will include:

- Development/management of Venue use agreements

- Preparation of Venue operating plans and coordination of Venue Commissioning Schedules
- Waste Management
- Determination of Spectator support needs
- Development of operating teams
- Venue materials and furnishings

EXECUTION STRATEGY

It is anticipated that a management contract would be let to source, and manage all overlay functions. A venue manager would be hired to support the overall venue operations.

Work Packages

Venue Operations

Venue Operations includes all actions associated with the support of a Venue during the Games period, including the following:

- Commissioning and decommissioning
- Rental/incremental costs of operating the Venue
- Rental equipment
- Waste management
- Cleaning
- Maintenance activities
- Moving/storage costs of existing equipment
- Temporary contract labour to support operations
- Maintenance of spectator services such as concessions and merchandise areas
- Venue furniture/supplies
- Security – Lighting/fencing
- Signage

Work Packages

Venue OPS Costs

- Rental costs
- Venue labour costs
- Cleaning and waste management

Competition Venues

The provision of temporary structures for Games time use. This will include:

- Trailers, tents, marquees and kiosks.
- Food and beverage
- Sponsor Activation
- Mobilization/de-mob actions.
- Flooring/lighting/power hookups.
- Temporary lighting.
- Site work and prep.
- Ramps/stairs.
- Temporary seating.
- Fencing.
- Water/utility work/plumbing.
- Temporary toilets (including operational cost).
- Signage.
- Look items (i.e.: pageantry.)

Non-Competition Venues (Common Games Services)

As above but for any other non-competition centres. (Common Games Services)

Road Races

As above but for Road Races

Major Deliverables for Venues

Venue Operations Plan

- Way finding
- Listing of all venues
- Dates and times of need for occupancy
- Summary (from Fit out Plan) of Modifications
- Proposed nature of venue use agreement for each facility
- Service requirements
- Venue management structure and labour support requirements
- Spectator Support Needs
 - Concessions
 - Information

- Seating
- Amenities and Services
- Safety
- Medical Services

Signage and Pageantry Plan

- Nature and type of signage required
- Nature and type of pageantry required
- Responsibilities of partners/organizing committee
- Obligations/requirements for marketing program
- Proposed execution strategy
- Timelines for access to venues/erection of signage

Appendix B

Ambassador Program Report

Americas Masters Games 2016 Ambassadors Program

Mission

An active group of Athletes and sport leaders supporting the Americas Masters Games 2016 to build on its community and digital profile through special events, online promotions, games time activations and other related marketing/communication initiatives driven by the Games and its stakeholders.

Objectives

- To help increase the profile of the Americas Masters Games 2016 amongst the general public and key stakeholders by engaging recognized Athletes and leaders with strong public profiles.
- To provide targeted support to Americas Masters Games 2016 overall marketing, public relations and community outreach initiatives through participation in key meetings and events.
- To provide a high-profile network of “Community Athlete voices” supporting Americas Masters Games 2016 as advocates for Masters Athletes, sport and legacy of the Games.
- To engage the Games Ambassadors as third party trusted resource to inform and educate the public and stakeholders on Americas Masters Games 2016.

General Composition

- Retired Athletes/ Olympians/ Elite Athletes
- Canadian Masters Athletes (individual and team sports)
- Aboriginal representation
Lead Ambassador
- Retired and active coach representative (amongst Ambassadors)

General Roles and Responsibilities

- Participation in Americas Masters Games 2016 orientation session
- Approval for use of image and/or quotes in promotional material (pre-approved)
- Attendance at media launches, networking events, PSO presentations, Games

- time and other key milestone events
- Games time interviews and appearances at celebrations and events
- Speaking/emcee roles where appropriate
- Participation in Americas Masters Games 2016 marketing and communications
- Adherence to “code of conduct” as per Americas Masters Games 2016 volunteer agreement
- Community/business and sponsor networking opportunities
- IMGAs and stakeholder presentations
- Signature clothing provided and access to registration and VIP accreditation

Primary Athlete Ambassadors and Supporters

Dr. Doug and Diane Clement – Athletics Olympians

Tricia Smith, Olympian, COC President, IOC Member

Steve Podborski – Olympic Medalist, skiing

Gareth Reese – Rugby legend

Dano Thorne, Soccer Coach, Aboriginal representation

Robert Esmie, Athletics, Olympic Champion

Josh Gordon, Masters Athletics, USA

Charmaine Crooks, Five Time Olympian, Medalist, athletics

Simon Whitfield, Triathlon, Olympic Champion

Major Activities

- Communications within Athlete Networks such as Olympians Canada (4K database), PASO Athletes, Athletes CAN, Canadian Olympic Committee Network and PSO's
- Ambassador on expert advisory committee
- Athlete quotes, interviews on website and newsletters
- TV and newspaper interviews
- Global TV Games promotional campaign
- Attendance at media and sport launches
- Inclusion at IMGAs/IF presentations
- Feature in World Olympians Association direct communications to Olympians network (50K database) and Games promo on website
- Representation at European Masters Games and key sport events i.e.: Canadian Sports Tourism Alliance, SportAccord and various Provincial events

Appendix C
Sponsorship Revenue Breakdown

Sponsor Name	Sponsor Level	Cash	Value In Kind
Global TV	Media Partner		\$103,500
Save On Foods	Official Sponsor	\$100,000	\$9,500
WestJet	Travel Partner		\$6,000
Uniglobe	Travel Partner		Waiting on final
Delta Land Development	Official Sponsor	\$50,000	\$10,300
Molson Brewing Company	Official Sponsor	\$12,500	Waiting on final
VIA Rail	Official Sponsor		\$70,000
Epic Imaging	Official Supplier		\$36,977
RYU Apparel Inc.	Official Supplier		\$17,250
Naturo Group Investments Inc.	Official Supplier		\$10,000
Special T Group	Official Merchandiser	\$37,695	
GuardTeck Security Co.	Official Supplier		\$15,000
Coca-Cola Canada	Official Supplier		
Sun Rype	Official Supplier		\$5,000
Proctor & Gamble	Official Supplier		
Saputo Canada Inc.	Official Supplier		
Minute Maid	Official Supplier		
Chapman's Ice Cream	Official Supplier		
Nestle Purina Petcare	Official Supplier		
Kimberly-Clark Canada	Official Supplier		
Maple Leaf Consumer Foods	Official Supplier		
Quaker	Official Supplier		
Other Contributors			
Evo Car Share	VIK		\$2,000
Helijet International Inc.	VIK		\$5,016
Enotecca Winery and Resorts Inc.	VIK		\$1,700
Mark Anthony Wine	VIK		\$2,520
Molson Product for Volunteers	VIK		\$510
TOTAL		\$200,195	\$295,272
TOTAL Sponsorship Value Cash + In-Kind			\$495,467

Appendix D

Sponsor Benefits Breakdown

Sponsor Status and Key Rights

Alignment with Multi-Sport Property
Alignment with Active Healthy Living
Official Status at Designed Level
Category Exclusivity
Full Promotional / Marketing Rights to use AMG Logo
Significant Sponsor Activation Options
Global Access to Athletes
Selling Rights and Online Marketing Integration
Guaranteed Brand Visibility
Extensive Public Relations and Social Media

Guaranteed Sponsor ID in Measured Media

Logo ID in TV promotions on Global TV BC (Shaw Media) - 4,200,000 impressions
Logo ID in event website - (1,500,000+ unique visits)
Sponsor feature / content in event website (1,500,000+ unique visits)
Online marketing through extensive partner database distribution (2,000,000+ reach)
Online athlete recruitment newsletters, monthly
Promotion of an online contest and/or sales incentive to encourage early registration
Street banners on Burrard / Cambie Bridge
Transit Shelter OOH Advertising - 50 locations minimum
Content in Social Media - Facebook
Content in Social Media - Twitter

Public Relations

Press release to announce partnership

Guaranteed Sponsor ID in Non-Measured Media

ID in Publication / Collateral Materials:
- Poster, Distributed by PSO's (Provincial Sport Organizations) - (100,000)
- Program / Registration Booklets - (15,000)
Advertisement in Program Booklet (15,000) - Full Page

Promotion of an online contest and/or sales incentive to encourage early registration

Logo ID on volunteer shirts (2,500)

Logo ID on merchandise (7,500)

Guaranteed Sponsor ID in Non-Measured Media, On-Site Exposure

Sponsor activation space at Opening ceremony - 10' x 20'

Sponsor activation space at Closing ceremony - 10' x 20'

Sponsor activation space at various venues

Opportunities at additional social and cultural activities to be confirmed

Product sampling

Athlete Welcome Bag inserts (10,000)

Logo ID on countdown clock

Logo ID on Outdoor Signage; Street and Way Finding

Logo ID on vehicle signage

Venue Signage - 9 Venues

Hospitality and Employee Engagement

VIP Seats to opening ceremony (20)

VIP Seats to closing ceremony (20)

Complimentary registration for sponsor employees wishing to participate (20)

Other

Post event report on sponsorship deliverables

Appendix E

Athlete Value Kit

WestJet	10% off all WestJet flights
Book of Mormon	15% off tickets
Cypress Mountain	see PDF
Whitecaps FC	33% off September 3rd game vs New York
Yyoga	\$10 off drop-in any Lower Mainland location
Flyover Canada	One free admission
Grouse Mountain	2 for 1 skyride
PNE	One free admission
Whistler / Blackcomb	2 For 1 Peak 2 Peak
Helijet	15% off flights to Victoria and Nanaimo
Cactus Club	\$10 off
Van Deusen Gardens	2 for 1 Admission to Van Deusen Garden
Bloedel Conservatory	2 for 1 Admission to the Bloedel Conservatory
Rec centre pass	One free admission to any City of Vancouver Rec Facility
Vancouver Aquarium	10% off admission to the Vancouver Aquarium
UBC Botanical Gardens	2 for 1 admission to the UBC Botanical Gardens
Museum of Anthropology	2 for 1 admission
BC Sports Hall of Fame	One free admission

Appendix F

Final Sport Schedule



SPORT SCHEDULE

PRACTICE
COMPETITION
JUDO EVENT CANCELLED

	FRIDAY AUG. 26	SATURDAY AUG. 27	SUNDAY AUG. 28	MONDAY AUG. 29	TUESDAY AUG. 30	WEDNESDAY AUG. 31	THURSDAY SEPT. 1	FRIDAY SEPT. 2	SATURDAY SEPT. 3	SUNDAY SEPT. 4
CEREMONIES		OPENING								CLOSING
ARCHERY		PRACTICE								
ATHLETICS		10K				HALF-MARATHON				
BADMINTON										
* BASEBALL										
BASKETBALL - INDOOR										
BASKETBALL - 3X3										
CURLING	PRACTICE	PRACTICE								
CYCLING										
FIELD HOCKEY										
GOLF										
ICE HOCKEY										
JUDO										
KARATE										
LACROSSE										
RUGBY										
SOCCER										
* SOFTBALL										
SQUASH										
SWIMMING										
TABLE TENNIS										
TENNIS										
TRIATHLON										
VOLLEYBALL - BEACH										
VOLLEYBALL - INDOOR										

* Baseball, Softball, Ultimate if listed held local regional competitions that aligned with the spirit of the Masters Movement.

FOR MORE INFORMATION VISIT AmericasMastersGames2016.com

UPDATED JULY 23, 2016

Appendix G

Ceremonies and Celebrations Report

Four core objectives guided the planning and staging of the Games Ceremonies and Celebrations in order to produce a memorable experience within the prescribed budget of \$100,000. Those objectives were to:

- i) ensure that the athletes were the focus of the ceremony and that they had an enjoyable, inclusive and memorable experience;
- ii) recognize the generous support of the IMGA, the Province of British Columbia, The City of Vancouver, and all partners, sponsors and stakeholders;
- iii) ensure that British Columbia's First Nations were represented and had the opportunity to bless the event that was taking place on traditional territory, and further to showcase their rich culture with a live performance and;
- iv) provide live musical entertainment of the highest caliber that would connect with the entire audience and encourage them to remain on site, continuing the celebration and create lasting memories.

With a very short timeline of six weeks it was necessary to develop a seamless, well-organized ceremony honoring all athletes, participants and VIPs while meeting IMGA protocols. To that end, the producer worked closely with the Vancouver Convention Centre (VCC) and Freeman Audio-Visual teams to manage logistics, share concepts, address concerns and create timelines. As well, the support and advice of stakeholders, especially the City of Vancouver, the IMGA team, the Province of British Columbia and the PNE was essential to the success of the Ceremonies and Celebration Site.

Opening Ceremonies

The ceremony began with the Athlete's March which proceeded from Harbour Green Park to Jack Poole Plaza, the site of the opening ceremony. Volunteers were stationed at Harbour Green to assist marchers and to provide them with water and energy bars. Led by the PNE Band and guided by the volunteers, between 2,500 and 3,000 athletes entered the Plaza and moved to the area in front of the stage.

Once the marchers had assembled, Eagle Song Dancers of the Squamish First Nation delivered a blessing of the games. This was followed by the singing of the national anthem and the raising of the flags. Joanna Braun, a Games athlete administered the Athlete's Oath during the raising of the IMGA flag.

The athletes were welcomed in speeches from the Minister of Culture and Sport for British Columbia, Peter Fassbender, Acting Mayor of Vancouver, Raymond Louie and the President of the International Masters Games Association, Kai Holm.

After the formal portion of the Ceremonies was complete, entertainment was provided by a return to the stage of the Eagle Song Dancers, followed by live music from the Famous Players Band.

Celebration Site

Jack Poole Plaza, the site of the Opening and Closing Ceremonies, was also the focal point of each evening's entertainment as well as a gathering spot for athletes, guests, dignitaries and the public. The evening included both DJs and live music performers who were familiar with festival performances and created a dynamic and enjoyable atmosphere.

In addition to on-stage performances, the beer garden was the focal point of Jack Poole Plaza. It became the de facto site for early evening interviews and prize giveaways by MC, Perry Solkowski.

Closing Ceremonies

The Closing Ceremonies were smaller in scope, featured no performances and were considerably shorter in duration than the Opening Ceremony. The primary entertainment element specific to the Closing Ceremony was a video montage developed and edited from nine days of field-of-play footage, interviews with athletes, guests, officials and other participants, as well as film footage recorded at Jack Poole Plaza, including the Opening Ceremonies, candid interviews of guests and athletes from the JPP stage and Beer Garden, and live band/entertainer footage.

Acting Mayor, Raymond Louie and IMGA President, Kai Holm offered congratulations on the successful completion of the Games and presided over the lowering of the IMGA flag which was presented to President Holm.

Appendix H – Observers Program Report

THE OBSERVER PROGRAM | Americas Masters Games 2016

Tuesday, 30 August 2016

FINAL REPORT

Purpose

The Purpose of the Observer Program (OP) was to:

1. provide information, insights and advice concerning the design, planning and organization of the Americas Masters Games 2016 (AMG 2016); and
2. enable connections and networking opportunities that may assist the management and delivery of future Masters Games.

The one-day Observer Program consisted of a series of morning presentations and a networking lunch at the Vancouver Convention Centre. A guided tour of key AMG 2016 venues and field-of-play clusters was provided in the afternoon.

Focus and Approach

The primary focus was on “Knowledge Transfer” through the presentation and discussion of detailed Games information, insights and “learnings”.

High-ranking International Masters Games Association (IMGA) and AMG 2016 officials were prominent among the group of OP presenters, advisors and other resource people.

It was anticipated that some delegates were likely to request more information or support — before and beyond the Tuesday sessions. As such, AMG 2016 officials were ready to assist those delegates directly and/or by brokering a connection with other individuals and resources. The OP delegates were also encouraged to make direct contact with a representative of a sport organization(s) in BC or back in their own jurisdictions.

The OP was designed to be a significant and meaningful experience for the delegates. AMG 2016 wanted the Program to make a strong, positive impression and be seen as a well-organized and professionally administered initiative.

Communication with The Participants

In May of 2016, letters from the AMG Event Director Thomas Jones were sent to a

number of associations, inviting their participation in the Observer Program.

Following this initial correspondence, there was a series of additional communiqués leading up to the start of the Games. Emails from the OP Coordinator were sent to the participants in the period of mid June through to August 29.

There were also communications with individual participants through emails, phone calls and Skype. Through one-on-one communiqués and conversations, participants were provided further details and updates concerning the August 30 Presentations and Venues Tour, the Expo, Ceremonies and Celebrations, support for VIPs, tips on navigating the journey from Vancouver International Airport to the Vancouver Convention Centre, and other topics.

There may be some requests for further information from some Observer Program participants over the fall of 2016.

The Morning Presentations

OUTLINE

The morning plenary presentations outlined the genesis, development and execution of the Games, its processes and functional areas. The key leaders and senior officials from the Americas Masters Games 2016, the International Masters Games Association and the City of Vancouver were the presenters.

Eleven presentations were delivered over the course of the morning, with discussions taking place during and/or at the end of each presentation. At the mid-point of the morning, a guided tour of two venues (situated at the Vancouver Convention Centre) was carried out.

A template was prepared for the use of the presenters for the morning sessions. The template guided the content and format of the presentation and the approach used by the speakers. This structure was critical to help ensure high quality, consistency and appropriate duration of the presentations.

Each presenter during the morning session addressed:

- His/her specific role and responsibilities, authority and accountability
- The start-up of the position and the supporting resources (i.e., other staff, assistance)
- The priorities, milestones and project plan
- The areas that went well and those aspects that presented some challenges

- The key learnings and recommendations.

Each presentation was approximately 15 minutes maximum in length, with an additional five minutes for questions, answers and other discussion. See the last page of this Report for a listing of the presentations.

OBSERVATIONS, REFLECTIONS

Information + Interaction

The Observer Program struck a good balance between the presentation of facts, information and insights, and the provision of opportunities for interaction and discussion.

Program participants were looking for specific content and details regarding the design, planning, organization and delivery of the AMG 2016. They received this information through the presentations and talks, at the morning sessions and during the afternoon venues tours.

As a complement to receiving the key information and insights from the presenters, the participants were also afforded opportunities to engage with others through the Q & As, other discussion during the morning presentations, and through informal chats and discussions over lunch, on the bus and at the venues. With the OP participants being designated as VIPs, they were provided with more occasions to interact with other people associated with various Masters Games.

The Topics

As noted, the presenters addressed the planning, organization and activities related to their scope of responsibility. The material covered through the 11 presentations appeared to speak to the important considerations; the content hit the mark.

The Level of Participation

Opportunities were provided for involvement and engagement throughout the Observer Program and the participants took advantage of the opportunities. There was a high degree of participation.

Discussion and Engagement

The discussions that took place during the morning presentations were interesting and appeared beneficial for the participants. Presenters encouraged questions and queries

during their talks and at the end of their time.

The interspersing of comments and discussion — at various points during presentations — was helpful. Being able to ask questions on a particular issue at the same time that the presenter was discussing that particular topic was appreciated.

As well, this format provided a good flow, tempo and some changes-of-pace — something that is preferable to a situation where one speaker “goes solo” for 15 minutes.

Discussion topics related to the:

- Planning process, the tight timelines, the sequencing of critical work
- Benefits and challenges of the AMG 2016 model
- Expectations of AMG 2016 stakeholders, partners, sponsors, merchandizers and athletes
- Allocation of limited staff and financial resources; resourcefulness
- Adaptability and resilience – in all facets of Games administration and delivery
- Passion and commitment of staff and volunteers.

Participant Response

The reaction to, and feedback on the presentations from the participants were positive. They appreciated the type and depth of information provided, and the time for discussion.

Commitment of the Presenters

The presenters took their responsibilities very seriously and did a top notch job. The engagement of the presenters with the group — through the Q &A’s and over lunch — was also strong.

The quality of the presentations was particularly impressive considering the many other AMG 2016 responsibilities these leaders had and the pressures they faced.

The VCC Facility, the Arrangements

Room 201 in the Vancouver Convention Centre (VCC) WEST was an ideal location for the morning presentations. Along with its beautiful West Coast wood and glass aesthetic, it was bright, airy and spacious with views of the AMG 2016 Expo hall and the mountains and water, beyond.

The arrangements, assistance and support provided by VCC staff were exemplary.

The Afternoon Venue Tours

OUTLINE

Immediately after the networking lunch, Observer Program delegates boarded a bus for a tour of select AMG 2016 venues.

The chartered bus stopped at six Field of Play sites. The delegates were greeted by the venue manager, sport representative or “spectator experience” contact and given a tour of that venue.

- Hillcrest Community Centre – Curling
- Vancouver Racquets Club – Squash
- Kitsilano Beach - Tennis, Beach Volleyball
- Jericho Beach – Triathlon (drive-by)
- UBC North Campus – Volleyball, Swimming
- UBC South Campus – Athletics, Field Hockey, Archery, Soccer

Key AMG 2016 and IMGA officials participated on the bus tour. This enabled additional discussions on the bus regarding various Games topics. The conversations en route along with impromptu chats at the venues were important aspects of the afternoon tours.

The bus returned to the Vancouver Convention Centre at 5 pm, allowing participants to enjoy the beer garden and the nightly celebration.

OBSERVATIONS, REFLECTIONS

Preparing the Hosts for their Role

A key factor for the success of the Venues Tour was the advance work done by the AMG 2016 Event Director. He contacted, secured and prepared the venue managers and sports representatives to carry-out their critical roles.

Support of the Venue Hosts

The venue managers and sport representatives did an excellent job. Considering the many other pressures they were facing at their Field of Play, the quality of their participation was especially impressive.

The Chartered Bus and Driver

The quality of the service from Universal Coach Lines Ltd. was high. The driver was courteous, professional and flexible. The late model bus was comfortable for the riders.

Flexibility En Route

To give the Observer Program participants a good sense of the variety of the AMG 2016 sports and their locations, the tour stopped at select sites. A late adjustment was made to the sequence of the stops to give the participants optimal exposure to sport competitions.

Other Points

Great Weather, Terrific Views!

Tuesday, August 30 was a glorious, sunny day in Vancouver. The meeting room was impressive with a stunning view toward the North Shore Mountains and Burrard Inlet. The scenery along the route of the venues tour was splendid.

The Numbers

The level of participation in the Observer Program was lower than projected. Several prospective participants withdrew shortly before the Games and some others, unsurprisingly, did not attend.

Appreciative Participants

Based on reactions received on the days following August 30, the participants found the Observer Program to be a positive and worthwhile experience.

Appendix I

AMG Incident / Crisis Communications Plan

Vancouver 2016 Americas Masters Games AMG Incident/Crisis Communications Plan

1. Background and Purpose

This plan outlines the processes and procedures for dealing with potential issues and incidents that may arise during the Vancouver 2016 Americas Masters Games (AMG) from a public, media and communications perspective. It aims to factually assess the situation, determine whether a communications response is warranted and clearly identifies who is responsible for responding to an issue or emergency. It does not replace emergency management procedures already in place. This plan also addresses the potential for reputational damage to stakeholders and how to address issues. An 'Issue' is defined as a circumstance that could result in negative media coverage or a risk in reputation to the Games, stakeholders and sponsors. Issues may affect the image or operation of the Games. Examples might include a shortage of venue volunteers, FOP logistics, traffic/transit/parking problems, food issues. An 'Incident' or 'Major Incident' is defined as an extraordinary situation that affects the image or operation of the Games significantly. Major Incidents may include fires, bomb threats, natural disasters or major crimes. Controversial issues may include death, serious injury, police investigation or other situations that attract media attention.

2. Spokespersons

The nature of the issue or incident will determine who the lead spokesperson is. Please see the table on page x for who responds in what situation. *For example, if the incident is a death, the VPD will respond to media and issue a statement. The Games "Crisis Management and Communications Team" (CMCT) spokesperson would comment only on messages going out to the family.*

2.1 CMCT spokespersons

- **Rob Newman**, Chief Executive Officer of Sport BC and Americas Masters Games is the lead spokesperson on issues
- **Tom Jones**, Americas Masters Games Event Director is the spokesman on issues if Rob Newman is unavailable

- **Jens Holm**, CEO of the International Masters Games Association (IMGA) speaks on behalf of the Masters Games related issues and the IMGA franchise
- **Randy Clegg**, Director, Marketing and Communications briefs journalists and issues statements

2.2 Other spokespersons

- **Michelle Collens**, City of Vancouver Sport Hosting lead – security issues, city services and police matters
- **Jack Taunton**, AMG Medical Director – health issues and deaths
- **Ken Cretney** and **Kavi Toor** - VCC and UBC, our major venue partners

3. Games Structures and Management

To facilitate the effective management of issues and crises at Games time, it is important to outline and identify the following groups and functions:

Games Operations Centre (GOC)

Housed in the Vancouver Convention Centre, the GOC is the operational hub of the Games – centralizing AMG administration, medical, media and communications, and issues management functions as well as the AMG staff leadership team.

A primary function of the GOC is to gather, document and communicate Games-time information to the appropriate people and groups including the AMG leadership team. The GOC will be fully operational with administrative equipment, office space and technology, and be manned daily from 8am-8pm by AMG staff, Tourism Vancouver staff and Games volunteers during the Games.

Games Control Committee

Games activities, minor issues, logistics and operations will be overseen by a Control Committee (CC) that will meet at 7:30am daily at VCC. The CC is comprised of AMG leadership, Stakeholder/Host City representation, IMGA staff and key AMG functional area leaders as follows:

Control Committee Member	Affiliation
Rob Newman	CEO, Sport BC
Michelle Collens	City of Vancouver
Samantha Hayward	IMGA
Thomas Jones	Event Director

Charmaine Crooks	Strategic Advisor
Randy Clegg	Director of Marketing and Communications
Rob Stewart	Manager, Games Medical

Sport Competition Communications

Each AMG sport competition will be overseen by a Field of Play (FOP) Lead representing the local organizing committee for that sport. This may be a PSO official, third party contractor or lead volunteer. Each field of play is in a cluster (UBC, VCC, Hillcrest) or at a separate venue (remote location). Each cluster is led by a AMG staff member (Eric Chene, UBC; Ryan Fong, VCC; Tom Jones, Hillcrest and remote locations). FOP Leads are connected to the Cluster Manager and Event Director by phone.

Venue Management Communication

Each UBC venue has a facility manager or the T-Bird park manager who liaises directly with the Cluster Lead. At public sport facilities, the venue lead will liaise with the Event Director, and with city and park board officials (Octavio Silva, Michelle Collens) on issues.

Volunteer Communications

Sport specific volunteers support the FOP lead to deliver sport competitions, complimented by Games general volunteers. The AMG Volunteer manager (Renita Manj) has assigned volunteer leads for key Games activities (sport, ceremonies etc). If incidents and issues arise, she will liaise with volunteer leads and communicate directly with the Event Director.

Ceremonies Management and Communications

The Games Ceremonies are planned and delivered by the Ceremonies Director in collaboration with the Volunteer Director, AMG staff and contractors. The Ceremonies Director will liaise directly with the Event Director and Director of Communications in the reporting and management of case of issues and crises.

4. Issue/Incident Identification and Reporting

The following list of potential issues and proposed responses are identified as part of this plan. They are to be referred to during Games Time.

4.1 Issues escalation from venues and events and process

- An incident occurs at a venue that may become a story in the media (impacts include health of competitors, cancellation of sports, security etc)
- The Venue Supervisor reports the incident to the Games Operations Centre (GOC)
- GOC contacts the Event Director to advise that the incident has occurred, and provides the facts available. An INCIDENT REPORT is filed.
- *Event Director assesses the situation and if incident is of sufficient impact on the Games operations, reputation or safety, he consults with Rob Newman and reaches out to AMG Incident Management Team (AMGCMCT).*
- *CMCT meet at VCC or in a neutral common location to address situation and develop an action plan.*
- *Randy Clegg and the AMG media team develop an appropriate media response based on the facts, and creates talking points from issues briefs.*
- For major incidents and incidents involving other Government agencies, the *CMCT* media team will liaise with Ministers' office and relevant Government agencies and stakeholders involved in the incident in the preparation of the response. All parties use the most recent statement when referring to the incident within the public sphere
- *CMCT* media team keeps Minister's office, CEO and City (Michelle Collens) informed of content releases and timing of media releases and consider media conferences on serious issues
- Media releases and statements will be issued upon sign off by Randy Clegg,
- *Randy Clegg* notifies media of any necessary media conference or briefing via media alert and SMS

Note that the *CMCT* media team may be informed of incidents/issues directly from the media. In those cases the media team will advise the GOC and the Communications Director of the issue, and will work with appropriate parties to determine the facts prior to responding.

5. Major Incident Resolution Process

In the majority of cases an incident or major incident will stem from an issue, which would be reported in the same manner as identified in 3.1. The objective is to communicate facts about the incident or major incident and minimise rumours.

Definition of Major Incident

Situations will be classified as a major incident by Games Headquarters or the Director of Media and Communications. A major incident could be any one of the following issues:

- Fires
- bomb threats
- natural disasters
- major crimes
- death
- serious injury
- police investigations
- other situations that attract media attention deemed an emergency at the discretion of the Director Marketing and Communications.

In classifying a major incident, the following process will occur (note that this should be immediate and the situation report and initial communications response should be complete within 30 minutes). The relevant issues response in the folder should also be referred to, to cross check who needs to be informed in the varying types of incidents.

5.1 Major Incident occurs

- Incident is reported via process outlined in 3.1 above. The Director Marketing & Communications is informed.
- CEO and Event Director are informed by telephone
- As appropriate, CEO to inform City and Stakeholders by telephone
- *Event Director and Communications Director instruct AMGCMCT and relevant stakeholders to gather at **VCC or arranged neutral location***

5.2 Situation report and initial response status

CMCT Incident Management Team gathers at **VCC or neutral location** to collect the facts: what has happened, when, where, what, immediate known consequences, likely consequences, other stakeholders involved.

- what is being done, why, by whom.
- likely implementation time and intended results

5.3 Initial communications status

- CMCT media team examines the following factors in considering the situation:
- who knows about the incident? media?
- who needs to know immediately (ie, IMGA, other government agencies) and who will contact them
- who needs to find out later on

5.4 Issue response

- CMCT decides who responds and how is the response best issued whether it is a media conference, statement, radio interview, doorstep?
- Response is drafted by referring to the issues folder and facts known – only releasing verified information. It could also be a holding pattern response until more facts are known.
- Response scheduled and spokesperson briefed.
- Website updated with relevant information if appropriate.

5.5 Issue monitoring

- Once the response is provided media monitoring occurs
- The situation report is updated regularly as more facts and information come into **TBD**.
- CMCT decides whether or not further updates are provided.

5.6 Crisis over

- Monitoring continues
- Recovery response to restore confidence if required

6. Potential Issues at Games time

Below is a list of possible issues that may arise during the Americas Masters Games 2016. The issues matrix will also outline who responds.

1. Event Operations and Issues

- 1.1 Appropriateness of elderly people competing – duty of care
- 1.2 Suspected drug taking by a competitor and/or positive test
- 1.3 Incident going unreported that gets to media first.
- 1.4 Sponsorship deemed inappropriate for a sporting event
- 1.5 Games Ceremonies do not go according to plan (weather, crowds..)

2. Sport and venue related

- 2.1 Sport or event cancellation
- 2.2 Death of a competitor/official on or off the field
- 2.3 Serious injury of a competitor/official
- 2.4 Food poisoning
- 2.5 Venue unavailable/unfit for purpose

- 2.6 Competitor dissatisfaction with sport competition (schedule/draw/grading/refereeing etc)
- 2.7 Not enough time to get to venue/event

3. Behaviour related

- 3.1 Violence/crime by a competitor/s
- 3.2 Arrest of a competitor/official
- 3.3 Drunken/unruly competitors
- 3.4 Theft/vandalism at a venue
- 3.5 Inappropriate behaviour by volunteer, technical official, sport official
- 3.6 Positive doping test

4. Community

- 4.1 Local resident complaints of venues and events
- 4.2 Local business complaints of venues and events

5. Health

- 5.1 Outbreak of infectious disease
- 5.2 Food poisoning

6. Security

- 6.1 Protest activity
- 6.2 Terrorist attack
- 6.3 Bomb explosion

7. Transport

- 7.1 Failure of skytrain system
- 7.2 Failure of bus system
- 7.3 Traffic related issues

8. Weather

- 8.1 Severe rain, storms, lightning

7. Reputational Risk

The Americas Masters Games is a nine-day festival of sport, community, fellowship, tourism and culture in Vancouver this summer. With the myriad of Games activities, venues and participants involved in the event, there is reasonable probability of incidents and actions taking place that pose risk to the reputation and image of key

Games partners including our Games stakeholders, Sport BC, PSOs, third party providers, venue operators and Games sponsors.

To help mitigate this risk, the following strategies are in place:

- Daily Control Committee meetings (7:30am at VCC)
- Daily AMG staff meetings (4pm at VCC)
- Robust plan for Management and Crisis Communications
- Experienced Games leadership and expertise on Control Committee and Crisis Management teams
- Effective Incident and Issues Management plans
- Comprehensive internal staff/FOP/venue communications system
- Functional area Managers and Leads on site during every day of the Games
- Oversight and input from IMGGA leadership and staff
- Experienced FOP leaders and third party providers
- World class leadership and programming in Medical Services area
- Issue response plans and stakeholder leadership available at the City, UBC, VCC and Park Board to effectively and rapidly respond to issues and crises
- Well developed disaster plans in place for the City of Vancouver

Appendix 1

AMG 2016: CRISIS COMMUNICATIONS CALL SHEET

In the event of a crisis, AMG Crisis **Management and Communications Team (CMCT)** members go immediately to **Vancouver Convention Centre** or designated neutral location.

RESPONSE TEAM	Cell Phone	Other
CRISIS COMMUNICATIONS MANAGEMENT TEAM (CCMT)		
ROB NEWMAN – AMG CEO		
TOM JONES – Event Director		
RANDY CLEGG – Marketing & Comms.		
MICHELLE COLLENS – City of Vancouver		
	<i>Cell Phone</i>	<i>Hotel/Office</i>
AMG		
Eric Chene, Venue lead		
Jack Taunton, Chief Medical Officer		
Samantha Hayward, IMGA		
Jens Holm, CEO of IMGA		
AMG Security lead – Gardtech Security		
Legal –		
CITY OF VANCOUVER		
Emergency DISPATCH	911	N/A
<i>(Police non-emergency)</i>		

Fire Department	911	
<i>Acting Mayor TBD</i>		
STAKEHOLDERS		
Ken Cretney, PavCo		
Ty Speer, Tourism Van		

Crisis

Communications Management Plan

A crisis during AMG could be defined as the following:

- Serious accident involving competitor or spectator/staff/volunteer (life threatening situation)
- Fatality of a competitor or spectator/staff/volunteer
- Incident/altercation among spectators of substantial nature (riot, uprising resulting in death or life-threatening injury)
- Unrelated incident in Vancouver from Aug 25 to Sep 5 (acts of nature, international crises etc)

Event Radio Call - **“The Canucks will make the Playoffs”** – ONLY called if the above criteria have been reached. All further discussion to take place on cell phone.

Response Procedure
Site

Who

Situation analysis/contact medical personnel/initiate CMCT Response For radio dialogue: An unsuspicious call announcement: "Canucks will Make the Playoffs" to alert them to an emergency, all AMGCCMT change to assigned radio channel XX for an update on the situation.		On site
Secure accident site. Keep spectators/media away	PATROL/SECURITY	On Site
Provide announcers/stage live show producer with initial statement	Randy Clegg	On Site
Any decisions regarding suspension of the event, diversions, other competitor safety precautions will be made at this time	Tom Jones	
Crisis Communications Management Team (CMCT) gather a	CCMT	VCC or designated location
Gather facts from accident scene, including when formal (VPD or otherwise) investigative procedures will be completed. Communicate details to AMGCCMT	<u>CCMT and key leads</u>	<u>On site</u>
CMCT to make contact with VPD if incident is under investigation	TOM JONES	On Site

Announce to Media, official statement will be released (state time)	Randy Clegg / Media Centre	VCC Game media centre
Event Communications on <i>standby</i> to reflect situation: Website PA Announcers	TOM JONES	On Site
Set up News Conference Room, if necessary (Media centre)	MEDIA CENTRE	VCC Games media centre
Contact legal counsel (who is this?)	ROB NEWMAN	On Site
Contact Rob Stewart (if injury or death): - Check status of injured athlete, liaise with Tom Jones - If not athlete, check status of injured spectator/volunteer etc. - If member of public, work with venue stakeholders and city services to consult with family members.	ROB STEWART / TOM JONES	On Site / Local Hospital
Prepare news release	1. AMG release prepared by Randy Clegg 2. Issue could dictate that release be prepared by City of Vancouver, VCC, T-VAN, UBC 3. Communications staff to provide direction	Various
Approve statement with AMG legal counsel	ROB NEWMAN	<u>By phone</u>
Approve statement with IMGA	AMGCCMT	By phone
Appoint spokespersons:	AMGCCMT	On Site

Liase with VPD/City of Vancouver to coordinate statements/spokespersons	Randy Clegg / Michelle Collens / Rob Newman	On Site
Rehearse statements	ASSIGNED SPOKESPERSON / ALL STAFF – GENERAL STATEMENT	On Site
Announce to Media news conference set for (time), if applicable	Randy Clegg	Media Centre - TBD
Distribute statement to Media	Randy Clegg	Media Centre - TBD
Hold News Conference (if necessary)	AMGCCMT – ASSIGNED SPOKESPERSON TO LEAD	Media Centre - TBD
Distribute release at news conference	Randy Clegg	Media Centre - TBD
Give release to Announcer to inform public of situation, if necessary	Eric Chene	On Site
Distribute release to all media	Randy Clegg	Media Centre - TBD
		On site
Monitor Media. Prepare/Send Updated Releases/Evaluate/Correct	Various Communications Teams – AMG, City of Vancouver, T-Van	Ongoing
Suspend any inappropriate advertising following incident	Stefan Kalenchuk	

DIRECTIONS TO ALL EVENT STAFF & VOLUNTEERS – IF YOU SEE A POTENTIAL CRISIS SITUATION:

1. Activate 911 or Patrol Dispatch if required.
 2. If competition related: Immediately call ERIC CHENE (phone number) or TOM JONES AT 778 879 4665
If not competition related: Immediately call TOM JONES at 778 879 4665
If sponsor related: Immediately call Deborah Jones AT
*If Tom Jones is unavailable contact RANDY CLEGG AT 604-209-0611
 3. **DO NOT TOUCH AN INJURED PERSON** – Await professional medical assistance.
 4. Help to stabilize the situation/control the crowd.
 5. **DO NOT COMMENT ON THE SITUATION TO MEDIA OR PUBLIC.** Direct all inquiries to Randy Clegg
- All staff and volunteers are asked to forward media requests for information and interviews to Randy Clegg at 604-209-0611 . Do not comment on the situation
 - If Randy is unavailable contact Tom Jones at 778 879 4665
 - All members of the CMCT involved in the Crisis Management process must keep a personal 'log' of conversations/radio or telephone calls/notifications/actions taken in the event of an emergency.

SPOKESPERSONS:

- AMG Rob Newman / Tom Jones
 - IMGGA Jens Holm (Samantha Hayward)
 - City of Vancouver Michelle Collens
 - VCC Craig Lehto or Ken Cretney
 - Tourism Vancouver Ty Speer
- The spokespersons will not answer media questions until the Official Public Statement has been drafted and the facts as known are compiled.
 - Medical/rescue personnel are asked not to speak publicly about the incident during the emergency situation but to forward all media requests to Randy Clegg
 - All staff/volunteers to forward media requests for information and interviews to Randy Clegg. Do not comment on the situation.

MEDIA CONFERENCE:

- The CMCT will determine the need for a media conference briefing. If necessary, the briefing will be held at XXX.
- ROB NEWMAN will speak at the media conference on behalf of the event. A VPD and/or representative from the City will speak if the situation/incident warrants.

MEDIA INTERVIEWS:

In the event of an emergency/crisis, all media interviews are to be coordinated through:

AMG Public Relations – Randy Clegg

This applies both during and after the incident, and pertains to all information regarding an incident.

PATIENT INFORMATION:

No specific information regarding a treatment or medical condition of a patient will be distributed (i.e. name and other personal details). General information about number of patients and potential injuries may be provided once the information has been fact checked by the AMGCCMT.

LIAISON WITH OUTSIDE AUTHORITIES:

In the event of an emergency requiring outside assistance or in the event of a death, the AMGCCMT will cooperate with the appropriate local authorities to deal with the incident in a collaborative way (VPD, City of Vancouver)

Appendix 2

2016 AMG Medical Command Centre (MCC) Operations Plan

At Games-time, the Medical Services (Med) function of the 2016 Americas Masters Games (AMG) will operate a centralized function known as Medical Command Centre (MCC). MCC will coordinate the AMG Medical Services program, provide support and maintain a constant network of communication for Med across AMG venues.

The MCC will be operational daily from 7:00am Friday, August 26th to 6:00pm Sunday, September 4th. The MCC can be reached outside of these hours by contacting either the Medical Lead or the Chief Medical Officer (CMO).

The main role of the MCC is to effectively monitor and communicate Med-related activities and issues occurring during the 2016 AMG, and work towards resolving and communicating these issues. In addition, MCC will:

- act as the primary point of contact for AMG's Games Control Committee (GCC)
- coordinate Med issues management as needed and track Med issues forwarded to it by Med personnel to resolution
- coordinate Med's response to high-stakes issues in non-routine or exceptional situations, should this be needed
- produce a daily summary of medical activity and distribute to GCC
- coordinate daily Medical team meetings, if required.

Roles and Responsibilities

The MCC will be staffed by different team members, whose responsibility will be to keep the CMO and Med Lead informed on all significant medical issues. The MCC will record all incoming calls in a call log and will either provide information or re-direct to the appropriate Med team member for resolution.

It is important to note that the Medical Cluster and site Medical Leads have a dual reporting relationship with their Venue/PSO Lead and MCC.

Issue Management

As much as possible, all issues should be resolved at the venue level. There are 2 categories of issues: Level 1 (not serious) and Level 2 (serious). MCC will track all issues forwarded to it by Med personnel.

Medical Issues that are Not Serious (Level 1)

Medical issues that are not serious, and are being, or have been, resolved at the venue level, should be logged and reported to MCC via Games medical staff or the GOC . Examples include ambulatory/non-urgent transfers, staffing problems that are easily handled, and field of play injuries during practice.

Serious Medical Issues (Level 2)

Serious issues, such as a transfer to hospital, serious (life safety) injury, immediate supply needs or equipment failure that puts event operations at risk, and any ambulance transfer, should be communicated immediately to MCC by the Cluster Lead or site Medical Lead by phoning Rob Stewart at 604 417 9568

MCC will log these issues as they come in and inform the GCC. This information will be compiled and given to the next Games as part of the Transfer of Knowledge package. In the case of a serious Medical issue (Life safety/serious Medical issues (if 911 has been called)), GCC will be notified immediately by MCC.

Mechanism for notifying MCC

Mechanism for sending in reports

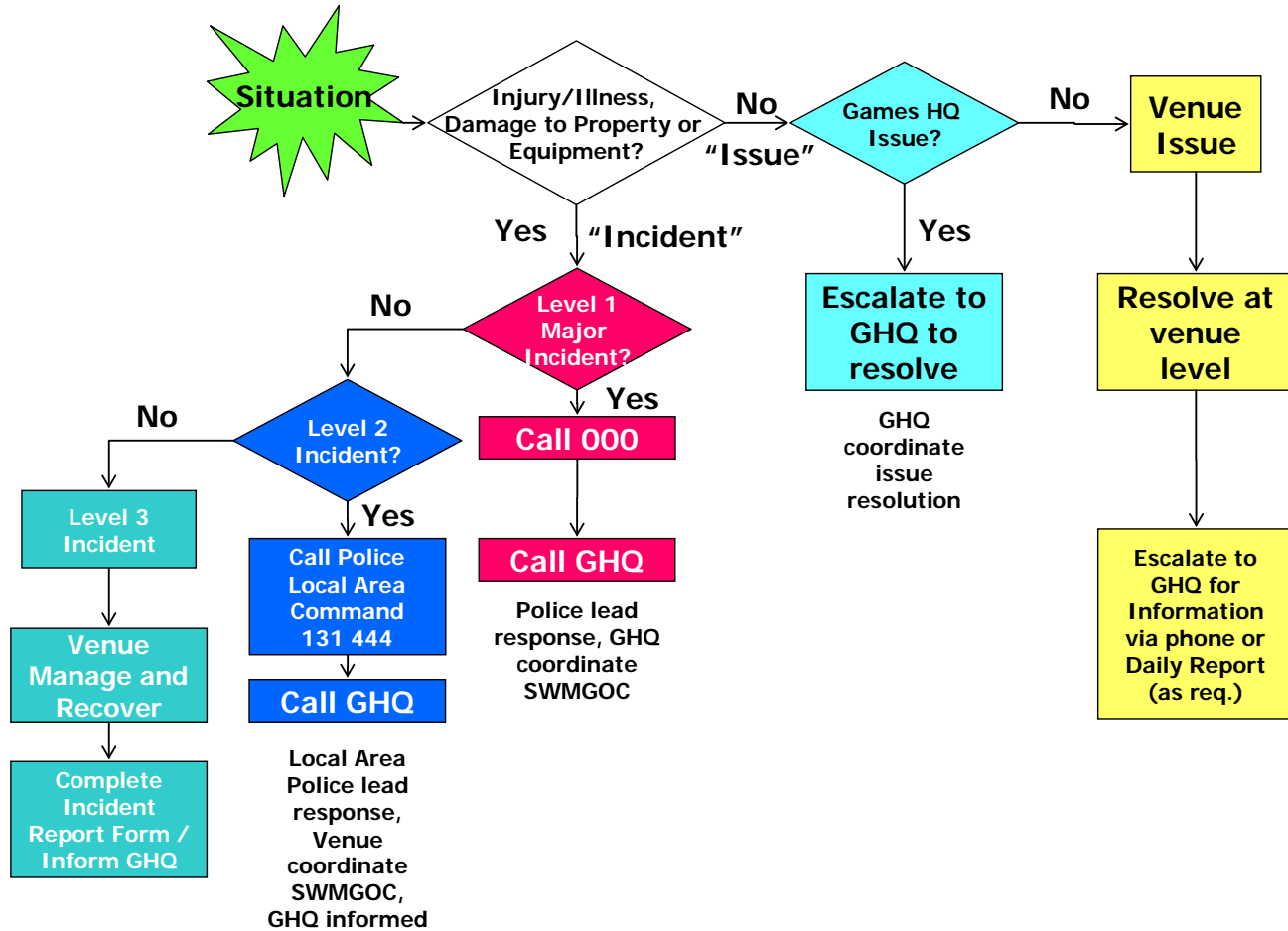
Reporting Process

Every morning, MCC staff will produce a *Summary of Daily Med Activity Report* for the previous day, by compiling information from the Cluster Leads, and daily information from public health, BCAS (ambulance transfers) and other data, and provide this to the GCC by 10:00am. This information will form the basis of the final Wrap-up Report and also provide future Games with good planning data.

Meetings

MCC will coordinate AMG Medical team meetings and conference calls as required, and assist in developing a presentation for the Aug 30th Observer's Program.

Appendix 3



Appendix J

2016 Americas Masters Games



Vancouver, Canada

Economic Impact Assessment

December 2016



Contact

Tony Fisher

Canadian Sport Tourism Alliance

research@canadiansporttourism.com

Contents

- 2016 Americas Masters Games Economic Impact Summary
- Background & Methodology
- Detailed Findings
- Economic Impact Results
- AMG Satisfaction
- Appendices

Summary: 2016 Americas Masters Games

The inaugural Americas Masters Games were hosted in Vancouver, British Columbia, Canada from August 26 to September 4, 2016. The games, held in world-class venues throughout Vancouver, featured 24 sports and athletes from more than 50 countries.



The combined spending of the 2,647 of town participants and their supporters, and their 1,240 travel partners, in combination with the expenditures made by the organizers of the British Columbia Summer Games totaled \$8.1 million supporting \$12.7 million in economic activity in British Columbia including \$11.6 million in economic activity in Vancouver. The spending in Vancouver supported \$4.3 million in wages and salaries in the province through the support of 73 jobs, of which 62 jobs and \$3.6 million in wages and salaries were supported in Vancouver. The total net economic activity (GDP) generated by the event was \$7.6 million for Canada as a whole; \$6.9 million for British Columbia and \$5.6 million in Vancouver.

Considerable tax revenues were also produced by the 2016 Americas Masters Games, totaling \$2.1 million. The event supported federal government tax revenues of \$1.0 million with an additional \$845,000 in taxes accruing to the Province of British Columbia. Moreover, \$193,000 in municipal taxes were supported in British Columbia municipalities, of which \$182,000 was in Vancouver.

2016 AMG Conference by the Numbers			
4,019 delegates	\$5.2 million in visitor spending directly attributable to AMG	62 Vancouver jobs supported by the AMG	\$12.7 million in economic activity supported in British Columbia
3,887 out of town visitors travelled to Vancouver for the AMG	\$4.3 million in wages & salaries supported in Vancouver	\$6.9 million boost to provincial GDP	\$2.1 million in taxes supported across Canada

Background

The 2016 Americas Masters Games was hosted in Vancouver, BC from August 26 to September 4, 2016. More than 4,000 athletes from over 50 countries, with ages ranging from 30 to 100 took part in the games. The games were run by Sport Hosting Vancouver, a partnership between the city, the hotels' association, B.C. Pavillion Corp., Tourism Vancouver and the University of Vancouver. Nearly half of all participants came from outside of the province and many travelled with non-participating family members. With the significant number of visitors, the Americas Masters Games generated an economic benefit to the host community of Vancouver, the measurement of which is the subject of this report.

Economic Impact studies measure the change in economic activity in the host city or region arising from hosting an event, festival or conference.

The study first calculates the amount of new money being spent in the local region as a direct result of hosting the event under consideration, and then quantifies the impact this spending has on the regional, provincial, and national economy.¹



¹ The Canadian Sport Tourism Alliance's (CSTA's) **Sport Tourism Economic Assessment Model**, Professional version (STEAM PRO 2.0) was used to generate the economic impact estimates detailed in this report. STEAM PRO, which was developed in 2006, is a model that has been designed to incorporate the results of primary data collected from event visitors and the budget / capital expenditures of event organizers and others to prepare economic impact assessments. The model, updated in 2016 is based on the Canadian Tourism Research Institute's (CTRI - a branch of The Conference Board of Canada) TEAM model, which is the most widely used tourism economic impact model in Canada. The results of STEAM PRO 2.0 are fully consistent with the CSTA's STEAM 2.0 model. A more detailed description of STEAM PRO 2.0 is contained within Appendix 1.

Methodology

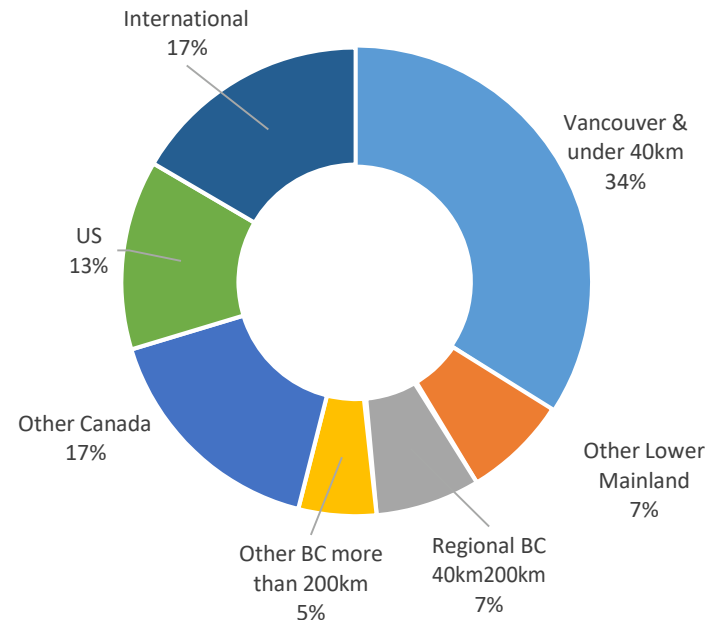
The data used in this study was derived from an on-line survey that was prepared and delivered by the Canadian Sport Tourism Alliance. The survey was delivered immediately after the games and asked a variety of questions regarding satisfaction with the event as well as collecting the data required for the economic impact assessment. A total of 1,461 surveys were completed from a total of 4,019 participants, giving a confidence interval of +/- 2.1%.

Visitor Origin

As noted, the 4,019 people participated in the 2016 Americas Masters Games. The origin of participants was collected from the registration database along with the survey responses and found that 65% (2,647 people) came from more than 40km to participate in the games, including 1,851 participants (46%) from outside of the province.

Participant Origin	
Vancouver or under 40km	1,372
Other Lower Mainland	290
Regional BC 40km200km	290
Other BC more than 200km	216
Other Canada	659
US	526
International	666
Total	4,019

Participant Origin



Tourism Results

Additional Visitors

A defining feature of the international Masters Games competitions is that participants travel with family members and loved ones, making participating in the competition a part of a longer vacation, and the 2016 Americas Masters Games was no exception. The survey asked the total family party size and the number of people in the party who were NOT competing in the games. With these statistics a 'supporter to participant' ratio was developed and showed that for every 2 out of town participants, there was also 1 out of town family member or other supporter.

In addition, visitors from outside of British Columbia were asked if went to any other parts of British Columbia as part of their trip to the AMG. Just under one third (32%) indicated that they would be visiting another part of the province including the Okanagan, Whistler, and Vancouver Island / the Gulf Islands. In addition, some respondents combined the games with an Alaska cruise or a visit to the Canadian Rock.

Visitor Origin	Participants	Supporter to Participant Ratio	Supporters	Total
Sameday	239	0.72	172	411
Other Lower Mainland	92	0.86	79	171
Regional BC 40km200km	249	0.50	126	375
Other BC more than 200km	216	0.47	102	318
Other Canada	659	0.35	228	887
US	526	0.45	237	763
International	666	0.44	296	962
Total	2,647	0.47	1,240	3,887

Visitor Spending – per Person

Participants were asked about their spending in Vancouver during the Games, with overall spending ranging from \$143 per person for sameday visitors, \$270 per person for overnight visitors from the lower mainland to more than \$2,800 per person for international visitors. Spending per person per night was relatively low for Lower Mainland overnight visitors as a high proportion of visitors stayed with friends and family. For other visitors the spending per person per night ranged between \$150 and \$300.

	Sameday	Other Lower Mainland	Regional BC 40km-200km	Other BC more than 200km	Other Canada	US	Int'l	Average
<i>Nights</i>	3.8*	4.9	4.6	5.3	6.7	5.	9.6	6.8
Accommodation	\$0.00	\$82.27	\$257.85	\$209.94	\$407.80	\$434.55	\$691.29	\$395.12
Restaurants / Bars / Clubs	\$47.16	\$72.70	\$158.03	\$164.76	\$248.58	\$191.43	\$402.45	\$230.81
Other Food & Beverages	\$12.22	\$31.37	\$65.01	\$59.99	\$101.83	\$56.03	\$181.03	\$92.89
Recreation & Entertainment	\$8.18	\$12.97	\$37.83	\$32.00	\$59.29	\$46.13	\$435.91	\$138.17
Retail Shopping	\$33.68	\$41.04	\$79.64	\$97.56	\$90.67	\$80.76	\$281.98	\$127.36
Transportation in Vancouver	\$25.61	\$19.35	\$40.46	\$50.27	\$93.88	\$65.29	\$103.24	\$71.37
Transportation TO Vancouver**	\$16.15	\$10.93	\$48.71	\$52.95	\$208.65	\$115.45	\$765.60	\$270.97
Total	\$142.98	\$270.61	\$687.52	\$667.46	\$1,210.69	\$989.63	\$2,861.49	\$1,326.68

* Same day 'nights' represents the number of day trips made to Vancouver over the course of the Games.

** Transportation costs to Vancouver have been divided by two to represent the share of expenditures that can reasonably be attributed to Vancouver. Accordingly, the inter-city transportation costs in this table are 50% of the total reported expenditures.

Visitor Spending – Total

Multiplying the total number of visitors in Vancouver as a result of hosting the Americas Masters Games by the average spending per person shows that the Games generated nearly \$5.2 million in tourism spending. The survey also found that respondents gave an overall ‘importance’ rating of the game in their decision to travel of 92%,² thus all of the tourism spending has been attributed to the games.

	Sameday	Other Lower Mainland	Regional BC 40km-	Other BC more than	Other Canad	US	Int'l	Total
<i>Visitors</i>	<i>411</i>	<i>171</i>	<i>375</i>	<i>318</i>	<i>887</i>	<i>763</i>	<i>962</i>	<i>3,887</i>
Accommodation	\$0	\$14,067	\$96,692	\$66,761	\$361,719	\$331,558	\$665,016	\$1,535,813
Restaurants / Bars / Clubs	\$19,383	\$12,432	\$59,261	\$52,394	\$220,486	\$146,057	\$387,157	\$897,170
Other Food & Beverages	\$5,020	\$5,363	\$24,379	\$19,075	\$90,323	\$42,751	\$174,151	\$361,063
Recreation & Entertainment	\$3,360	\$2,217	\$14,184	\$10,174	\$52,586	\$35,197	\$419,341	\$537,059
Retail Shopping	\$13,840	\$7,017	\$29,865	\$31,024	\$80,420	\$61,620	\$271,265	\$495,051
Transportation in Vancouver	\$10,526	\$3,309	\$15,173	\$15,986	\$83,272	\$49,816	\$99,317	\$277,398
Transportation TO Vancouver	\$6,636	\$1,868	\$18,264	\$16,839	\$185,075	\$88,085	\$736,502	\$1,053,269
Total	\$58,765	\$46,273	\$257,818	\$212,253	\$1,073,880	\$755,084	\$2,752,749	\$5,156,822

³ The importance of the Games in the decision to travel was calculated by asking if the games were the primary reason for travel to Vancouver, part of the reason for travel or not at all important. Weights were then assigned to the response with primary being assigned 100%, partial was 50%, and not at all important assigned 0%.

Operational Expenditures

The organizers of the Americas Masters Games also invested significantly to host a world class event. In addition to supporting the 24 sports hosted at the games with expenditures on items such as renting the field of play, equipment, supplying referees and judges; the 2016 Games also featured an opening and closing ceremonies including the lighting of the 2010 Olympic cauldron.



Note that the event budget was provided to the CSTA for analysis, however details on the budget are not being reported for confidentiality reasons.

Economic Impact Results

The combined spending of the 2,647 of town participants and their supporters, and their 1,240 travel partners, in combination with the expenditures made by the organizers of the British Columbia Summer Games totaled \$8.1 million supporting \$12.7 million in economic activity in British Columbia including \$11.6 million in economic activity in Vancouver. The spending in Vancouver supported \$4.3 million in wages and salaries in the province through the support of 73 jobs, of which 62 jobs and \$3.6 million in wages and salaries were supported in Vancouver.² The total net economic activity (GDP) generated by the event was \$7.6 million for Canada as a whole; \$6.9 million for British Columbia and \$5.6 million in Vancouver.

Considerable tax revenues were also produced by the 2016 Americas Masters Games, totaling \$2.1 million. The event supported federal government tax revenues of \$1.0 million with an additional \$845,000 in taxes accruing to the Province of British Columbia. Moreover, \$193,000 in municipal taxes were supported in British Columbia municipalities, of which \$182,000 was in Vancouver.

	Vancouver	British Columbia	Canada
Initial Expenditure	\$8,060,021	\$8,060,021	\$8,060,021
GDP	\$5,647,332	\$6,913,077	\$7,571,586
Wages & Salaries	\$3,634,683	\$4,339,150	\$4,698,587
Employment	62.1	73.2	80.2
Industry Output	\$11,559,320	\$12,719,915	\$14,121,417
Total Taxes	\$1,685,151	\$1,975,173	\$2,110,671
Federal	\$803,023	\$936,611	\$1,003,257
Provincial	\$699,948	\$845,442	\$867,238
Municipal	\$182,180	\$193,121	\$240,176

² Jobs reported in this study refer to the number of jobs, vs. full time equivalent (i.e.: two people working half time in a job that typically features half time employment would represent two jobs or one FTE). Additionally, the direct employment effects are generally extra shifts or overtime for existing workers rather than new employment.

Economic Impact Results - Detailed

British Columbia						
Vancouver		British Columbia		Canada		
Initial Expenditure		\$8,060,021		\$8,060,021		\$8,060,021
Gross Domestic Product						
Direct Impact		\$2,184,122		\$2,325,649		\$2,325,649
Indirect Impact		\$2,357,519		\$3,091,866		\$3,445,979
Induced Impact		\$1,105,691		\$1,495,561		\$1,799,957
Total Impact		\$5,647,332		\$6,913,077		\$7,571,586
Industry Output						
Direct & Indirect		\$9,872,573		\$10,438,413		\$11,247,636
Induced Impact		\$1,686,747		\$2,281,502		\$2,873,781
Total Impact		\$11,559,320		\$12,719,915		\$14,121,417
Wages & Salaries						
Direct Impact		\$1,748,522		\$1,831,487		\$1,831,487
Indirect Impact		\$1,431,225		\$1,877,660		\$2,078,584
Induced Impact		\$454,936		\$630,003		\$788,515
Total Impact		\$3,634,683		\$4,339,150		\$4,698,587
Employment (Full-year jobs)						
Direct Impact		31.6		33.0		34.0
Indirect Impact		23.1		30.5		33.9
Induced Impact		7.3		9.7		12.3
Total Impact		62.1		73.2		80.2
Taxes (Total)						
Federal		\$803,023		\$936,611		\$1,003,257
Provincial		\$699,948		\$845,442		\$867,238
Municipal		\$182,180		\$193,121		\$240,176
Total		\$1,685,151		\$1,975,173		\$2,110,671

Event Satisfaction: Pre-Event & Communications

Survey participants were asked to provide feedback on various components of the event, with most areas being very positive. The respondents identified strengths associated with the accreditation pick up, the atmosphere of the games, the opening ceremonies and the field of play / competition venues. Areas for improvement include pre-event communications, the website, and improving the competition schedule. Open ended comments have been recorded in the final appendix.

Category	Well Above or Above	Well above expectations	Above expectations	Met expectations	Below expectations	Well below expectations
Overall	38%	10%	28%	41%	18%	3%
Website	28%	7%	21%	50%	18%	4%
On-line registration process	35%	9%	25%	59%	6%	1%
Pre-event communications	33%	10%	23%	42%	19%	6%
Accreditation pick up	56%	20%	36%	36%	6%	2%
Competition schedule	31%	8%	23%	47%	18%	5%
Competition venue / facilities	46%	13%	33%	39%	13%	2%
Field of play (referees, judges, etc)	52%	17%	35%	41%	7%	1%
Overall atmosphere of the games	54%	19%	35%	36%	9%	1%
Opening Ceremonies	53%	19%	34%	34%	11%	2%
Closing Ceremonies*	36%	11%	24%	45%	16%	4%

* Among those who participated in the opening / closing ceremonies

Event Satisfaction: Beer Gardens

The organizers of the Americas Masters Games invested considerable time and effort to set up the beer gardens at Jack Poole Plaza, however attendance was somewhat lower than they had hoped for. As part of the survey, respondents were asked if they attended the Beer Gardens, as well as the reasons for not attending.

Attend Beer Gardens?	
Yes	47%
No	53%
Why didn't you attend the Beer Gardens?	
No time	33%
Transportation was difficult	23%
Not interested in beer gardens	38%
The weather was bad	3%
Other please specify	20%

Event Satisfaction: beVancouver booking

Most out of town visitors who booked through hotels did not book them through the beVancouver portal established by the event organizers. The survey asked hotel users why they booked on their own. 'Other' reasons given included booking through points, booking before the website portal was open, and having the booking done by someone else (i.e. team manager, etc.).

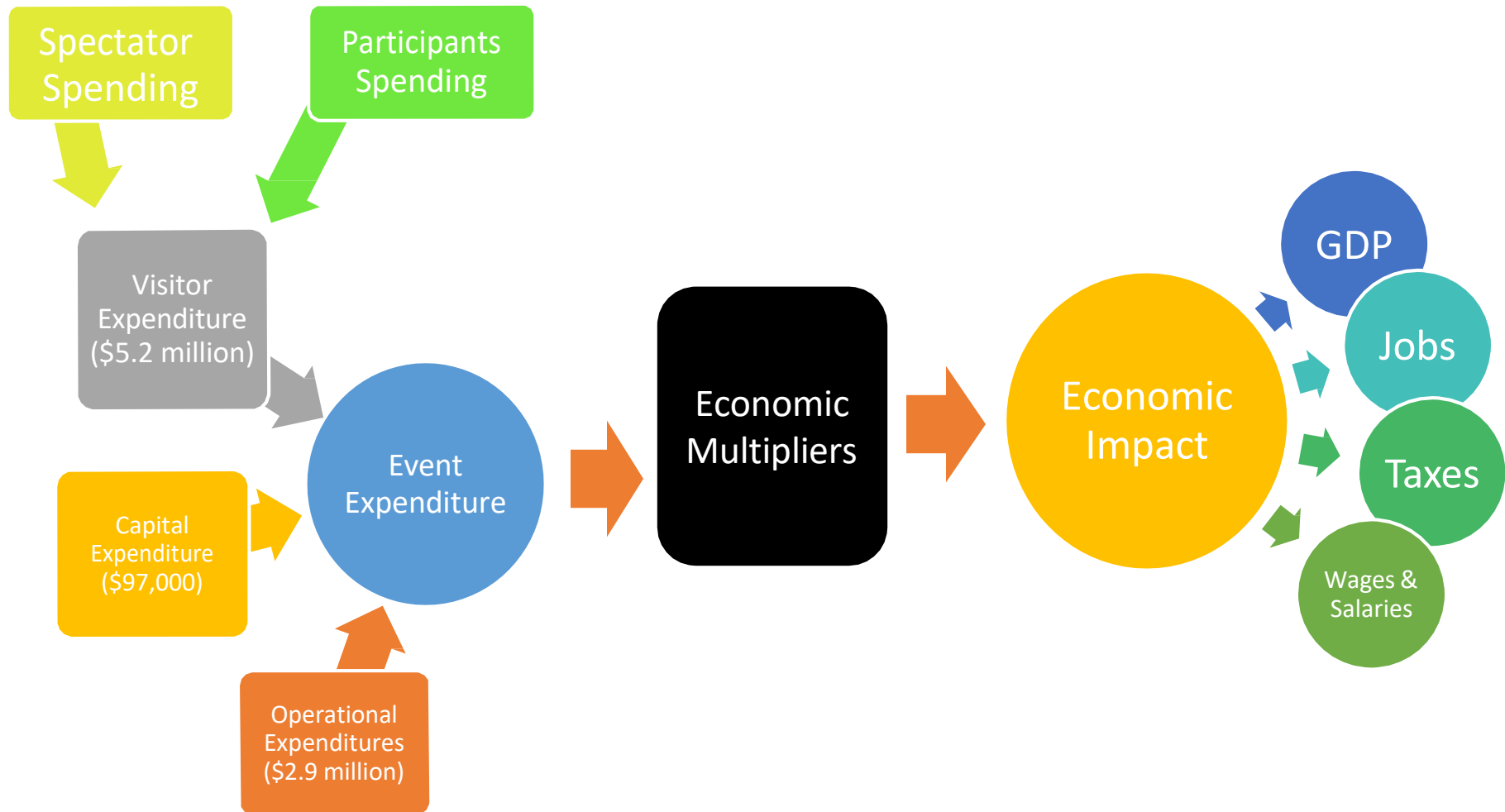
Did you book your hotel via beVancouver?*	
Yes	16%
No	84%
Why didn't you book through beVancouver?	
Hotels were too expensive	33%
Hotels weren't close to the sports venue	6%
I wanted to stay in a hotel brand chain that wasn't offered	8%
I prefer to book hotels on my own	36%
Other	33%

Event Satisfaction: Information Sources

Survey respondents were also asked about the web-based information sources they used as part of their Americas Masters Games visit.

Information sources	
Yes visited the Americas Masters Games website	93%
Yes visited a travel website TripAdvisor Expedia etc	20%
Yes Twitter	4%
Yes Facebook	32%
Yes Instagram	3%

How Economic Impact Modelling Works



Event Expenditure

- Represents the combined spending of:
 - Event Visitors (Tourism)
 - Event Operations
 - Event Capital Construction
- Is the amount of money being spent in the community **BEFORE** the application of any economic multipliers.



Gross
Domestic
Product

Gross Domestic Product (GDP)

- Represents the total value of production of goods and services in the economy resulting from the initial expenditure under analysis
- This is a **NET** measure and represents the value of goods and services produced less the cost of inputs used. It also accounts for the value of any imports to the region under consideration
- The concept is well understood by most government stakeholders and economists



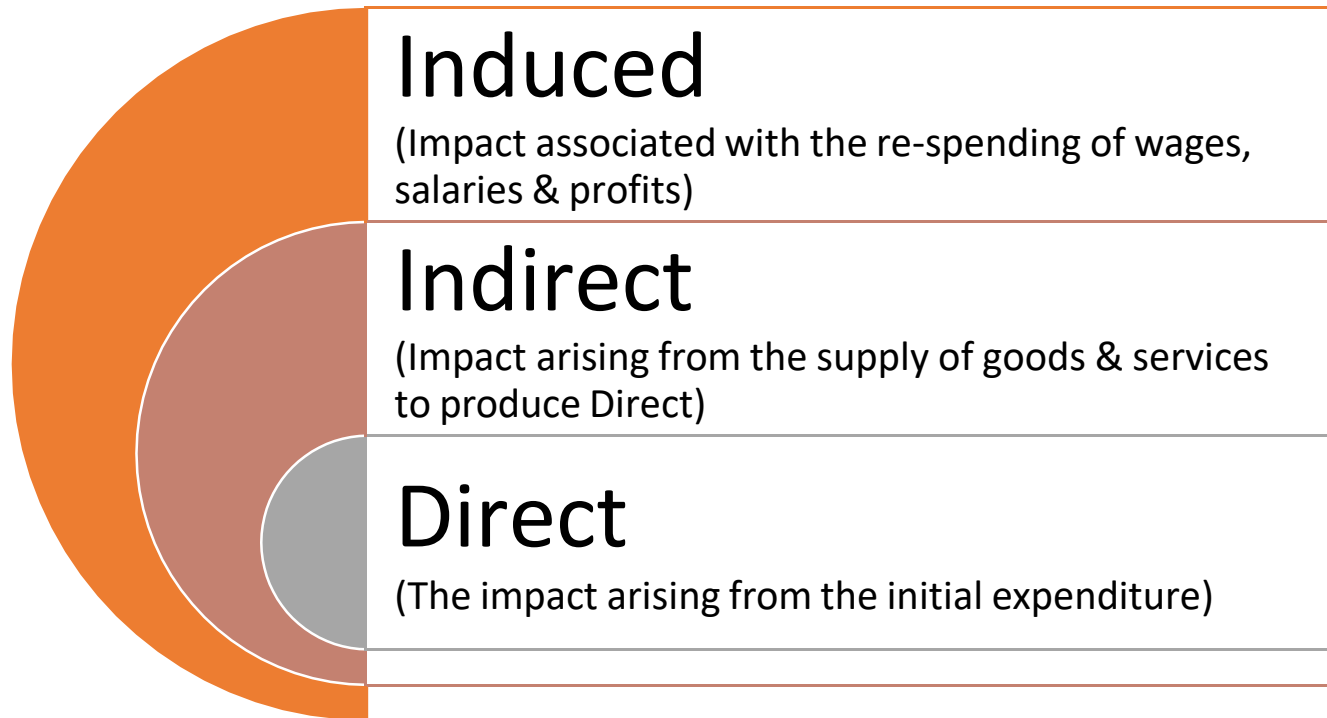
Economic Activity

Economic Activity

This figure represent the direct, indirect and induced impacts on industry output generated by the initial tourism expenditure. It should be noted that the industry output measure represents the **sum** total of all economic activity that has taken place and consequently involve double counting on the part of the intermediate production phase.

Since the Gross Domestic Product (GDP) figure includes only the **net** total of all economic activity (i.e. considers only the value added), the industry output measure will always exceed or at least equal the value of GDP.

Economics Background



Appendix 1: Economic Impact Methodology STEAM^{2.0}

Background

Briefly, the purpose of STEAM 2.0 is to calculate both the provincial and regional economic impacts of sport and event based tourism. The economic impacts are calculated on the basis of capital and operating expenditures on goods, services and employee salaries, and on the basis of tourist spending within a designated tourism sector. The elements used to measure the economic impacts are Gross Domestic Product (GDP), Employment, Taxes, Industry Output and Imports. STEAM measures the direct, indirect & induced effects for each of these elements.

In order to produce economic contribution assessments that are robust and reliable, we developed specific economic contribution models at the national, provincial and metropolitan levels that make use of the most current and most detailed input-output tables and multipliers available from Statistics Canada. The approach also leverages the credibility and robustness of sector specific tax data available from Statistics Canada's Government Revenues Attributable to Tourism (GRAT) report.

Technical Description of the Impact Methodology Used by STEAM^{2.0}

While the economic contribution analysis will be conducted primarily at the provincial level, developing highly disaggregated provincial economic models required first the construction of a highly disaggregated national economic contribution model. The reason for this was that detailed input-output tables from Statistics Canada are only publicly available at the national level.

For STEAM 2.0 and STEAM PRO 2.0, we pioneered a solution that leveraged the detail available on an industry basis from the national model using aggregate multipliers that are available for each province and territory.

While the set of multipliers that Statistics Canada produces do not provide insights into the economic contributions attributed to specific industries operating within the economy, they do represent a known aggregate level which the overall economy can be expected to benefit by. The key to our approach is the linkage between the industry level detail (provided by the model developed from the input-output tables) with the benchmarks provided by the various multipliers.

Appendix 1: Economic Impact Methodology STEAM^{2.0}

STEAM 2.0 and many other impact studies are based on input-output techniques. Input-output models involve the use of coefficients that are based on economic or business linkages. These linkages trace how tourist expenditures or business operations filter through the economy. In turn, the coefficients applied are then used to quantify how tourism related activity in a particular region generates employment, taxes, income, etc. The input-output approach indicates not only the direct and indirect impact of tourism, but can also indicate the induced effect resulting from the re-spending of wages and salaries generated.

All impacts generated by the model are given at the direct impact stage (i.e. the "front line" businesses impacted by tourism expenditures), indirect impact stage (i.e. those industries which supply commodities and/or services to the "front line" businesses) and the induced impact stage (induced consumption attributable to the wages and salaries generated from both the direct and indirect impact).

The direct and indirect impact phase results are benchmarked with the corresponding direct and indirect multipliers from Statistics Canada at the national level, on an industry by industry basis.

We developed induced round effects that replicate the re-spending behavior of consumers (who benefited through wages either directly or indirectly by sport events) along income ranges. The re-spending profiles used account for different average wages that exist in specific industry sectors. Ultimately, the re-spending profiles permit the determination of distinct levels and composition of induced consumption depending upon the extent to which those industries are directly and indirectly affected by economic activity arising from hosting sports events and festivals.

After the level and composition of induced consumption is determined, the process involved treating the induced consumption spending in a separate analysis—much the same as the original sport event related expenditures were. Hence, these expenditures were simulated through the direct and indirect impact phase and treated as if they were initial expenditures.

Once again, the magnitude of the results of the induced impact phase was benchmarked against the corresponding multipliers supplied by Statistics Canada. Again, this is done to ensure that, in aggregate, the estimates align with those from Statistics Canada but at the same time the analysis also provides an industry by industry breakdown.

Taxes and employment are two key impact measures that require data sources beyond those available in the input-output model.

Appendix 1: Economic Impact Methodology STEAM^{2.0}

Taxes

Despite the fact that many of the sales tax ratios are available from the margins tables produced by Statistics Canada, additional work was required to adjust these rates based on possible changes in tax rates between 2010 (the year of the input-output tables) and 2012 (the year of the analysis). To extend the analysis to include the full range of taxes and fees impacted by sport events, we relied on statistics reported in Statistics Canada's Government Revenues Attributable to Tourism (GRAT) report. This report is particularly useful because it follows the concepts and definitions as identified in the Canadian Tourism Satellite Account (CTSA). As well, the scope of taxes covered by the GRAT is more comprehensive than what would be possible using only the input-output tables. In particular, the GRAT includes taxes on incomes (i.e., on employment earnings, corporate profits, net income of unincorporated business and government business enterprises), contributions to social insurance plans (i.e., premiums for Canada/Quebec Pension Plan, Employment Insurance and workers compensation), taxes on production and products (such as sales and property taxes), and from sales of government goods and services.

Aside from reporting on the tax collections directly attributable to tourism, the GRAT study also identifies the composition and level of taxes attributed to various industry segments of the economy. At the present time, the most recent GRAT report relates to the 2011 calendar year. The established rates calculated from GRAT were adjusted, where applicable, to reflect rate changes that occurred between 2011 and subsequent years.

To incorporate the findings from the GRAT study into our analysis, we estimated ratios that were based on the most current industry sector tax data along with the most current GDP estimates on an industry basis. The resulting tax coefficients were then used to determine tax calculations that would be based on GDP estimates stemming from the model on an industry by industry basis.

The categories of taxes that were benchmarked against the GRAT statistics include corporate taxes, contributions to social insurance plans and other taxes on production. Other taxes on production comprise property taxes, payroll taxes, capital taxes, permits and many other miscellaneous taxes covering federal, provincial and municipal levels of government. The contributions to social insurance plans include employment insurance, worker's compensation and the Canada and Quebec pension plans.

We also went outside of the figures reported in the GRAT report to assemble income tax coefficients. This was done to capture the detail that was already available from the input-output analysis and to better align with the granular demand associated with sporting event expenditures. The source used to assemble specific income tax rates, by income range, was the Canadian Tax Foundation's most recent Finances of the Nation report. This report provide insights on taxes on incomes (i.e., on employment earnings, corporate profits, net income of unincorporated business and government business enterprises) and contributions to social insurance plans (i.e., premiums for Canada/Quebec Pension Plan, Employment Insurance and workers compensation).

Appendix 1: Economic Impact Methodology STEAM^{2.0}

Employment

Employment is a measure that is available, in aggregate form, from the multiplier tables produced by Statistics Canada. However, the employment multipliers relate to the year of the tables (2010) and not the year of the current analysis. To adjust for this difference, indices of average wage growth by industry were incorporated to reflect the period between 2010 and the year under analysis. Annual data from Statistics Canada's Labour Force survey were used on an industry basis to capture the change in average earnings.

Once again, in order to preserve the industry by industry detail available from the model, appropriate average wages were applied against industry labour income estimates to align with the employment multipliers from Statistics Canada. The one distinction being that the employment multipliers reflect the economy operating in 2010. Hence, adjustments on average wages were made to estimate what the employment multipliers would resemble had they been produced for subsequent years.

Regional (Sub-Provincial) Impact Methodology

The method used to simulate intraprovincial commodity flows and ultimately regional impacts follows directly from regional economic principles. The principle is referred to as the "gravity model". Basically the "gravity model" states that the required commodity (& service) inputs will be "recruited" in a manner that takes into consideration economies of scale (i.e. production costs), transportation costs and the availability of specific industries. Economies of scale (i.e. lower production costs) are positively correlated with input demand while greater transportation costs are negatively correlated with input demand. Fulfilling that demand from other provincial regions is contingent on the fact that the specific industry does actually exist. An advantage of using the "gravity model" to simulate intraprovincial commodity flows is that as the industrial composition of the labour force changes, or as new industries appear for the first time in specific regions, the share of production between the various sub-provincial regions also changes.

By following this principle of the gravity model, all sub-provincial regions of a province are assigned a coefficient for their relative economies of scale in each industry (using the latest industry labour force measures) as well as a coefficient to represent the transportation cost involved to get each industry's output to the designated market. One variation on the "gravity model" principle involves the estimation of "relative trade distances" by incorporating different "weights" for different modes of transport. Once these coefficients are generated for all regions and over all industries, a measure of sensitivity (mostly relative to price, but in the case of service industries also to a "local preference criteria") is then applied to all commodities. Another variation on the strict "gravity model" approach is that the measure of sensitivity is adjusted by varying the distance exponent (which in the basic "gravity model" is 2) based on the commodity or service required. The variation in distance exponents revolve, principally, around two research hypotheses: (1) the greater the proportion of total shipments from the largest producer (or shipper), the lower the exponent, and (2) the greater the proportion of total flow which is local (intraregional), the higher the exponent.

Appendix 2: Glossary of Terms Used by STEAM^{2.0}

Initial Expenditure - This figure indicates the amount of initial expenditures or revenue used in the analysis. This heading indicates not only the total magnitude of the spending but also the region in which it was spent (thus establishing the "impact" region).

Direct Impact - Relates ONLY to the impact on “front-line” businesses. These are businesses that initially receive the operating revenue or tourist expenditures for the project under analysis. From a business perspective, this impact is limited only to that particular business or group of businesses involved. From a tourist spending perspective, this can include all businesses such as hotels, restaurants, retail stores, transportation carriers, attraction facilities and so forth.

Indirect Impact - Refers to the impacts resulting from all intermediate rounds of production in the supply of goods and services to industry sectors identified in the direct impact phase. An example of this would be the supply and production of bed sheets to a hotel.

Induced Impact - These impacts are generated as a result of spending by employees (in the form of consumer spending) and businesses (in the form of investment) that benefited either directly or indirectly from the initial expenditures under analysis. An example of induced consumer spending would be the impacts generated by hotel employees on typical consumer items such as groceries, shoes, cameras, etc. An example of induced business investment would be the impacts generated by the spending of retained earnings, attributable to the expenditures under analysis, on machinery and equipment.

Gross Domestic Product (GDP) - This figure represents the total value of production of goods and services in the economy resulting from the initial expenditure under analysis (valued at market prices).

- **NOTE:** The multiplier of Total/Initial, represents the total (direct, indirect and induced) impact on GDP for every dollar of direct GDP. This is a measure of the level of spin-off activity generated as a result of a particular project. For instance if this multiplier is 1.5 then this implies that for every dollar of GDP directly generated by “front-line” tourism businesses an additional \$0.50 of GDP is generated in spin-off activity (e.g. suppliers).
- The multiplier of total/\$ Expenditure, represent the total (direct, indirect and induced) impact on GDP for every dollar of expenditure (or revenue from a business perspective). This is a measure of how effective project related expenditures

translate into GDP for the province (or region). Depending upon the level of expenditures, this multiplier ultimately determines the overall level of net economic activity associated with the project. To take an example, if this multiplier is 1.0, this means that for every dollar of expenditure, one dollar of total GDP is generated. The magnitude of this multiplier is influenced by the level of withdrawals, or imports, necessary to sustain both production and final demand requirements. The less capable a region or province is at fulfilling all necessary production and final demand requirements, all things being equal, the lower the eventual economic impact will be.

Appendix 2: Glossary of Terms Used by STEAM^{2.0}

GDP (at factor cost) - This figure represents the total value of production of goods and services produced by industries resulting from the factors of production. The distinction to GDP (at market prices) is that GDP (at factor cost) is less by the amount of indirect taxes plus subsidies.

Wages & Salaries - This figure represents the amount of wages and salaries generated by the initial expenditure. This information is broken down by the direct, indirect and induced impacts.

Employment - Depending upon the selection of employment units (person-years or equivalent full-year jobs) these figures represent the employment generated by the initial expenditure. These figures distinguish between the direct, indirect and induced impact. “Equivalent Full-Year Jobs”, if selected, include both part-time and full-time work in ratios consistent with the specific industries.

- **NOTE:** The multiplier (B) is analogous to Multiplier (B) described earlier with the exception being that employment values are represented per \$1,000,000 of spending rather than per dollar of spending. This is done to alleviate the problem of comparing very small numbers that would be generated using the traditional notion of a multiplier (i.e. employment per dollar of initial expenditure).

Industry Output - These figures represent the direct & indirect and total impact (including induced impacts) on industry output generated by the initial tourism expenditure. It should be noted that the industry output measure represents the **sum** total of all economic activity that has taken place and consequently involve double counting on the part of the intermediate production phase. Since the Gross Domestic Product (GDP) figure includes only the **net** total of all economic activity (i.e. considers only the value added), the industry output measure will always exceed or at least equal the value of GDP.

Taxes - These figures represent the amount of taxes contributed to municipal, provincial and federal levels of government relating to the project under analysis. This information is broken down by the direct, indirect and induced impacts.

Imports - These figures indicate the direct, indirect and induced final demand and intermediate production requirements for imports both outside the province and internationally.