

EDMONTON 2005 WORLD MASTERS GAMES FINAL REPORT



Passion Qualifies You



WORLD MASTERS GAMES
EDMONTON CANADA 05
JEUX MONDIAUX DES MAÎTRES

MESSAGE FROM THE BOARD CHAIR



The Edmonton 2005 World Masters Games exceeded all expectations.

We welcomed thousands more participants than we originally anticipated. The economic impact in our region was millions higher than predicted. In every aspect, the response was better than we could have foreseen.

But more important than the tremendous success of those 10 days in July is the lasting impression that World Masters athletes left on the people of Edmonton and Western Canada.

Masters sport was an all but unknown concept in Edmonton in 2002 when we won the right to host this event. But after cheering on thousands of athletes who so thoroughly reject the idea that age can be a barrier to sport and fitness, Edmontonians have a new appreciation of *sport for life*.

We owe the success of the 2005 World Masters Games to the legions of volunteers who enthusiastically stepped forward to host the world. Time and again, visitors said that volunteers' warm, friendly welcome is what made the Edmonton Games uniquely memorable.

I salute the volunteer Steering Committee who helped rally the city behind this event, and I thank my colleagues on the Board of Governors for their leadership in delivering one of the most memorable events Edmonton has ever seen.

A handwritten signature in black ink that reads "Stephen Mandel". The signature is written in a cursive, flowing style.

Mayor of Edmonton

Edmonton 2005 World Masters Games Board of Governors

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Honourable Gene Zwozdesky, Minister of Education
Honourable Gary Mar, Minister of Community Development
Al Maurer
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Candice Stasyne, IMGA
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Edmonton 2005 World Masters Games Steering Committee

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Randy Boissannault	Don Hickey
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Debbie Cumming	Jim Meyer
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Pat Hutchison	The Honourable Senator
Deryl Kloster	Claudette Tardif

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1. INTERNATIONAL WORLD MASTERS GAMES

The World Masters Games (WMG) is an international multi-sport event governed by The International Masters Games Association (IMGA). The Edmonton 2005 World Masters Games—held in Edmonton, Alberta, Canada from July 22 to 31, 2005—attracted 21,600 competitors from 89 countries. Competitions were held in 27 sports at over 60 separate venues, with competitors ranging in age from 25 - 96 years.

The Games are a multi-sport festival. Based on the number of competitors, it is the largest multi-sport event in the world. Participants enter the WMG not only for age-category competition, but for the social, cultural and travel opportunities. The WMG do not have qualification criteria for participation, unlike individual sport world championships for veterans or masters.

International Masters Games guiding principles:

- Promoting the philosophy of “sport for life” throughout life
- Motivating a goal-oriented and long-term attitude towards sport, physical fitness and health
- Offering broad-based participation in an open sports event featuring a number of disciplines in a truly multinational environment
- Encouraging mature individuals from all over the world to participate in sport regardless of age, sex, race religion or sport status
- Setting an example to increase recognition that sport may continue throughout life
- Bringing together mature athletes every four years in different cities around the world to practice their sport and to share cultural and tourist experiences

The World Masters Games is steadily gaining in popularity. The Games were first held in Toronto in 1985 (61 countries participating) and have subsequently been hosted in Aarhus, Denmark in 1989 (70 countries), in Brisbane, Australia in 1994 (74 countries), in Portland, United States in 1998 (102 countries) and Melbourne, Australia in 2002 (98 countries).



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2. OUTCOMES

2.1 Outcomes/Benefits

2005 WMG organizers determined at the outset that a successful Edmonton 2005 World Masters Games would provide a targeted set of benefits to Edmontonians, Albertans, Canadians and international visitors. The Games were positioned to further community, sport, economic and masters games development by achieving the following:

1) Participants should have an exceptional experience.

Edmontonians will be encouraged to provide the warm welcome to visitors that they have in past events. Participants will feel welcomed, recognized and celebrated.

2) Sport participation and community involvement should be maximized.

Stakeholders will be engaged in all aspects of the Games.

3) The Games should be presented at a world-class standard.

Participants (competitors, volunteers, officials, sponsors and staff) will recognize and report that Edmonton 2005 was professionally run and well organized.

4) Edmonton's reputation as a host of international events will grow.

A successful Games will lead to more hosting opportunities.

5) The importance and value of sport for life will be better understood.

The Games' legacy will be increased masters sport participation.

6) Cultural festivities will enrich the Games experience.

Participants will be exposed to a variety of Canadian cultural activities.

7) Tourism and business development opportunities will be expanded.

Participants will be encouraged to extend their stay and will recognize Edmonton as a good place to do business.



2.2 Key Performance Indicators

Projected	Indicator	Actual
16,000	Registered Competitors	21,600
4,000	Accompanying Persons	2,917
4,000	Volunteers	5,500
100	Participating Countries	89
\$ 1,200,000	Sponsorship	\$ 2,300,000
\$ 300,000	Commercial Revenue	\$ 274,000
Economic Impact		
\$ 15,000,000	Edmonton Region	\$ 36,400,000
\$ 31,100,000	Alberta	\$ 48,600,000
	Canada	\$ 70,300,000
Breakeven	Budget	Breakeven

2.3 Economic Impact

	Impact on the Edmonton Region	Impact on Alberta (Note 1)	Impact on Canada (Note 2)
Initial Expenditure	\$ 44,850,000	\$ 44,850,000	\$ 66,230,000
Gross Domestic Product	36,400,000	48,600,000	70,320,000
Wages & Salary	27,090,000	32,750,000	45,250,000
Industry Output	69,360,000	90,180,000	130,640,000
Taxes	14,430,000	17,640,000	25,780,000
Imports	11,070,000	21,960,000	32,480,000
Employment (Jobs)	779	913	1,419

Note 1: Impact on Alberta includes the impact on the Edmonton Region.

Note 2: Impact on Canada includes the impact on Alberta and on the Edmonton Region

2.4 Pre and Post Games Survey of Athletes

The Local Games Organization (LGO) and IMGA commissioned Tom Hinch, PhD and Gordon Walker, PhD with the Faculty of Physical Education and Recreation at the University of Alberta, Edmonton, Alberta to provide insight into the

socio-demographic characteristics, motivations and travel profiles of athletes participating in the 2005 Games. An executive summary of their findings is provided in Appendix H.



3 . GOVERNANCE

3.1 International Masters Games Association (IMGA)

The International Masters Games Association comprises 17 International Sport Federations (ISFs) belonging to the General Assembly of International Sport Federations (GAISF). These 17 ISFs represent the Games' core sports.

IMGA is an associate member of the General Assembly of International Sporting Federation (GAISF/AGFIS) and holds the IMGA Annual General Assembly (AGA) during the annual GAISF Congress period.

In periods between successive AGAs, an International Board of Governors is responsible for running the association.

The IMGA is a non-profit corporation organized under the laws of Switzerland. Headquarters are located in the Olympic City of Lausanne, Switzerland.

3.2 Edmonton 2005 Governance Model

The City of Edmonton signed a contract with the IMGA taking responsibility for hosting the 2005 Games. The Local Games Organization (LGO) and its staff were part of the City of Edmonton corporate structure.

The Games were overseen by a Board of Governors and supported by a Steering Committee. The executive director and steering committee chair for the LGO reported directly to the City Manager, the City of Edmonton's chief administrative officer.

3.3 2005 World Masters Games Board of Governors

The City of Edmonton's Mayor chaired the Board of Governors. It included the City Manager, one appointed political representative from the Governments of Alberta and Canada, three citizens recognized for their leadership in the community and Edmonton's representative on the IMGA Board of Governors.

The board met quarterly to review LGO progress and performance. In addition to its governance function, the Board also created linkages with business, sports, arts, cultural and multicultural communities; citizens with disabilities within and around Edmonton; and potential local, national and international sponsors and partners. Members of the board also represented the Edmonton 2005 World Masters Games at events and functions.

3.4 2005 World Masters Games Steering Committee

The Steering Committee was made up of 16 volunteer members including a chair, 12 community leaders and one representative each from the three orders of government.

The committee monitored planning and implementation of the Games. Members also established and chaired the following sub-committees:

- Sport and Venues
- Participant Services
- Volunteer Involvement
- Cultural Festivities



- Marketing and Communications
- French Language Services
- Accessibility

Two members were assigned to advise the Steering Committee on Master Sport Development and Economic Development opportunities.

These committees were supported by full and part time staff in the Local Games Organization. Each of these sub-committees in turn established further volunteer committees as required. It is at this level that the majority of the detailed planning and management for the Games took place. Decisions were most often reached through consensus.

3.5 Local Games Organization

There were 26 full-time staff and 26 part-time/seasonal positions.

Executive Director – Barry Anderson

Responsible for the overall management and direction of the Local Games Organization. Reported directly to the City Manager and worked closely with the Board and Steering Committee. The following positions reported to the Executive Director.

Office Manager –

Trenna Missere and Joanne Storrier

Provided executive administrative support to the Board, Steering Committee and Games management team. Supervised daily office operations.

Director, Venues and Hospitality –

Ray Buckland

Responsible for contracting with all venues, concessions, retail and hospitality, volunteer food preparations and delivery.

- Peggy Gilchrist

Director, Sports – Nicole Poirier

Responsible for planning and implementing the sport competitions. Liaised with local, national and international sports organizations.

- Jody Anderson
- Doug Anton
- Shannon den Besten
- Karla Karch
- Sue Ryniak
- April Zucker

Director, Marketing, Sponsorship and Cultural Festivities – Joan Greabeiel

Responsible for planning and implementing all marketing, sponsorship, communications, special events, cultural festivities and merchandising initiatives.

- Natalie Ozipko
- Sari Rimpilainen
- Adrian Sia Lu

Director, Finance and Administration – Veronica Eischen

Responsible for planning, coordinating and managing all financial systems, information technology systems, administrative matters and legal requirements.

- Karen Lavers
- June Syskakis
- Barry Willing
- Ellen Windsor



Director, Operations – Darlene Bouwsema

Responsible for planning and delivering operational support and services to participants. This included volunteers, venue fit out, venue operations, transportation, medical, security, telecommunications, emergency planning, signage, warehousing, visitor services bureau and the information centres.

- Heather Callahan

**Manager, Communications –
Thelma Scammell**

Managed strategic issues, website, publications, media, and VIP hosting and protocol. This position also supported the French Language Services and Accessibility Sub-Committees.

- Jean Moses

Manager Operations – Ellen Finn

Responsible for the planning and delivery of transportation services, venue fit out and warehousing. Reported to the Director, Operations.

Manager Volunteers – Susan Kankunen

Responsible for the planning and delivery of the Volunteer Program. Reported to the Director, Operations.

VALUES

The LGO adopted the City of Edmonton's corporate values:

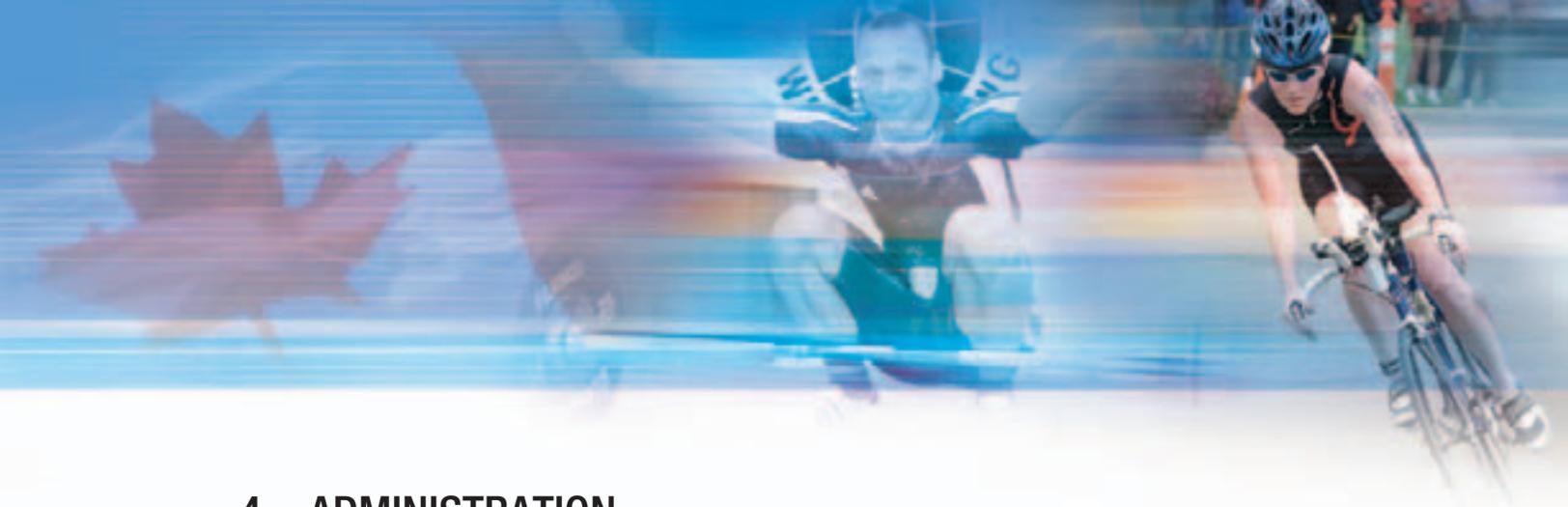
- Positive, motivated attitude
- Open communications
- Smart and safe work
- Customer service

- Integrity and ethics
- Teamwork
- Equality and diversity

OPERATING PRINCIPLES

The LGO developed a specific set of operating principles to guide the operation and management of the Games:

- Provide services to participants in ways that are integrated and seamless.
- Base decisions and allocation of resources on empirical data, analysis of issues and priorities, and an understanding of our stakeholders' requirements.
- Ensure accessible and diverse opportunities.
- Provide programs and services in a safe, effective and efficient manner.
- Assess our performance against outcome-based indicators.
- Understand our mandated roles and responsibilities as we work with others.
- Achieve desired outcomes through collaboration and partnerships.
- Maintain a high standard of ethical and professional conduct in all interactions.
- Be supportive team players.
- Promote and demonstrate open, direct and timely communication.
- Perform to the best of our abilities through continuous learning, encouraging responsible risk-taking and innovation.
- Recognize and celebrate good work.



4. ADMINISTRATION

This division supported the Local Games Organization (LGO) with administrative services and systems either directly from its own staff, by contract or by drawing on services provided by the City of Edmonton. This division also arranged office space and provided administrative and clerical services.

4.1 Financial Services

Financial Services focused on budgeting and financial reporting. Specific attention was paid to developing alternative revenue/expenditure scenarios, development of budget packages, delegation of authority, audit and insurance requirements, budget and variance reporting, banking activities, reconciliation of revenues, taxation reporting, contract management and accounts payable/receivable.

The budget was reviewed monthly by the Steering Committee and quarterly by the Board of Governors.

4.2 Administrative Services

As part of the City of Edmonton structure, the LGO had the advantage of drawing on the services the City regularly provides its departments. The LGO benefited from the City's bulk rate for desktop computer leasing, furniture and corporate IT applications. The City provided services to the WMG in-kind, as a portion of its sponsorship:

- legal advice, preparation and review of all agreements or contracts
- risk assessment, insurance and WCB coverage for volunteers
- procurement of goods and services, storage, distribution and disposal of goods
- desktop support, IT sourcing
- SAP financial accounting

The LGO leased 10,000 square feet of office space 10 minutes from downtown Edmonton. The location offered free ground-level parking and was easily accessible for staff and volunteers. The office housed all staff and served as a meeting place for the Board, Steering Committee and most sub-committees. A limited amount of merchandise was for sale on site.



4.3 Sport Management Systems

A sport registration system including accreditation, results and volunteer registration was developed.

Short timelines posed significant challenges in developing the system. There was just a year from the time the local organization was established to registration opening on January 27, 2004. In addition, not all sport technical requirements were approved when development for the registration system began, resulting in ongoing changes and a reduction in the time available for developing the volunteer and accreditation systems.

In the end, 86 per cent of registrations were done online, a significant increase from past World Masters Games.

A results-reporting feature was not incorporated in the final sport registration system. Each sport forwarded daily results to the LGO for posting on the Games web page. Some sports also posted their results on their provincial, national and international sport web pages and provided links to the Games website. All final results provided to the LGO have also been provided to IMGA and Sydney 2009 organizers to post on their websites.

4.4 Risk Management

A risk assessment was carried out with input from an interdisciplinary team of professionals with considerable major event experience. The results of the risk assessments were reviewed using a Corporate Risk Management tool to determine the appropriate response. Risk control strategies were identified for all identified risks and either incorporated in standard operating procedures or added to the City of Edmonton insurance coverage.

The WMG fell under the City of Edmonton's insurance umbrella. Volunteers were covered by the City of Edmonton's Workers Compensation.

4.5 Accreditation

When participants arrived at the Games, their first stop was the Accreditation Centre where they reviewed and confirmed their registration information. Photos were taken and Games identification tags were provided.

The centre housed 36 accreditation kiosks, all staffed by volunteers. In total, 31,600 accreditations were processed between July 18 and July 31, 2005. At the peak period, all kiosks were open and running for 14 hours per day. During periods of lesser demand, fewer kiosks were open and ran for 10 hours daily.



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5. MARKETING

5.1 Market Research

The Games undertook a number of market research initiatives to determine the correct price points for registration fees and other services. Feedback was also sought on opening and closing ceremonies, merchandise, the website and registration.

Electronic surveys were sent to Canadians who participated in previous World Masters Games. Response rates were good and the surveys helped establish a connection with Canadian athletes that

ultimately helped to promote registration. Electronic surveys were an extremely cost-effective way to obtain information about masters athletes. The survey software was made available free of charge through a sponsorship agreement.

In addition, a group of former Games participants from the Edmonton area were interviewed to acquire more in-depth information on the topics once results from electronic surveys had been analyzed.

Games Entry Fees (prices are in Canadian dollars and include GST)	
Early Bird Competitor/Team Member (until July 22, 2004)	\$ 160
Competitor/Team Member	\$ 185
Registered Companion/Visitor	\$ 75
Registered Team Personnel (coaches and managers)	\$ 75
Additional Sport Fee	\$ 50

5.2 Promotions and Special Events

A number of branding initiatives were used to maximize event awareness and drive registrations.

Efforts were made to participate in local events such as the annual Christmas Festival of Trees fundraiser to further raise awareness of the World Masters Games.

Other initiatives established a sense of welcome and recognition during the event. Protocol, pageantry (primarily local business welcome packages and medal design) and publications were developed to build a sense of celebration. Promotional information was placed in athletes' kits or distributed by volunteers at over 100 regional, 75 national and 50 international sporting events.



AMBASSADOR PROGRAM

The Ambassador Program enlisted a group of former and current elite athletes to encourage others to take part in the Games.

Prior to the Games, Ambassadors appeared at World Masters Games promotional events. During the Games, the Ambassadors participated in a sports competition, attended the Opening Ceremonies, the Northern Light Dinner and Dance and other cultural festivities, events and receptions. They also presented medals and gave media interviews. The time commitment was originally estimated at 15 hours but most Ambassadors put in an average of 20 hours, not including sport competition.

2005 World Masters Games Ambassadors

Dr. Tim Berrett – Race Walk
 Dr. Randy Gregg – Ice Hockey
 Rick Hansen – Wheelchair Marathon
 Andrew Hoskins – Rowing
 Sandy Jacobson – Marathon
 Diane Jones-Konihowski – Pentathlon
 Lori-Ann Muenzer – Cycling
 Susan Nattrass – Shooting
 Kirstin Normand – Synchronized Swimming
 Ross Norton – Wheelchair Basketball
 The Honourable Norman L. Kwong –
 Lieutenant Governor

Ambassadors need not be restricted to elite athletes. Well-known health and wellness promoters would also make wonderful role models.

CHAMPIONS PROGRAM

A group of “everyday” athletes from around the globe also helped to drive registrations and increase awareness of masters sport and the World Masters Games. Champions promoted the event at the grass-roots level by distributing Games promotional materials at local sports associations and clubs, fitness and recreation facilities, sporting events and work places.

The WMG recruited champions by sending introductory e-mail or letters, followed up with phone calls. Follow-up phone calls were much more effective as a recruiting tool than the introductory letters.

Champions were provided with one of two standardized packages:

- 1) Promotions Champions: Games print materials including lure and registration booklets, posters, brochures, handbills and athletes newsletters.
- 2) Presenting Champions: promotional video and PowerPoint presentation in addition to the print material.

Eight local business champions were featured in the Edmonton Journal. Each one told why they signed up for the Games and in which events they were registered to compete.

In total, 520 Champions were recruited: 236 from Canada, 120 from the United States, 85 from Australia and New Zealand, 42 from Europe, and 16 from South Africa.

Champions were recognized for their efforts in a special reception during the Games.



REGISTRATION LAUNCH

The Registration Launch in January 2004 kicked off the Games' special events. This athlete-packed event took place at the University of Alberta Universiade Pavilion. An athletes parade that included first registrants in all sports and sport demonstrations filled out the program.

One Year to Go

Held in July 2004 at Clarke Park, this event consisted of a fun-filled sports competition between the Games sponsors, committee members, media representatives and masters athletes.

100 Days to Go

100 Days to Go was celebrated in style at the University of Alberta Saville Sport Centre in April, 2005. The Games organizers took this opportunity to thank the Games sponsors and volunteers who fulfilled critical roles on various committees.

NATIONAL AND REGIONAL ROAD SHOWS

The road shows were designed to encourage registrations and raise awareness of the Edmonton 2005 World Masters Games and masters sport in general.

National Road Show (October 25 – November 23, 2004)

- 17 presentations in 14 cities (including all provincial capitals)
- Focus was on British Columbia, Alberta and US Pacific Northwest region

Regional Road Show (February 28 – March 22, 2005)

- 13 presentations in 11 cities
- Cities were selected based on size and location, the existing number of Games registrants as well as the number of individuals who had expressed interest in the Games

Each road show consisted of a Games information session with presentations by Masters athletes. Media, national, provincial and local sport association representatives, registered athletes, Games Champions and previous Games participants were invited. Significant efforts were made in all cities to connect with the local sport authority and the tourism board to promote the information sessions on websites and community calendars. Follow-up with the local sport representatives and event locations ensured smooth promotions and operations.

More than 1,000 individuals attended the sessions, split evenly between the National and Regional Road Shows.



EARLY BIRD REGISTRATION

A fee discount of \$25 was offered for those registering up to one year before the Games. This strategy resulted in over 4,000 registrations by July 22, 2004. This was significantly more than had been received by any other World Masters Games in the same time frame.

DRAWS

Two registration draws were also offered.

- Draw #1, closing date February 28, 2005: three prizes included an Air Canada flight, a Via Rail trip and accommodation at The Sutton Place Hotel. By February 28, 2005 (the cut-off date), the Games had boosted registrations to 10,000.
- Draw #2, closing date May 20, 2005: included a free flight, registration and accommodation for the 2009 World Masters Games donated by Sydney organizers. By this time, the Games had achieved an impressive number of 19,800 registrations.

The draws were promoted through the Games website, athletes' newsletters and sport-specific newsletters. Stickers promoting the draw were added to brochures.

The draws were a cost-effective way to promote the Games as the prizes were obtained through sponsorship agreements.

Klondike Days Parade

This televised parade on July 21, 2005 served as the kick off to Edmonton's annual summer exhibition. The LGO entered a float in this event, just one day before the official start of the Games. Entry in the parade helped raise awareness of the Games and sales of Opening Ceremony tickets. Two Games Ambassadors and 200 athletes took part.

Business Decorator Kits

The LGO made free business decorator kits available to local businesses. Kits were distributed through the various business associations within the Edmonton region and included window posters, decals, buttons for staff and table tent cards.

Games Value Guide

A discount guide was distributed to all participants at accreditation. The guide provided discounts valued at over \$150 to a variety of restaurants, retail stores, personal services and attractions.

Wrist Bands: "Sport for Life / Le Sport a Vie"

To promote the value of sport for life, 30,000 light blue wristbands with "Sport for Life" on one side and "Le Sport a Vie" on the other were distributed to participants. Participants were seen wearing the bracelets throughout the Edmonton region. The bracelets proved to be a very popular and in-demand item.



5.3 Advertising

Direct purchase of advertising space was limited. Organizers pursued sponsorships to offset advertising costs.

The LGO contracted professional services in the areas of media sponsorship, advertising, media relations and event planning. Print advertising was almost exclusively with the local print media. Outdoor advertising covered the major cities in Western Canada.

Local coverage was exceptional. Advertising, however, was limited in its coverage to primarily local markets as most sponsors saw the Games as largely a local event. Sponsorship was spread out effectively over key milestones: registration launch, one-year out, registration deadlines and opening ceremonies.

5.4 Sport-Specific Marketing

Each sport was assigned a portion of the Games marketing budget based on the projected number of registrations. Each sport committee assigned one member to prepare and implement a marketing plan for their sport.

Six-months before the close of international registration, registration numbers in a few sports lagged seriously behind. Twelve sport-specific newsletters were created to increase registrations in those sports.

These three-page newsletters included a message from the international technical delegate or the sport committee chair. They also featured a biography of a registered athlete (typically a Games Champion), detailed sport information, registration draw promotions and Games contact information.

The newsletters were sent to those on the expression of interest database as well as registered athletes. Newsletters were also provided to national, provincial and, in some cases, international sport associations, with a request to post on their websites and deliver to their members.

Athletes appreciated receiving information that was specific to their sport. Messaging was clear and relevant to the participants, and sport-specific issues were addressed.

The newsletters were sent electronically therefore the cost of producing and sending them out was minimal. These newsletters provided a good opportunity for recognition of sport-specific sponsors.

5.5 Merchandise

The LGO contracted for an official Games merchandiser.

A variety of merchandise items were available online prior to the Games. Limited items were available at the World Masters Games office, Edmonton International Airport and selected local recreation facilities. As the Games drew closer additional merchandise items were introduced.

Successful merchandise outlets were set up at the Games Centre and major sport venues and Opening and Closing Ceremonies. Sales at Party in the Park and the Frontier BBQ were slow.



6. SPONSORSHIP

6.1 Results

The Edmonton 2005 World Masters Games generated \$2.3 million (CAD) from 84 sponsors and community partners.

A corporate sponsorship strategy and plan was developed with the following key objectives:

- 1) To maximize corporate relationships and revenue generation opportunities.
- 2) To leverage corporate and government relations to capitalize on public awareness vehicles.
- 3) To leave a legacy of corporate interest and expertise in corporate sponsorship investment that would benefit future events.

Initial sponsorship proposals were developed, presented to a sponsor and then tailored in consultation with the sponsor to best address the needs of the sponsor and the Games.

Sponsors participated in a number of ways including cash, services in kind and promoting or sponsoring employee involvement as competitors or volunteers.

Seven levels of sponsorship were developed. The value of the sponsorship was the total of the cash and value in-kind.

Level	No. of Sponsors	Value
Funder (governments only)	3	\$ 1,000,000
Partner	3	\$ 225,000
Builder	7	\$ 115,000
Patron	7	\$ 50,000
Supporter	12	\$ 25,000
Champion	23	\$ 10,000
Friend	29	\$ 5,000



6.2 Sponsorship Recruitment

CORPORATE SUMMITS AND NEWSLETTERS

A series of five corporate summits was offered to the companies and organizations to provide Games updates and information to assist the sponsors in enhancing their investment.

Representatives from sponsoring companies presented their specific marketing and promotions plans, and talked about how they were executing their sponsorship. The summits also provided a networking forum.

Each sponsor also received an electronic newsletter in between the summits.

Branded gifts were provided to sponsors at various points during the planning stage, and each received a framed set of gold, silver and bronze medals at the end of the Games.

SPORT-SPECIFIC SPONSORSHIPS

A number of companies were approached to provide in-kind sport equipment and other support for the Games. The contacts were received from various sources including research the Games staff conducted, existing connections through sport committee members and references from other companies.





7. COMMUNICATIONS

7.1 Promotional Publications

LURE BOOKLETS

In January 2004, an eight-page lure booklet was printed (10,000 copies) to promote tourism opportunities in Alberta and encourage participants to extend their visits. A second, 40-page version, with additional information and advertising, was printed in September 2004 (30,000 copies).

PROMOTIONAL BROCHURES

The 2002 Games in Melbourne presented the single best opportunity for promoting the Games internationally. A general brochure, translated into several languages, was developed for distribution at the Melbourne Games.

Brochures were later revised as more information became available. Different versions were developed for use within Canada—in French and English—and internationally. International brochures were revised a final time in August 2004 and a bilingual brochure was also produced.

By the time the Games arrived, virtually all the brochures had been distributed. As well, a series of sport-specific brochures for the sports experiencing slower registration were printed. The numbers for these specific brochures varied from 2,000 to 5,000, depending on the sport.

REGISTRATION BOOKLETS

Expecting that changes in the registration requirements in some sports would change through the early planning stage, a small run of 10,000 registration booklets were printed to meet initial demand. This was called the Early Bird version.

When sport requirements were finalized a run of 48,000 booklets was printed. Several thousand were not used.

ATHLETE RECRUITMENT NEWSLETTERS

Athletes from the Melbourne Games who expressed interest in the 2005 Games, those who expressed interest elsewhere and registered athletes received the *In the Games* newsletter.

The first six issues were sent to all of the above. Issues seven and eight were not sent to the Melbourne athlete list. Issue nine was sent to registered athletes only.

An extra run of 2,000 copies of each edition was printed for distribution at promotional events.

VIDEOS

Three promotional videos—one each for local, national and international audiences—were prepared. A final video was also produced. The video captured many elements of event planning and sport and social activities that occurred during the Games.



7.2 Games Publications

PARTICIPANT HANDBOOKS

Every athlete, companion, coach, official, and volunteer received a participant handbook. This book (also available in French) covered everything visitors would need to know from the time they arrived to the time they left for home.

SPORT GUIDES

Each sport required separate sport information. Guides varied from 12 to 40 pages, and from 150 to 3,400 copies depending on the sport. Most competition draws were printed separately from the guides.

OTHER HANDBOOKS

Other handbooks were produced for specific needs:

- volunteer handbook (5,000)
- security handbook (300)
- volunteer medical handbook (400)
- transportation and courtesy car driver handbook (300)
- media handbook (500)
- City of Edmonton employee handbook (2,500)

MISCELLANEOUS PRINTING

During preparation, miscellaneous printing was also required including stationery, signage, invitations, thank you cards, accreditation blanks and forms.

EDMONTON JOURNAL SUPPLEMENT

An eight-page insert was placed in the local daily newspaper, the Edmonton Journal, for the week leading up to the Games.

THE DAILY NEWS

The Daily News was distributed each day of the Games, beginning July 22. It was very favorably received. Athletes looked forward to it each day and many kept copies for keepsakes.

The production team included a staff editor, a contract writer and distribution manager. The French language services information officer and several excellent and skilled volunteers were also key.



Printing By the Numbers

Lure booklets	40,000
International promotional brochures	120,000
National brochures (English)	80,000
National brochures (French)	15,000
Bilingual brochures	15,000
Athlete recruitment newsletters	112,500
Registration forms	58,000
Participant handbooks	36,500





7.3 Website

The website was a key marketing tool and communications vehicle, relaying important information to participants.

Website visits grew steadily from the time it was launched, peaking at key times: early bird registration deadline, registration draw deadline, final registration deadline, and just before the Games. Predictably, there was also a peak during the Games when results were posted.

Message boards for each sport were restricted to connecting individuals with teams, or teams looking to complete their membership quotas. E-mail and information requests were initially a good way to respond to interested athletes: the “Request for Information” and e-mail system worked very well one to two years out. However, as we drew closer to the Games, it became too difficult to respond to the increasing number of questions.

The wide range of technologies accessible to different international users did pose some minor problems—less computer-literate people had problems with navigation, Macintosh users were unsupported, spam-blockers prevented pages from opening, and dial-up access could not accommodate some of the PDF files posted.





7.4 Media Relations

Because the World Masters Games were not well known or understood in Canada, generating media interest during the promotional phase was a challenge. At the same time that media coverage was being pursued, staff worked with regional and national tourism organizations to ensure World Masters Games information was incorporated into sales materials.

Story and photo opportunities were provided to media for pre-event coverage. Most success, especially locally, was garnered by pitching athlete human interest stories and through local media events.

A media monitoring company provided media lists, and national and international news release distribution.

Media interest during the Games was outstanding. Local print and electronic media embraced the Games. In total, 300 media professionals were accredited from 45 outlets. Most were local, except for four media outlets from the United States. Some stories from local reporters were picked up nationally.

Media relations included preparation of media releases, organizing media events and photo opportunities, media accreditation and operating a Media Centre during the Games.

MEDIA CENTRE

The Media Centre was staffed by one paid media coordinator and many volunteers who were communications professionals. A media guide—in both French and English—was distributed to provide media with sport and tourism information. The Media Centre was planned to open the day before competition. Huge media interest, however, started with the arrival of athletes at the Accreditation Centre on July 16.

SPORT FIELD CORRESPONDENTS

A sport field correspondent was assigned to each sport venue to assist the media on site and to feed the Media Centre and the Daily News with information about their sport competition (sport highlights, stories of the day, what to watch for in upcoming competitions).

7.5 Public Relations

Organizers pursued opportunities to speak to local municipal councils, service clubs, sport associations, businesses, etc. Staff and Steering Committee members shared the responsibility as presenters, using PowerPoint presentations (updated regularly) and promotional videos.



7.6 VIP Hosting and Protocol

The Edmonton IMGA representative and Games Executive Director welcomed IMGA members and sport federation presidents at the airport. Welcoming packages and gifts were provided and a dedicated VIP Concierge service was provided in the main hotel. A VIP Courtesy Car Program provided transportation throughout the Games.

Visiting dignitaries were accredited at the Games Centre. Local dignitaries had the option of advance accreditation.

In addition to the sporting competitions, VIPs were invited to present medals. They were also invited to attend nine receptions:

JULY 21	Western Welcome Barbecue for early arrivals, Barb and Ernie's Old Country Inn.
JULY 22	City of Edmonton Reception prior to Opening Ceremonies, Commonwealth Stadium.
JULY 23	IMGA/Sydney 2009 Reception, Hotel MacDonald.
JULY 24	ATCO Reception, prior to ATCO Frontier Barbecue, Fort Edmonton Park.
JULY 26	Champions Reception, Riverside Brewhouse, Louise McKinney Park.
JULY 27	Sport Reception, Edmonton City Hall.
JULY 28	Province of Alberta Reception, Government House.
JULY 29	Alberta Capital Region Alliance (ACRA) Reception prior to Northern Light Dinner, Shaw Convention Centre.
JULY 31	TELUS Reception, prior to Closing Ceremonies, TELUS Field.

7.7 Observer Program

The Observer Program consisted of an information session and a half-day venue tour for individuals who were involved in organizing other major events, or who were interested in bidding on future World Masters Games.

The information session included presentations from the IMGA President, Secretary General and Games Executive Director and the director for each division. Observers were provided with manuals that included resource materials on the LGO.

Participants were also invited to attend a sport reception held for all Games sport chairs, IMGA, technical delegates and other sport officials.

7.8 Strategic Issues Management

Preparing for some major issues before the Games began was very beneficial, for example, preparation of proactive messages around drug testing.

Working with the City of Edmonton, City of St. Albert and City of Leduc staff, neighbourhoods were informed of the sporting and social events being run in their area, and notified of any disruptions (road closures, parking, noise, increased traffic).



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8. VOLUNTEER INVOLVEMENT

Volunteers were the heart of the Edmonton 2005 World Masters Games. The 5,500 volunteers were absolutely essential to the Games' great success.

The Games Steering Committee established a Volunteer Involvement Committee to ensure that enough capable volunteers were recruited and that they had diverse opportunities to participate.

Every effort was made to treat all volunteers equally, whether they were volunteering for sport, cultural festivities or other Games activities. Games managers were committed to recognizing, valuing and respecting volunteer involvement. Volunteers were treated as a valuable human resource requiring and warranting support, encouragement, adequate resources and appropriate management. To this end, several sub-committees were established: recruitment, screening and placement, uniforming and accreditation, communications, training and recognition.

Volunteer recruitment officially kicked off on November 18, 2004. Because the World Masters Games were not well known or understood in Canada, generating interest was a challenge and recruitment was slow. As well, the number of volunteers that were required was undetermined until registration closed and the number of participants and venues was finalized. This resulted in a continuous recruitment process, requiring the volunteer sub-committees to significantly shift their work plans.

Volunteers were recruited, screened, assigned, trained and outfitted. In managing volunteers, goals were set to:

- use consistent and integrated approaches
- be respectful of other volunteer organizations and the impact on existing volunteer groups
- link to the community
- leave a positive legacy of volunteer involvement in the broader community by developing the volunteer network and encouraging community leadership

The Games volunteer recruitment effort emphasized the need for volunteers who were fluent in other languages. Opportunities were also provided for those with disabilities. Children 16 and under were also welcomed provided they were supervised by an adult.

A priority was given to outfitting volunteers in attractive, functional and good quality gear. Those volunteering 30 hours or more were provided a ball cap, golf shirt, fanny pack and water bottle. They were also given the opportunity to purchase a vest and short set below cost.

In recognition of their contribution, volunteers were also given two free tickets to the Opening Ceremonies and an invitation to the Closing Ceremonies. Closing Ceremonies served as the final volunteer party where they enjoyed a complimentary barbecue, beverage and live entertainment. Each volunteer also received a gift (glass globe and base) acknowledging their contribution to the Games.



9. PARTICIPANT SERVICES

9.1 Visitor Services Bureau

The Visitors Services Bureau provided a “one stop shopping” concept for participants. This included hotel, bed and breakfast, campground accommodations, air travel, car and motor home rental, pre-game and post-game tours.

In total, 54 hotels were contracted. This required individual meetings with each hotel to tour their property and sign contracts.

Initially, the Games had difficulties securing contracts with the hotels. Typically, event organizers guarantee a certain number of room nights to a hotel. The LGO was not able to do that but instead agreed that Games participants who booked through the Visitors Services Bureau would commit to a three-night, non-refundable deposit. Many participants saw this as a deterrent and made arrangements directly with hotels. A large number of participants also made arrangements to stay with friends or family.

The Visitor Services Bureau set up in the Games Centre to handle issues that arose with participants’ pre-booked arrangements. This proved to be an important resource during the Games. Surprisingly, several participants arrived without any arrangements for accommodations. As well, several participants approached the Bureau as they were unhappy with accommodations they had made on their own.

Billiting and private rental was not considered due to insurance issues and the staff required to manage the recruitment and matching process.

There were 14 tour operators listed on the Games website. Operators booked their accommodations through the Bureau at contracted hotels.

Accommodation

- Average length of stay; eight to 10 nights
- Total of 2,883 reservations processed
 - 1,436 individuals
 - 1,055 private groups
 - 392 travel operators
 - 33 per cent via the Internet, 67 per cent via fax, mail or e-mail

Per-night hotel expenditures

Participants were very cost-conscious and booked a higher percentage of lower cost accommodation.

- Under \$100 – 50 per cent
- \$100-\$129 – 30 per cent
- \$130-\$159 – 15 per cent
- Over \$160 – 5 per cent

9.2 Information Services

INFORMATION CENTRES

Participants stayed throughout the greater Edmonton area. Only 10 per cent stayed in the hotels the Games had contracted. The challenge was to meet the participants’ need for information when they were spread out and difficult to locate.



The solution was to set up an Information Centre in the Games Centre as a primary source of information. It was staffed with volunteers, including volunteers from Edmonton Transit to help with transportation inquiries. This centre was also supported by the City of Edmonton's Citizen Action Centre, a call centre that took any overflow phone calls when lines into the Information Centre were busy. The Information Centre was well accessed by participants and proved to be very busy throughout the Games.

An extensive information binder was developed for the Centre. Computers with Internet access were also available.

An information centre was also set up at the Edmonton International Airport to meet and greet arrivals. World Masters Games banners were put up at the airport and along major roadways, raising interest and excitement in advance of the Games.

SPORT INFORMATION SERVICES

Volunteers staffed the sport information tables in the Games Centre in the early days of accreditation but not consistently throughout Games Centre hours of operation. Volunteer hosts were also assigned to each venue during competition to handle information inquiries and an information kit was put together for each venue. Despite these efforts, many participants approached the Information Centre with very specific sport questions that volunteers could not answer.

PARTICIPANT HANDBOOK

Maps for all sport venues and directions to the venue were available in the participant handbook and the sport guides provided to all athletes. The participant handbook contained quick reference information on a variety of topics including event schedules, social program, transportation, security, visitor information, banking, Internet cafes, shopping, mall hours, and medical information.

TRANSLATION SERVICES

Translation Services were available through the Information Centre. Volunteers who spoke other languages staffed the Information Centre to assist with any language barriers and aid in translation as required. An on-call list of willing volunteers was kept in the Information Centre.

The Games provided translation services in English, French, Spanish, German, Mandarin Chinese and Russian through volunteers at the Information Centre. Spanish and Russian were the most requested languages.

9.3 Medical

Reporting to the Participant Services Committee, a Medical Sub-Committee was established of volunteers with extensive experience in their area of practice. A medical plan was developed for all participants including athletes, volunteers, and spectators.



A medical risk assessment was completed in November 2004 to determine the level of medical care that would be provided on-site. A risk rating was created for each sport that recognized the need for care under five scenarios: minor trauma, major trauma, minor medical, major medical and specialized evacuation for sports such as orienteering or water-based events.

Recruitment of medical volunteers began in October 2004. A call for medical personnel was circulated through each of the allied health groups, through their associations via e-mail distribution lists, website postings, association newsletters, faxes etc.

Medical volunteers were divided into two categories: medical providers and first responders.

Medical providers:

- physicians
- registered nurses
- paramedics

First responders:

- emergency medical technicians
- EMRs
- licensed practical nurses
- certified athletic therapists
- athletic therapy certification candidates
- physiotherapists
- sport physiotherapists
- ski patrol members
- first aiders

All medical volunteers were instructed to provide care within their scope of practice, following the medical control guidelines outlined in the Medical

Volunteer Handbook. Organizers aimed to have at least one medical provider and someone with Automated External Defibrillator (AED) certification on-site at every venue. Additional coverage was determined by the risk assessment, size of the venue and number of playing fields operating.

In total 243 medical volunteers and an additional 33 lifeguards, 25 massage therapists and 11 chiropractors provided medical assistance at the venues.

Athlete requests for athletic taping overwhelmed volunteer resources, time and supplies. Not all venues had an experienced athletic taper on site due to a shortage of volunteers.

It was a major task to schedule the approximately 250 medical volunteers throughout 10 days and covering 80 venues. Sport draws and schedules were sometimes posted late (some not until within 3-5 days of competition) and others had daily schedule changes. These led to last minute phone calls and updates. The Medical Sub-committee was fortunate to have a volunteer with strong IT skills who created a database for scheduling and spent many hours making sure all slots were filled.

Due to the changing sport schedule, the sub-committee decided to post the medical volunteer schedules on the Games website and all medical volunteers were advised to check their schedules 24 hours in advance. This worked well except for the changes that came within 12 hours of competition.

There were 1,721 injuries reported, with only 17 requiring ambulance transport. No fatalities were reported.



9.4 Venue Operations

OPERATIONS CENTRE

The WMG Operations Centre was the nerve centre for all operations. The centre coordinated resources and provided policy direction, operating on an incident command system model. This model was used to ensure information flowed freely during the Games, and also to ensure that requests for information and resources followed a designated chain of command.

All communications from the venues funneled back to the Operations Centre. Venues were divided into eight zones; each zone was overseen by a Zone Captain. At every venue there was a venue team who were responsible for the activities at that venue. Venue teams reported to their Zone Captain, who relayed information to the Operations Centre.

The Operations Centre operated on a policy that decisions should be made at the level closest to the issue, where the understanding of issues and their impacts is greatest. This meant that usually the venue teams made most decisions. Zone Captains were the venue team's first point of contact to solve problems, as the captains could coordinate resources from within the venues in their zones. Venue teams still retained the ability to directly contact the Operations Center or the Functional Areas.

Functional Area Commands were the central coordination point for each Functional Area (i.e. medical, security, transportation etc.). Functional Area Commands were located in the Operations Centre.

9.5 Emergency Planning

The WMG's risk management strategy included an overall emergency plan supplemented by individual emergency plans for each venue. A generic template was developed for use at venues that did not have their own emergency plan. Prior to the start of the Games, fire and safety inspections were completed at each venue.

9.6 Telecommunications

The City of Edmonton provided telecommunications services. They provided a voice communication system for the Games management, venue communications and transportation systems. Various communications technologies were used, ranging from two-way radios to regular telephone services.

Each event had different communications requirements. Four different operational groups—Venue Operations, Sports, Central Logistics and Finance and Administration—identified these different requirements.



VENUE USERS

Venue users needed to communicate within their own venue only. They did not need access to external communications. Typically, they were given two-way radios with two channels: one for their own event, and an emergency channel.

ZONE CAPTAINS AND VENUE MANAGEMENT

These users needed to co-ordinate and communicate with the Operations Centre, other venues and other outside parties. Typically, they used a combination of both a cellular phone and two-way radio, and also had access to facilities with an existing LAN line or fax. The Operations Centre was fully equipped with LAN Lines, fax, internet, two-way radios and cellular phones.

OPERATIONS MANAGEMENT

These users needed to communicate with all safety and security agencies, venue coordinators and stakeholders. Their telecommunication supports (phones, radios or access profiles) were customized to meet their specific needs.

GAMES MANAGEMENT

Managers needed to communicate with all users. They required access to all types of communication devices including specialized devices such as satellite phones. In total, Games management required 475 cell phones and 55 MIKE PCS/Radio and Dispatch Console units.

The technology utilized during the event was not leading edge and most users were familiar with its use, an important factor considering the number of volunteers using the technology. The tools used at the venue operations were basic communication devices such as cellular phones, Centrex III telephones (similar to residential phone service) and two-way radio devices (push to talk).

Ham Radio operators gave the WMG a back-up communications plan that did not rely on hard-wired network facilities. At geographically remote areas where PCS wireless or two-way radios were not reliable, ham radio operators provided the necessary communications support.

Administration for the warehouse function, distribution, and VIP vehicle transportation used MIKE Dispatched Radio. The MIKE network is a WIDE Area service allowing the administration to roam freely within the Edmonton region using the combined PCS Cellular and radio dispatch functions. Transportation dispatch, managed out of the ATCO building, coordinated 48 vehicle drivers.

To reduce the total number of communications devices required, devices were moved from one location to another for different events. This made it more challenging to track devices and maintain accountability. Despite these challenges, only eight cellular wireless devices and nine two-way radios were not returned during the Games.



9.7 Transportation

Reporting to the Participant Services Committee, a Transportation Sub-Committee was established with volunteers who had extensive expertise in transportation planning, WMG Operations personnel supported the committee.

Transportation was provided through a combination of methods: public transit, shuttle service, supplementary bus service and VIP/ support vehicles. Bus services were coordinated with municipal transit providers (Edmonton Transit Service, St. Albert Transit and Strathcona County Transit) and contracted services. Parking control was provided at those venues where traffic was busiest.

Transportation planning was a challenge given that venues were spread throughout the city and events ran at different times. Frequency and routing of buses varied, based on anticipated demand and venue locations.

Competition schedules were finalized just a few days before the events, so there was limited advance information available on possible bus passenger loads and peak demand times. This resulted in numerous changes to bus schedules and volunteer work schedules.

The greatest challenge was to balance transportation capacity and demand, to avoid having large numbers of empty buses on the road. Even with a fixed route and time schedule in place, there were under-used buses in many cases due to the large numbers of unknowns.

Information on transportation services was made available on the Games website, in the sport guides, at the Information Centre and through Edmonton Transit. Edmonton Transit also provided Ride Guides for all participants. The guides contained detailed transit information and schedules. ETS personnel volunteered at the Info Centre providing detailed transit routing information from our affiliated hotels to the Games Centre. They also provided special services for Opening and Closing Ceremonies

PUBLIC TRANSIT

As most venues were on a public transportation route, this was the core service for participants. By displaying their accreditation, participants could ride transit for free. In some cases existing schedules were expanded to meet the need for higher frequency of trips or a greater number of riders.

SHUTTLE SERVICE

A free shuttle service was provided for those venues (eg. Rowing, Golf) that were not accessible by public transit.

SUPPLEMENTARY BUS SERVICE

Supplementary bus service was contracted for the Opening and Closing Ceremonies, and transportation to venues not adequately served by public transit (i.e. no service or limited service to venues with limited parking). These services were provided for competition days only. Parking and bus service control plans were prepared for venues where parking was limited.



TRANSPORTATION FOR VIPS, OFFICIALS AND LOGISTICAL SUPPORT

A sponsor provided a fleet of vans and cars to use for on-call transportation services for VIPs, officials and logistical support for venues. VIP services were provided to IMGAs members, VIPs, performers, technical delegates, and out-of-town officials.

VIP transportation was very well received and considered one of the best organized in local history.

Transportation Facts

- Two local bus companies were contracted to provide over 5,200 hours worth of bus services.
- Over 15 transit routes were created (ranged from one to 10 days in duration).
- The VIP program used 32 vehicles (6 cars and 26 minivans), averaging 2,500 kilometers per vehicle.
- Over 80 volunteer drivers.
- VIP service was offered from 6 a.m. to 10 p.m. daily.
- Approximately 125 volunteers were engaged to manage parking and bus stop locations.

9.8 Security

The overall security plan for the Games focused on security of venues and assets; access to venues; and safety of participants, VIPs and spectators. A risk assessment carried out for the Games identified a relatively low security risk and determined that for most cases, regular police, fire and security and enforcement would be sufficient.

Within the Participant Services Committee a Security Sub-Committee was established with a

combination of volunteers and various agency representatives. The volunteers were experts in the field either from previous work or volunteer experience—retired police officers, security consultants, etc. Agency representatives were drawn from their current employment—City of Edmonton Risk Management, University of Alberta Security, Edmonton Police Service (EPS), Royal Canadian Mounted Police (RCMP). Security services were divided into three categories:

VOLUNTEERS

Over 250 volunteers provided a general presence and managed minor security issues at venues during competition.

POLICE: EPS AND RCMP

The Edmonton Police Service (EPS) established a 12-member unit to support the Games. EPS provided greater security and police functions including road and traffic management, crowd management and security issues of a more significant nature. RCMP provided additional support as necessary at regional venues.

CONTRACT SECURITY

The City of Edmonton's security contractor provided asset protection after competition times (especially overnight).

Security was also responsible for retrieval of lost and found items from venues and processing any valuables. Five vehicles were provided to Security Captains, who roved between venues and addressed security issues in the field.



10. FRENCH LANGUAGE SERVICES

The Steering Committee established a French Language Services Sub-Committee whose purpose was to strive to meet the highest expectations of competitors and spectators in regard to French language services and to recognize Canada's linguistic duality.

The volunteer committee was made up of many respected francophone community members, and was very important in providing francophone community connections for promotion and recruitment.

The Sub-Committee assigned a French Language representative to each of the other major sub-committees. These representatives provided the advice and assistance required to ensure that the bilingual nature of these Games was being achieved.

In accordance with Canada's Official Languages Act, French and English were the official languages for the Edmonton 2005 World Masters Games.

In a March 2005 survey to participants, 90.1 per cent of visitors stated their primary language of communication as English.

The Games recruited up to 500 bilingual volunteers.

Volunteers fluent in other languages wore a badge identifying the languages they spoke.

Athletes commented that the "aesthetics of French" at the medal presentations made the event "feel like the Olympics". Participants appreciated hearing bilingual presentations.





11. SERVICES FOR PERSONS WITH DISABILITIES

The Steering Committee established an Accessibility Sub-Committee to provide recommendations and direction to the World Masters Games Organization with respect to meeting the accessibility and service needs of all competitors, volunteers and spectators with disabilities.

For the Games' purposes, a person with a disability was considered to be someone who is developmentally delayed or has either a sensory impairment or a physical, mental or emotional disability.

The Accessibility Sub-Committee had representatives on each of the major sub-committees to assist in:

- Developing a sport plan for all competitors with disabilities
 - Developing a companion/assistant policy (and programming) for competitors with disabilities
 - Establishing and promoting proper disability etiquette and protocol for all 2005 World Masters Games events
 - Developing a program to ensure that all accessibility requirements were met within all venues specific to sports competition, medal ceremonies social events and cultural festivities for competitors with disabilities
 - Ensuring all accessibility requirements were met for all volunteers and spectators with disabilities
 - Preparing the emergency response plan
 - Ensuring accessibility at all cultural events and festivities
- Ensuring all communications were available in alternate formats, both in English and French languages
 - Developing and implementing a volunteer program including: recruitment, training and development of policies for volunteers with disabilities and volunteers working with competitors with disabilities
 - Developing a transportation plan for competitors with disabilities
 - Making suitable arrangements for all competitors requiring accessible accommodation.
 - Ensuring full accessibility to the Games Centre

The Games strove to be as inclusive as possible for all competitors regardless of ability. Competitors with a disability were welcomed to enter sports and events that complemented their ability level. Some sports included specific medal events for competitors with a disability:

- Athletics (Track and Field and Road)
- Rowing
- Shooting — Pistol
- Shooting — Small Bore
- Swimming (Pool and Open Water)
- Table Tennis
- Tennis
- Triathlon

Other sports did not have separate events, but team rosters could include a competitor with a disability.

In total, there were 22 registrations from athletes with a disability.



12. CULTURAL FESTIVITIES

In planning cultural activities to complement the sports program, the LGO worked to ensure that Edmonton's and Canada's multicultural and bilingual heritage were well represented. There was also a determined effort to showcase local and provincial entertainers at every opportunity. For the most part, activities took place after sport competitions were finished for the day. The most well attended events were often the more informal ones.

In addition to producing events specifically for the Games the LGO used other events to their advantage, arranging cross-promotional opportunities with other events and festivities already occurring in the Edmonton Region around the time of the Games. Many of these events were promoted in the participant handbook or at the Games Centre.

12.1 Opening Ceremonies

35,000 people attended the Opening Ceremonies at Commonwealth Stadium held the evening of July 22, 2005. An executive producer was contracted to manage the event. The ceremonies were designed to welcome, recognize and celebrate the competitors. Competitors were part of the show, not just spectators. The ceremonies included an hour long kaleidoscope of color and culture full of pageantry and technology, which blended into a dazzling production of multi-cultural creations, aerial displays, pyrotechnics and athletic prowess. Opening Ceremony tickets went on sale in May 2005. Adult tickets were \$20 and youth were \$10 (no charge for children's tickets). In all 4,400 were sold. All competitors, companions, coaches and managers who had been accredited were admitted free. Volunteers were given two free admissions.





12.2 Closing Ceremonies

Over 8,000 attended the Closing Ceremonies at TELUS Field held the evening of July 31, 2005. The ceremonies were designed to bring a warm closure to the Games for competitors and to pass on the IMGA flag to Sydney, Australia—the next host city in 2009. The ceremonies also provided the opportunity for the WMG to show their appreciation with a free barbecue for the 5,500 volunteers who hosted the Games.

Everyone enjoyed the fun-filled spectacle. Spectators spilled out of their seats and into the infield to celebrate with other competitors from around the world and mingle with the volunteers.

12.3 Party in the Park

This free event for all participants was held at Louise McKinney Park. Attendance for the evening was over 5,000. Preparations had been made in anticipation of closer to 15,000. Unfortunately, a thunder storm just prior to opening and a second and third throughout the evening certainly impacted attendance. Those who ventured out were treated to a carnival atmosphere.

12.4 Frontier BBQ

Guests traveled through history at Fort Edmonton Park with a ride on the 1919 Edmonton Yukon & Pacific steam train to the 1846 fur-trading post. From here they rode a horse and wagon or took a streetcar along 1905 Street to 1920 Street. They were then treated to a real Alberta beef barbecue, line dancing and country music. Twenty-two hundred tickets were sold at \$55 each for this event.

12.5 Northern Light Dinner

As has become the tradition in past World Masters Games, a semi-formal dinner and dance was held for competitors. Guests were treated to five-star service and cuisine created by gold-medal chefs of the World Culinary Olympics. Entertainment was provided by Edmonton's Festival Review—a taste of festivals that make Edmonton unique. Over 1,200 tickets were sold at \$120 each. The event was held in the Shaw Conference Centre on July 28 and provided an opportunity to host VIPs and top level sponsors.

12.6 Other Festivals and Attractions

The Edmonton Region and Alberta is home to many summer festivals and attractions.

Before the start of the Games, participants could attend the Calgary Stampede or the Edmonton Indy Champs Car Race. During the Games, they could participate at Edmonton Klondike Days, Taste of Edmonton and Heritage Days. If they extended their visit they could attend the Edmonton Folk Festival, either Stony Plain's Blueberry Bluegrass and Country Music Festival or Cowboy Poetry and Country Music Gathering. Fort Edmonton Park, Valley Zoo, Muttart Conservatory, TELUS World of Science Centre and the Ukrainian Cultural Heritage, Elk Island, Banff and Jasper National Parks, the Alberta Royal Museum and West Edmonton Mall were popular attractions.



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13. SPORT

13.1 Sport Selection

International Sport Federations who have membership with IMGA are automatically recognized as WMG core sports. These include the following sports and related disciplines:

- Athletics - Cross Country
- Athletics - Road Race Events
- Athletics - Road Race Walk Events
- Athletics - Track and Field
- Badminton
- Basketball
- Canoe - Polo
- Canoe - Flat Water
- Canoe - Marathon
- Cycling -Track
- Cycling -Time Trial
- Cycling - Road Race
- Cycling - Criterium
- Cycling - Mountain Bike
- Diving
- Golf
- Orienteering
- Rowing
- Shooting - Clay Target
- Shooting - Small Bore/Air Rifle
- Shooting - Handgun/Air Pistol
- Shooting - Full Bore
- Soccer
- Squash
- Swimming - Pool
- Swimming - Open Water
- Table Tennis
- Tennis
- Triathlon
- Weightlifting

An additional 20 sports applied to be included in the Games. The LGO selected the ten that: offered the best sport venues, had strong support from their respective sport associations, could secure sufficient officials, were expected to register a greater number of competitors, and would generate local interest and appeal.

The optional sports included:

- Baseball
- Bowling -10 Pin
- Ice Hockey
- Lawn Bowling
- Rugby - Union
- Softball - Fast Pitch
- Softball - Slo-Pitch
- Synchronized Swimming
- Volleyball - Indoor
- Volleyball - Beach





The Masters World Weightlifting Championships were run in conjunction with WMG. The International Weightlifting Association celebrated their 100th anniversary.

For orienteering, the International Orienteering Federation ran its World Masters Championships in conjunction with WMG. Both of these competitions were welcome additions to the WMG, attracting a large number of international competitors, generating local interest and showcasing excellence in Masters Sport.

In triathlon the LGO was fortunate to partner with the ITU Edmonton Triathlon World Cup. This organization has hosted three previous ITU World Cup races and the ITU World Championships in 2001. They agreed to run the WMG triathlon competition along with their 2005 ITU World Cup event. Participants were treated with the opportunity to compete on an outstanding world class course and mingle with some of the finest triathletes in the world.

13.2 Sport Delivery

The LGO established Volunteer Sport Committees for each sport that were responsible for planning, developing, implementing and evaluating their respective sport competitions. They reported to the LGO. The Sport Committees membership included: a Chair, a marketing representative, and an information technology representative. Other volunteers were recruited by the Chair to handle a number of functions including (but not limited to): meet director, secretary, volunteers, officials, medals, equipment, venue, social events, media and announcer.

A Sport Liaison Officer provided from the LGO provided support to the Committee. As well, an International Technical Delegate (ITD) provided technical support. ITDs nominated by the provincial sport association when international sport federations were unable to provide a delegate.

13.3 Officials

In lieu of payment, a package of volunteer benefits was developed and offered to officials. Most sports accepted the offer and their officials volunteered their time. In those sports in which volunteer officials were used, reports were very positive, especially in those sports where officials were normally paid. Officials reported that they felt they were a greater part of the Games and were more respected by competitors once competitors understood the officials were volunteering their time.



13.4 International Technical Delegates

Very positive working relationships with the International Technical Delegates proved to be invaluable in setting the sport technical packages and in dealing with questions that arose from competitors. They were also helpful with sports requesting changes to technical packages or seeking additional resources. There were nine ITDs from Edmonton, five from across the Province of Alberta, eight from across Canada and five from outside of Canada

13.5 Anti-Doping

At registration, all competitors were advised that the use of illegal performance enhancing drugs would not be tolerated and that competitors would be subject to random drug testing. The LGO developed a doping program in consultation with IMGA. The Canadian Centre for Ethics in Sport (CCES) conducted the testing. The LGO's Medical Officer, the ITD and the CCES Doping Control Officers were involved in randomly selecting competitors for testing. There were no violations.

13.6 Protests and Appeals

Each sport was responsible to ensure competitors were aware of the protest procedures for their sport. Most protests were dealt with directly at the sport level by the Sport Chair and ITD. If the protest was not resolved or deemed to go beyond the sport field of play it was elevated to the Games Sport Manager who met with the Sport Chair and ITD to resolve the matter. In the

event that the matter still could not be resolved, the protest was to be referred to the Executive Director, Steering Committee Chair and Sport and Venues Committee Chair.

13.7 Records

The IMGA does not track Games records, however, some ISFs do (swimming and weightlifting). World records are also maintained by some sports if the competition met their technical requirements (swimming, athletics and weightlifting)

13.8 Master Sport Development

One of the principle benefits that were seen coming from the WMG was a growth in the awareness of the importance and value of sport for life. Relationships were developed with existing agencies to promote master sport and games focusing on health and wellness.

There was also a marked increase in participation in master sport. Over the two years leading up to the Games growth in membership to local sport clubs increased dramatically. For example, the Edmonton Masters Athletics association saw a 250 per cent increase in membership. Local athletic and fitness facilities also reported significant increases in public admissions and in registered, sport-specific training programs designed to prepare participants for the 2005 Games. Many competitors who participated in their first masters event in Edmonton are already training for their next one, and many are saving to travel to the 2009 WMG's in Sydney, Australia.



13.9 Medals

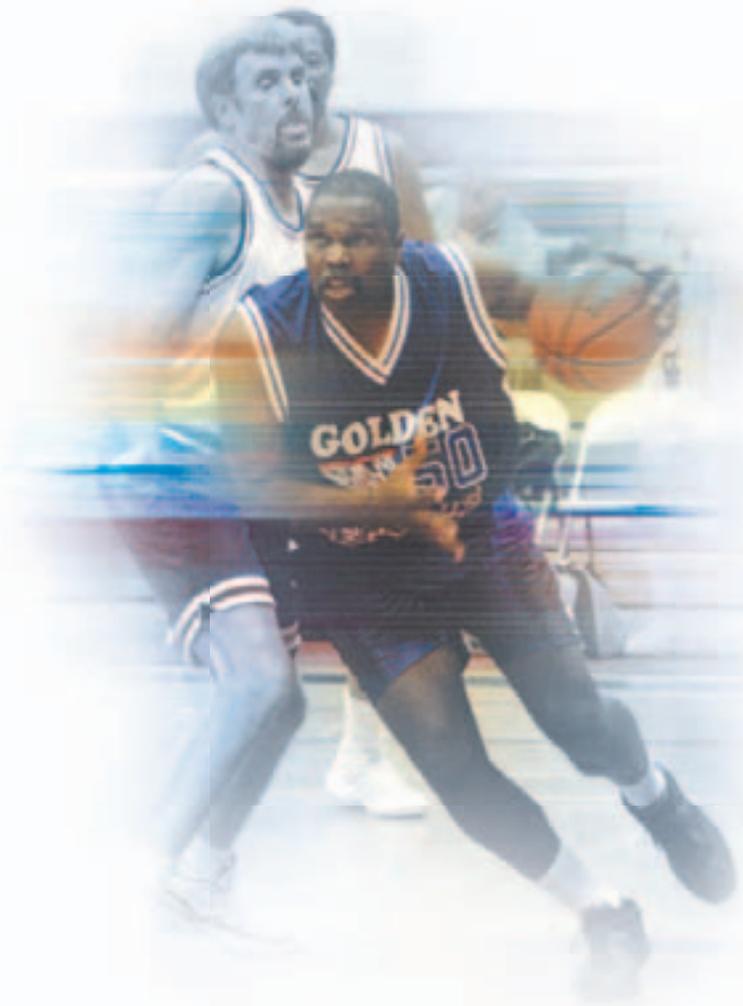
The Games required approximately 16,000 gold, silver and bronze medals.

The design combined the dynamic Games logo with a unique expression of Edmonton and Canada. The medal featured the Canadian maple leaf with Edmonton's City Hall and a stylized illustration of the River Valley on the front. The medal's circular frame carried the bilingual text "2005 World Masters Games" and "Edmonton, Alberta, Canada."

The back of the medal included the words "International Masters Games Association" along the circular edge with the IMGGA logo at the bottom. Space was provided for athletes to have their name and event details engraved. The medal was hung from a ribbon featuring white maple leaves on a red background.

13.10 Showcase Sport

The LGO took the opportunity to showcase Kabaddi to Games participants. Kabaddi was developed over 4,000 years ago to help Indian soldiers develop their self defense skills. Today it is played worldwide. It is an exciting game of speed, strength and strategy.





14. VENUES AND HOSPITALITY

14.1 Selection of Sport Venues

The selected sport venues were those viewed by the local sport community as the best competition venues available in the Edmonton region. In some circumstances where multi-sport venues were seen as the best venue for more than one sport, alternative venues had to be selected. Additional venues were booked in the event that final registration numbers exceeded early predictions, and in case of facility closure or inclement weather.

A number of criteria were factored into the selection including: cost, availability and proximity to public transit, accommodation, other sport venues and parking. An effort was made to use venues that were close together.

More than 60 sport venues were used. Most venues (85 per cent) were within the Edmonton and metropolitan area.

The exceptions were golf courses, open water swim and orienteering venues that were within 100 to 170 kilometers of the city centre. Special transportation was arranged for golf and open water swimming. Orienteers made their own transportation arrangements.

Venues previously built for the 1978 Commonwealth Games, 1983 University Games, 2001 World Athletic Championships and 2001 World Triathlon Championships were utilized. Extensive use was also made of private and community owned

venues and venues at the University of Alberta, colleges, local schools and municipal facilities.

Limited facility upgrades were required to meet competition standards. The only new venue required was the purchase and installation of a 2,000-metre rowing/canoe kayak course in the neighboring City of Leduc and the construction of new beach volleyball courts at John Fry Park.

VENUES (SPORT AND SOCIAL)

Alberta Legislature Grounds
Archbishop MacDonald Catholic High School
Archbishop Oscar Romero Catholic School
Argyll Velodrome
Aviation Hall of Fame
Blackhawk Golf Club
Bonnie Doon Bowling Centre
Callingwood Twin Arena
Canadian Forces Base Edmonton
Centennial Park
Claireview Arena
Coloniale Golf and Country Club
Commonwealth Lawn Bowling Club
Commonwealth Stadium
Concordia University College
Cougar Creek Golf Resort
Devon Lions Campground
Edmonton Soccer Centre East
William Nixon Outdoor Firing Range
Edmonton Queen Riverboat
Edmonton Scottish Society
Edmonton Soccer Association Complex
Ellerslie Rugby Club
Foote Field, University of Alberta
Fort Assiniboine area
Fort Edmonton Park



Garneau Tennis and Beach Volleyball Club
 Gateway Lanes
 Goldbar Park
 Harry Ainlay Composite High School
 Highway 633 (St. Albert Alliance Church)
 Jackfish Lake
 Jasper Place Composite High School
 John Fry Park
 Kinsmen Park
 Kinsmen Sports Centre
 Legion Park
 Louis St. Laurent Catholic School
 Louise McKinney Riverfront Park
 MacEwan Centre for Sport and Wellness
 Mayfair Golf and Country Club
 Mayfield Inn
 Millwoods Arena
 Millennium Place
 Nordic Centre
 Northern Alberta Institute of Technology
 Northern Bear Golf Club
 Spectrum, Northlands Park
 RedTail Landing Golf Club
 Rollie Miles Athletic Park
 Ross Sheppard Composite High School
 Royal Glenora Club
 Rundle Park
 Saville Sports Centre
 Schanks
 Shaw Conference Centre
 St. Francis Xavier Catholic High School
 St. Joseph Catholic High School
 Sunridge Ski Area Chalet
 Sylvan Lake
 Telford Lake
 TELUS Field
 Terwillegar Park

TransAlta Tri-Leisure Centre
 University of Alberta Tennis Centre
 Van Vliet Physical Education and Recreation
 Centre
 Victoria Soccer Club
 Westin Edmonton Hotel
 William F. Lede Park
 Winfield area
 Wolf Creek Golf Resort
 World Health Centre Club

14.2 Venue Contracts

Individual contracts were used for each venue. In most cases the host venue's standard contract was used with schedules added for outlining specific Games requirements.

In most cases, the Games negotiated agreements where rent was waived and only direct incremental costs were billed. In return, the Games provided the host venue the opportunity to maximize their revenues through the sale of food and hospitality services. Further, respecting the current sponsorship arrangements in each of the host venues, the Games did not require existing advertising to be covered or removed.

Host venues were also asked to provide their regular facility personnel to operate the venues during the Games.



14.3 Games Central

The Shaw Convention Centre and Louise McKinney Riverfront Park (across the road from the Convention Centre) were the combined location for Games Central.

This location was selected because it is situated in the heart of downtown Edmonton with very good public transportation. It is close to hotels, shopping and restaurants, the Arts District and the North Saskatchewan River Valley.

The Convention Centre housed both the Games Centre and Operations Centre.

Louise McKinney Park, across the road from the Convention Centre, was the location for the Party in the Park. It housed the Riverside Brewhouse constructed specifically for the Games.

GAMES CENTRE

The Games Centre was set up to:

- showcase Edmonton's spectacular river valley
- create a Games hub and participant meeting place
- showcase a range of Edmonton events, business, services and retail
- create a financial benefit to the organization by having the commercial part of the Centre offset the service part of the Centre
- create opportunities for other members of the community to participate at some level of the Games

The Games Centre was a compilation of a number of services and activities that ran from July 18 to 31 that included:

- accreditation centre
- accommodation
- backpack distribution
- information centre
- official merchandise supplier
- sports desks
- tour service
- a number of regular functions normally identified as services in an accreditation centre

Additional components were added to the Centre including:

- a trade show with over 52 exhibitors in 70 booths (contracted).
- medal engraving on site (over 3500 medals were engraved)
- games photography on site
- business centre providing pay as you go Internet, photocopy, fax and other services
- Meeting Place Café and Valleyview Lounge
- a range of gifts and goods and information and services that created more of a recreational experience for the participants and set a standard of anticipation for the quality of the Edmonton event.

A medal podium and the World Masters Games display were popular attractions for photos. 2009 Sydney World Masters Games and Huntsman World Seniors Games promoted their Games at the Games Centre. Participants coming for accreditation extended their stay in the Games Centre meeting other competitors, visiting displays and picking up merchandise. The Centre was always busy with many return visits.



14.4 Food and Beverage

Providing food and beverage service to competitors, companions, spectators, officials, volunteers, staff, and VIPs for 14 days at 60-plus venues was a significant undertaking. Some venues were well equipped for food service, others were very limited or had no capacity at all. The LGO agreed to use existing concession/catering services in venues that had them, and provided food and beverage vouchers to participants.

Dominion Sport Service came in as a sponsor and an official supplier of catering services. They identified meal requirements and finalized menus and costs in both catered and non-catered venues. They incorporated sponsored products into the overall catering program. They designed and managed the distribution plan (staff, vehicles, warehouse packing and sorting, refrigeration and storage).

Volunteer snacks and food for competitors at road events were pre-packaged.

As part of their outfit, volunteers were given a World Masters Games water bottle. Bulk water was provided and volunteers could simply refill their water bottles. The Games saved the expense and effort of providing and distributing individual bottled water.

VOLUNTEER FOOD PLAN

The Volunteer Food and Beverage Plan was designed to ensure that volunteers were well looked after during the Games.

There were a number of factors that created challenges for this event not typical at most others:

- 5500 volunteers spread out in 120 locations
- no refrigeration available, therefore daily supply was necessary
- potential sponsorship conflicts with supply of water and beverages
- costs

The WMG negotiated with the accommodation sites for the best rate for these meals. The unit also identified and located concessions in locations where there were enough competitors and public to support a commercial operation.

Food served:

- 4,000 post-event catering packs supplied to the eight road races, cycling events and open water swim.
- 35,000 pre-packaged snacks were manufactured and distributed to volunteers.
- 12,000 lunch boxes were provided at non-catered venues.
- 2,000 dinners were supplied where the bun or sandwich was replaced by something more substantial like a noodle cup or pizza.
- 11,000 meals were supplied by venues with a caterer or concession. Menu and prices were negotiated with these venues prior to the Games to give volunteers variety, by providing for menu board items within the volunteer budget. Most venues saw this as opportunity/guaranteed business and looked after the volunteers very well.



14.5 Hospitality

For Games participants, the social experience is as important as the sport experience. The WMG developed an extensive calendar of social events produced by the Games, by sport associations, venue operators, and other commercial interests or festival operators.

MEETING PLACE CAFÉ

The café was set up in the Accreditation area. This area acted as a meeting place for registrants when they first arrived, and operated daily to coincide with accreditation hours.

VALLEYVIEW LOUNGE

The Lounge set up in the lobby of the Shaw Convention Centre opened in the early evening. It served as a rendezvous point for many participants who would meet to enjoy a beverage and music at day's end.

RIVER VALLEY BREWHOUSE

The Brewhouse constructed in Louise McKinney Park (seating for up to 250) was open from noon to 11 p.m. daily, with live entertainment. The recognition event for Games Champions and a number of sport specific socials were held here. The Brewhouse drew few visitors during the early part of the day. A later opening and closing time would have better suited competitors.

CLUB MASTERS

Six major venues were designated as Club Masters located around the City. These existing

commercial operations were selected based on their capacity and special benefits they offered, including entertainment.

SOCIAL VENUES

There were 13 social venues located in or adjacent to sport venues operated by the venues or sport associations that geared up to welcome participants.

SPORT SOCIALS

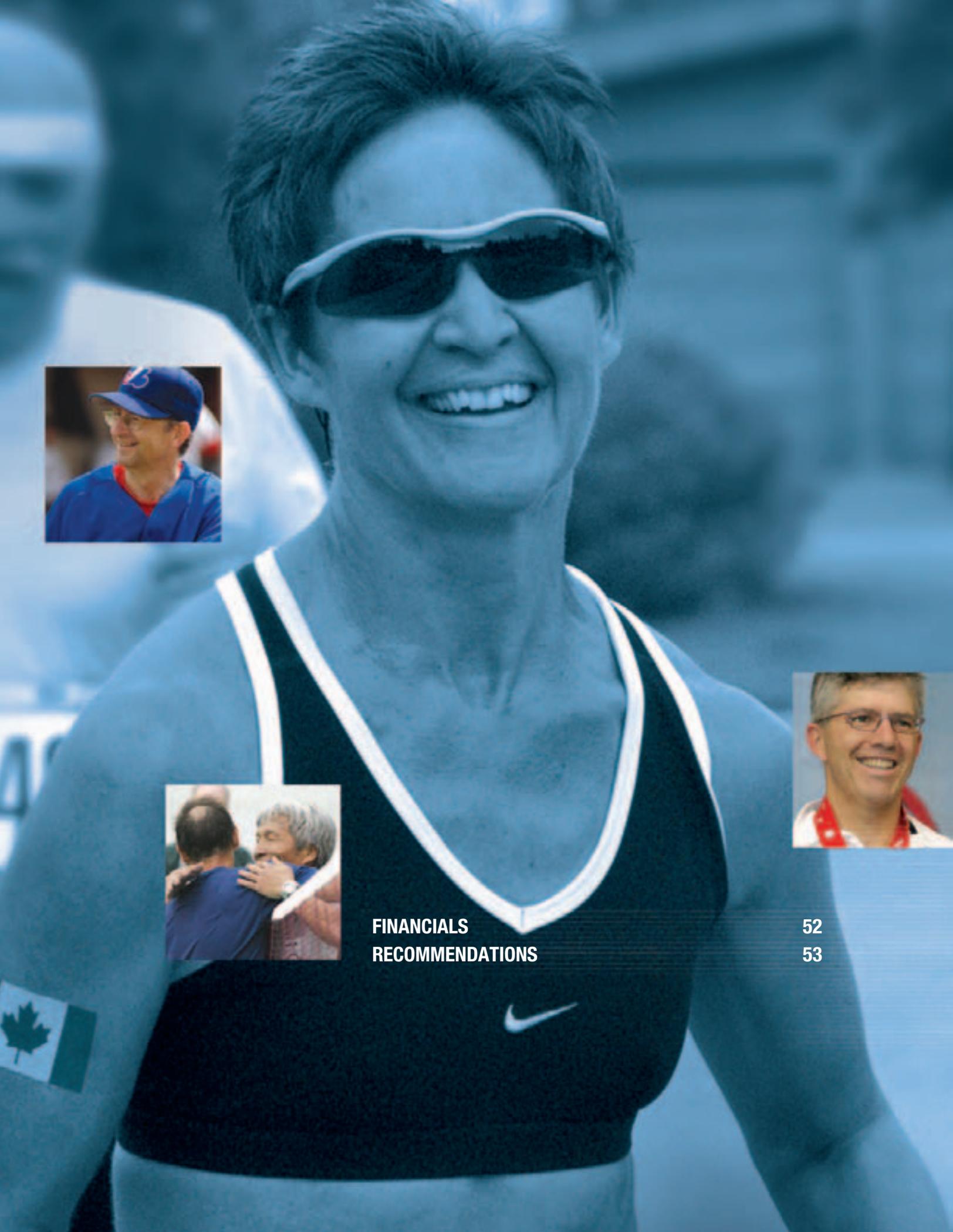
Each of the 27 sports participating in the Games organized and hosted a social specifically for their competitors. These socials were scheduled so as not to conflict with competitions or major events produced by the WMG (Opening & Closing Ceremonies, Frontier BBQ, Northern Light Dinner, and Party in the Park).

COMPANION PROGRAM

Registered companions were accredited and received free public transportation, preferred spectator seating, entry into Opening and Closing Ceremonies and nightly entertainment. They also received a knapsack with product samples, a souvenir handbook and coupons for discounts and free services at local attractions and restaurants.

A special evening was also set up for companions to visit a popular sports bar to enjoy a free beverage, beef on a bun as well as a chance to win numerous prizes and play a round of mini-golf.

Of the 2,916 registered companions, 61 per cent were international visitors.



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15. FINANCIALS

Statement of Operations For the Period June 24, 2003 to December 31, 2005 (unaudited)

	Total Actual to December 31, 2005	Total Budget
REVENUE		
Authorities	\$ 10,210,000	\$ 10,210,000
Commercial Revenue	\$ 220,974	\$ 230,000
Registrations	\$ 3,925,163	\$ 3,606,425
Sponsorship	\$ 816,146	\$ 800,000
Recoveries	\$ 8,383	-
Cultural Event Revenue	\$ 355,899	\$ 102,500
Miscellaneous Sale of Assets	\$ 50,772	-
TOTAL REVENUE	\$ 15,587,337	\$ 14,948,925
OPERATING EXPENSES		
Finance and Administration	\$ 5,506,258	\$ 4,375,342
Marketing, Cultural Festivities and Sponsorship	\$ 2,832,980	\$ 2,925,628
Sports	\$ 2,488,514	\$ 2,679,176
Venues	\$ 1,469,446	\$ 1,592,425
Operations	\$ 2,725,960	\$ 3,376,354
Legacy Contribution	\$ 564,179	-
TOTAL OPERATING EXPENSES	\$ 15,587,337	\$ 14,948,925
NET POSITION	\$ 0	\$ 0

16. RECOMMENDATIONS

Financial Services

Utilize an accounting system that can track expenditures consistent with the nature of cost elements that will be required for the Games.

Administrative Services

1. Identify all systems required upfront. Detail your specifications and bring in your service provider early.
2. Integrate systems where feasible, testing them to ensure adequate support is available from your service provider.
3. Before tendering for goods and services, make your business community aware of the unique nature and business potential of the WMG. With a greater awareness one should expect more informed and competitive bids.
4. Ensure that you have an adequate level of administrative support during critical periods such as volunteer registration, close of early bird registrations, review of tenders, special promotions and when accepting replacement players and refunds.

Sport Management System

1. Ensure that all sport technical requirements are approved before going live with registration to avoid system changes later that may be both costly and confusing to participants. Deadlines for approval of sport requirements need to be established with ITD's.
2. Accept only online registrations, or alternatively, consider a discounted fee for online registrants or a premium for those who do not. If potential registrants do not have access to the Internet, encourage them to seek assistance from fellow competitors.
3. At registration, request only the information you require to register the participant. Follow-up with online surveys to registered participants is a more cost effective way to gather and manage other information you may wish to have.

4. When collecting information from registrants get their approval to release their names to local media, government and embassies.
5. Be certain that you have determined well in advance of the Games how you will gather results and report them in a timely and accurate manner. Interest in results is high during and after the Games.

Market Research

Build participant surveys online for past participants; for those who have expressed interest or already registered. Response to such surveys has been high and the feedback very helpful in planning Games activities that line up with participant expectations.

Ambassador Program

Confirm ambassadors early. A mixture of local, nationally and internationally recognized ambassadors would be beneficial. All ambassadors need not be elite athletes. Recognized community leaders from various walks of life who are active masters athletes should also be recruited.

Champions Program

Develop an electronic tracking system to assist with communications among champions and the LGO.

National and Regional Road Shows

Start planning early to maximize the benefits, incorporating adequate resources dedicated to planning, organization and media. Road shows are significant undertakings with the potential for raising awareness, driving registrations and building excitement in anticipation of the Games.

Registration Launch

Use web page notices and electronic messaging to past participants to reach more potential registrants and communicate launch information. The 2005 launch was primarily a local event to raise awareness.

Early Bird Registration Incentives

Time the close of registration incentives to correspond with other Game promotions (example: National and Regional Road Shows).

Advertising

Emphasize the international makeup, scope and reach of these Games and continually reinforce these messages with potential sponsors, media and participants. The World Masters Games is not simply a local event.

Sport Specific Marketing

1. Sport marketing requires a strong central focus and broad marketing plan. Assistance from sport committees and associations is important in the preparation and delivery of sport specific marketing strategies. Strategies need to be well resourced.
2. Encourage International Sporting Federations to assist with promotion. Provide them with the information they need to do so in a timely manner.
3. Prepare sport-specific newsletters and make them available at least one year prior to the Games.
4. Maintain a distribution network to all relevant sport websites as a cost effective means of distributing updated sport information.
5. Distribute promotional materials to both elite and recreational leagues.

Merchandise and Licensing

1. Ensure that you offer quality merchandise with a variety of items and price ranges.
2. Introduce new items as the Games approach.
3. Establish retail sales outlets for pre-game sale of merchandise.

Sponsorship Recruitment

1. Conduct a fund raising feasibility study to be used as the basis upon which to build your budget and sponsorship recruitment strategies.
2. Dedicate a full-time staff member to manage sponsorships early on. Games organizers should expect lengthy negotiations before companies confirm a contract, and be willing to adapt sponsorship packages and proposals as necessary.

Properties

Properties should be well defined and introduced as early as possible into sponsorship activities to ensure the maximum value can be presented to potential sponsors.

Promotional Publications

Provide clear explanations on how fees work. Charging different fees for sport registrations and extra events can create confusion.

Game Publications

Utilize the benefits of putting most publications online, thereby reducing the cost of production and distribution. Updates are also easily accommodated without the cost and confusion of reprinting later issues.

Website

1. Optimize the use of your web page to serve as your primary communication tool for registration, marketing and promotions before, during and after the Games.
2. Ensure you have adequate staff or volunteer resources assigned to keep the web page current and to respond to web inquiries in a timely manner. A dedicated web master would be invaluable.

Media Relations

1. Media Centre should be fully operational to coincide with arrival of the first participants.
2. If participants are asked when they register if they are prepared to share their “story” with the media, they need to provide a contact number where they can be reached during the Games.

Volunteers

1. Volunteer management software must satisfy the requirements for communication, accreditation, placement, orientation, distribution of uniforms, and scheduling. The software provider needs to demonstrate that they have experience in working with volunteers preferably within a multi-sport event.
2. Provide adequate staff support to perform regular web page updates, produce the volunteer newsletter, and update recruitment material and training and orientation letters.
3. Advertise broadly the volunteer recruitment launch.
4. Create a self-registration volunteer form on the Games website.
5. Maintain a separate phone line for volunteer inquiries.

Visitor Services Bureau

Consider establishing a web-based Visitor Services Directory as an alternative to a one-stop Visitor Bureau. Solicit accommodation providers, car rental agencies and tour operators to purchase space on the directory. Revenues could then be applied to cover web and staff costs related to managing the directory.

Information Services

1. Ensure Sport desks in the Games Centre are staffed with volunteers and Games staff throughout the Games.
2. Ensure information centres at venues are well resourced with information on all Games activities and have web-access for up to date information on sport draws and results.

Medical

1. Provide a medical taper at each venue. The majority of injuries were strains and sprains. Providing training to volunteers on how to tape could prove to be a successful recruitment strategy.
2. Have medical providers trained in Automatic External Defibrillators (AED) at every venue.
3. Scheduling medical volunteers is a demanding responsibility. A staff person or volunteer who can dedicate almost full time hours will be required 2-3 months out.
4. Budget a small stipend to offset travel and accommodation costs to serve as an incentive to recruit medical volunteers from outside the region. These volunteers could be used as a contingency should sufficient local volunteers not be available.
5. Create a separate volunteer application for medical volunteers. This would allow the application to identify and request specific requirements that would attract the volunteers with the required skills, thereby facilitating the screening process.

Venue Operations

1. Bring on Venue Managers and Zone Captains at least 4 weeks before the Games.
2. When establishing an Operations Centre, ensure that minimal staff required by functional area are identified and scheduled for the full period of the Games. Once the Games are underway it is difficult to pull staff back to the Centre.

Telecommunications

Involve vendors with planning teams to ensure that the range and diversity of telecommunication requirements can be identified and addressed in a cost effective manner.

Transportation

1. Request registrants to provide information on how they expect to travel from their accommodation to competitions and events. This information should help to schedule the appropriate level of public and Games transportation and identify requirements for parking.
2. Incorporate volunteers assisting with parking and traffic management into the venue teams rather than coordinating them centrally by the Transportation Committee.
3. Manage the transportation volunteers assigned to park and ride shuttle sites through the VIP driving program.
4. Ensure representatives from the contracted service providers and the Transportation Committee are present at the Operations Centre.

Security

Lost and Found procedures need to be well established and communicated to all parties.

Venue Fit Out

1. Connect operations staff with sport committees as early as possible.
2. Confirm final sport requirements at least one month prior to competition.
3. Recognize that flexibility is important for Venue Fit Out to ensure sports receive what they need to operate efficiently. Ongoing changes in sport needs due to the late confirmation of final registration created challenges with suppliers, the Operations division and delivery schedules.

Warehouse Logistics

1. Operate the VIP dispatch and the warehouse from the same location, to provide for the quick distribution of small items.
2. Manage an effective Logistics Database—it is a critical tool in the successful implementation of the Games.
3. Develop a comprehensive load-out schedule, including all supplier-direct services.

French Language Services

1. For any event hosted in Canada, make a full commitment to producing a bilingual event from the outset. When official languages expectations are integrated into the planning process from the beginning, all Games aspects and appropriate budgeting can then align to official languages requirements.
2. Recruit a high-profile francophone ambassador for the event.

Services for Persons with Disabilities

A number of things could be done to welcome more competitors with disabilities:

1. Consider including team sports.
2. “Get the word out” to disabled sport organizations about the Games.
3. Avoid conflicting dates with other disabled sporting events.
4. Plan for all types of disabilities, regardless of anticipated numbers of disabled athletes.
5. Plan for accessibility. Certain elements of event infrastructure, such as transportation, should be accessible regardless of numbers of participants requiring the service.
6. Consider including competitors with disabilities in promotional materials and events.
7. Complete an accessibility needs assessment no later than six months prior to the Games.
8. Dedicate a full time staff person and budget line to support the Accessibility Committee.

Cultural Festivities

1. Schedule festivities to start after sport competitions finish.
2. In scheduling start and finish times for competition, recognize that competitors wish to both compete and socialize.
3. For participants visiting the host community, the Games are a sport holiday. Every effort should be made to acquaint visitors with local events and attractions. Encouraging participants to attend them reduces the need for the Games to produce duplicate events and further supports local initiatives.

Sport Selection

Do not discourage other World Masters Championships (eg. Orienteering and Weightlifting) from running their competitions alongside the WMG. These events attract many international visitors and world-class athletes. These competitions are very well run, demand a high standard of excellence and add value.

Officials

1. If officials are asked to volunteer, allow time to complete necessary negotiations.
2. Inform participants that officials are volunteers. When athletes were informed of this, they treated officials much better and officials felt they played more of a participant role.
3. Arrange to have officials fed, particularly when they have to officiate at early draws or return late from evening draws.

Masters Sport Development

Games legacies should be determined at the time the bid for the Games is submitted. This would add value to the bid and set direction for the LGO.

Medals

1. Manage a central list of VIP and sponsors wishing to present medals. This list should then be provided to each sport to schedule.
2. Ensure that medal winners are flagged and linked to the registration system. Many communities are interested in knowing who the winners were and how to reach them.

Venues and Hospitality

GAMES CENTRAL

1. Include a Sport Expo as a regular feature in future WMGs, and contract this function to a trade show company. The 2005 Expo generated a great deal of interest, adding to the overall excitement experienced at the Games Centre. Sport Expo hours should coincide with the hours Accreditation is open.
2. Have the Games Centre and Accreditation areas set up and ready to go well in advance of the first day of accreditation, and be prepared to deal with the early rush. Dedicated overall site planning and management is critical to its success given the complexity and variety of activities occurring over an extended period of time.

FOOD AND BEVERAGE

1. Contract catering services for remote venues without food services early. Difficulties can arise acquiring mobile caterers who may have other commitments. Given the potential low volume of sales at some of these venues, the Games may need to consider subsidizing caterers to ensure services are available.
2. Provide food vouchers for volunteers assigned to venues that have catering services available. This avoids the need to duplicate services and provides a revenue to the local caterer or host venue.

VOLUNTEER FOOD PLAN

1. Provide volunteers with water bottles and bulk water for them to refill their bottles. This reduced operating costs significantly. Volunteers appreciated this convenience and the WMG water bottle they were able to keep.
2. Provide prepackaged snacks as a cost effective way to greet volunteers at the start of their shift. Snacks were also appreciated by volunteers who had short shifts and didn't qualify for a full meal.

HOSPITALITY

Avoid scheduling conflicts between social events and sports competitions. Social events are important functions for most participants.

COMPANION PROGRAM

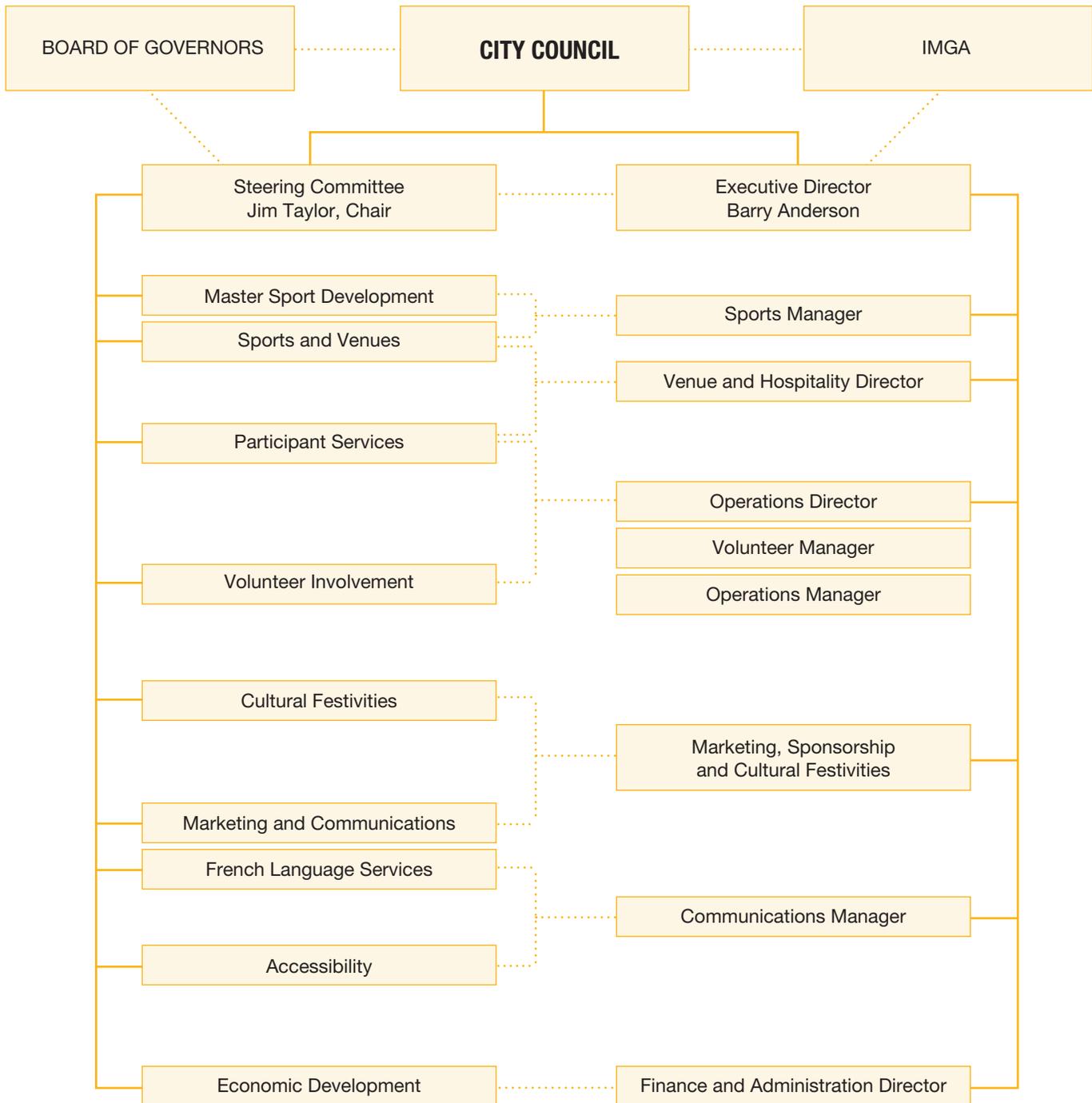
Consider developing more companion information and programming early to increase registration numbers. Companion registration fell short of original projections. Many companions did not register until they visited the Accreditation Centre. Participants told us that a combination of a lower registration fee and more attention paid to the program in pre-Games promotions would have attracted more registrations.



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Steering Committee Organization Chart



Sub Committee Functions

SPORT AND VENUES

Chair – Susan Bulmer

- Outcomes #1, 2, 3, 4, 5
- Technical Delegates
- Sport Technical Packages
- Competition Program
- Medal Ceremonies
- Medical Athletes
- Standards/Repair/Maintenance
- Policies
- Program requirements (sport facilities, services & amenities)

MASTER SPORT DEVELOPMENT

Chair – Jeff Bellinger

- Outcomes #1, 2, 4, 5
- Promotion & Education
- Interagency Co-operation

CULTURAL FESTIVITIES

Chair – John Mahon

- Outcomes #1 & 6
- Opening/Closing Ceremonies
- Northern Lights Dinner/Frontier BBQ
- Cultural Activities Program and Venue Requirements

MARKETING AND COMMUNICATIONS

Co-Chairs – Pat Hutchison and Jim Meyer

- Outcomes #1, 2, 3, 7
- Ambassadors
- Media (Services & Centres)
- The Look (Signage and Pageantry)
- Protocol
- Medals (design)
- Promotions (Road Shows)
- Local, National, International Marketing
- Tourism
- Public Relations
- Sponsor Support

VOLUNTEER INVOLVEMENT

Chair – Fred Day and Glynis Thomas

- Outcomes #1, 2, 3, 4, 5
- Recognition
- Recruitment
- Training & Development
- Dress
- Policies

PARTICIPANT SERVICES

Chair – Don Hickey

- Outcomes #1, 2, 3, 4, 6
- Transportation
- Security & Communications
- Hospitality
- Games photography
- Meet & Greet
- Emergency Response Plan
- Spectator Medical
- Games Centre (Design and Operations)

ECONOMIC DEVELOPMENT

Chair – Maureen McCaw

- Outcomes #1, 3, 4, 7
- Business Promotion

FRENCH LANGUAGE SERVICES

Chair – Claudette Tardiff and Randy Boissonnault

ACCESSIBILITY COMMITTEE

Chair – Debbie Cumming

Summary Statement of Operations to December 31, 2005

	2002 Actual	2003 Actual	2004 Actual	2005 Actual to Dec 31/05	BRIK Received	Total Amount to Dec 31/05	Budgeted Cash	BRIK	Total Budget
REVENUE									
Authorities			2,019,688	8,129,312		10,210,000	10,210,000		10,210,000
Commercial Revenue		20,865	100,632	99,477		220,974	230,000		230,000
Registrations			1,270,885	2,654,278		3,925,163	3,606,425		3,606,425
Sponsorship			71,623	451,960	292,563	816,146	507,437	292,563	800,000
Recoveries		8,298	85			8,383			
Miscellaneous			185	355,714		355,899	102,500		102,500
Sale of Assets (Garage Sale)				50,771					
TOTAL REVENUE		29,163	3,463,098	11,802,512	292,563	15,587,336	14,656,362	292,563	14,948,925
OPERATING EXPENSES									
Finance & Administration	502,644	1,077,853	1,465,098	2,450,663	10,000	5,506,258	4,365,342	10,000	4,375,342
Marketing, Cultural									
Festivities & Sponsorship	203,477	336,367	684,076	1,590,635	18,425	2,832,980	2,907,203	18,425	2,925,628
Sports		189,789	841,339	1,342,898	114,488	2,488,514	2,564,688	114,488	2,679,176
Venues		103,955	160,427	1,205,064		1,469,446	1,592,425		1,592,425
Operations		17,435	312,162	2,246,713	149,650	2,725,960	3,226,704	149,650	3,376,354
TOTAL OPERATING EXPENSES	706,121	1,725,399	3,463,102	8,835,973	292,563	15,023,158	14,656,362	292,563	14,948,925
INTERNAL OPERATING EXPENSES									
TOTAL EXPENDITURES	706,121	1,725,399	3,463,102	8,835,973	292,563	15,023,158	14,656,362	292,563	14,948,925
DEFERRED REVENUE (LEGACY)									
	(706,121)	(1,696,236)	(4)	2,966,539		564,179	(0)		(0)

Registration Summary

Number of Competitors in more than one sport	1,098
Number of paid coaches/managers	592
Number of paid Companions/Visitors	2,325
Number of Primary Sport Fees purchased	21,600

INTERNATIONAL REGISTRATIONS

Canada	14,267	French Polynesia	5	Venezuela	7
United States	1,973	Germany	249	Nigeria	33
Antigua and Barbuda	2	Ghana	1	Northern Ireland	2
Argentina	25	Great Britain	11	Norway	168
Armenia	2	Greece	5	Pakistan	9
Aruba	2	Guam	28	Papua New Guinea	1
Australia	1,411	Guatemala	27	Peru	14
Austria	43	Holland	1	Poland	4
Bangladesh	2	Hong Kong	2	Puerto Rico	17
Barbados, West Indies	1	Hungary	62	Qatar	1
Belarus	8	India	140	Romania	1
Belgium	14	Indonesia	5	Russia	402
Bermuda	1	Ireland	20	Russia Federation	1
Brazil	259	Israel	42	Scotland	6
Brunei	1	Italy	23	Singapore	3
Bulgaria	3	Jamaica	9	Slovakia	7
Cayman Islands	1	Japan	186	Slovenia	8
Chile	7	Korea, South	7	South Africa	61
China	13	Latvia	107	Spain	5
Colombia	7	Lithuania	77	Sri Lanka	35
Croatia	4	Macau	8	Sweden	207
Cyprus	1	Malawi	1	Switzerland	76
Czech Republic	77	Malaysia	3	Taiwan	84
Denmark	80	Mariana Islands	2	The Bahamas	1
Ecuador	4	Mexico	128	Trinidad and Tobago	5
Egypt	7	Mongolia	17	Turkey	1
El Salvador	3	Nepal	1	Ukraine	79
Estonia	76	Netherlands	24	United Arab Emirates	3
Finland	206	New Zealand	266	United Kingdom	323
France	38	Vanuatu	1		

Total Participants 21,600
Total # of Countries 89

ALBERTA

Edmonton & Area	
Ardrossan	43
Beaumont	83
Devon	32
Edmonton	4,907
Fort Saskatchewan	87
Gibbons	13
Leduc	79
Sherwood Park	698
Spruce Grove	203
St. Albert	750
Stony Plain	84
Edmonton and area	6,979
Calgary	1,334
Other Alberta	1,709
Total Alberta	10,022

CANADA

Outside Alberta	
British Columbia	2,389
Saskatchewan	574
Manitoba	152
Ontario	869
Quebec	102
New Brunswick	23
Nova Scotia	43
Newfoundland	2
Prince Edward Island	14
Northwest Territories	41
Yukon	34
Nunavut	2
Other Canada	4,245
Alberta	10,022
Total Canada	14,267

SUMMARY

Edmonton Region	6,979
Other Alberta	3,043
Other Canada	4,245
Total Canada	14,267
United States	1,973
Other International	5,360

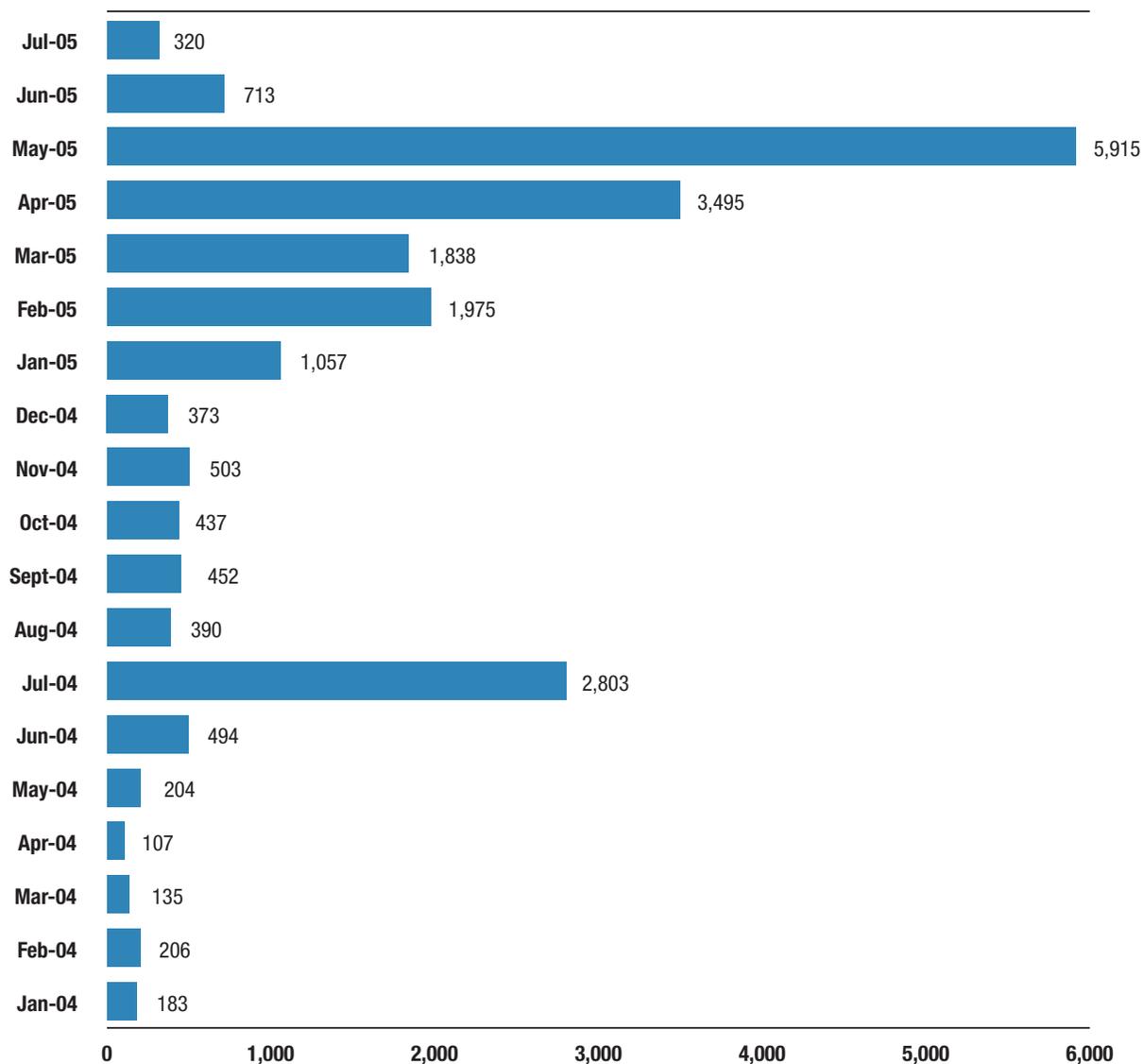
Total Participants 21,600
Total # of Countries 89

per cent Participants Canadian 66.05 per cent
per cent Participants International 33.95 per cent

Sport Registration

Sport Name	Number of Entries	Number of Individuals	Number of Teams
Athletics		3,087	
10K Road Race	835	835	
Half Marathon	1,377	1,377	
Race Walk Road (10&20K)	172	172	
Track&Field		1,476	
X Country	467	467	
Badminton	1,708	615	
Baseball	293	293	18
Basketball	1,584	1,584	143
Bowling 10-Pin	211	92	
Canoe / Kayak		556	
Canoe / Kayak - Canoe Polo	52	52	9
Canoe / Kayak - Marathon	451	299	
Canoe / Kayak - Sprint	1,916	371	
Cycling		955	
Mountain Bike	293	293	
Criterium	382	382	
Road Race	631	631	
Road Time Trial	548	548	
Track	534	194	
Diving	307	110	
Golf	860	860	
Ice Hockey	1,838	1,838	120
Lawn Bowling	150	82	
Orienteering	1,214	1,022	
Rowing	5,213	1,103	
Rugby Union	631	631	24
Shooting			
Full Bore	52	38	
Pistol	400	88	
Small Bore	166	71	
Soccer (Football)	2,674	2,674	150
Softball Fast Pitch	1,285	1,285	74
Softball Slo Pitch	669	669	44
Squash	446	386	
Swimming		1,421	
Open Water	300	300	
Pool	5,535	1,369	
Synchronized Swimming	284	180	
Table Tennis	315	138	
Tennis	963	547	
Triathlon	894	894	
Volleyball Beach	239	219	93
Volleyball Indoor	1,478	1,413	155
Weightlifting	389	389	

Registration By Month



Total number of Participant registrations – 21,600

Sponsors & Community Partners

FUNDERS

Federal Government
 Western Economic Diversification (\$4,000,000)
 Government of Alberta
 Community Development (\$4,000,000)
 City of Edmonton (\$2,200,000)

PARTNERS (\$225,000)

Edmonton Journal
 Global Television
 TELUS

BUILDERS (\$115,000)

Air Canada
 ATCO Gas
 City of Leduc
 Corus Entertainment
 Edmonton Airports
 NEWAD
 Pattison Outdoor Advertising

PATRONS (\$50,000)

Acrodex
 Big Rock Brewery
 Butterfly
 DDB Canada
 EPCOR
 Glentel
 Radio-Canada Alberta

SUPPORTERS (\$25,000)

Acton Consulting Ltd.
 Alberta Capital Region Alliance Ltd.
 Coca-Cola
 Cowan Graphics
 Delaware North
 Dynacor Media Group
 Golf Tournament Management Systems
 Medtronic
 Quebecor World West
 Strathcona County
 Tempur Canada / Rogers Sleep Shop
 TransCanada Corporation

CHAMPIONS (\$10,000)

ATB Financial
 ATCO Frontec
 Big Top Tent Rentals
 Brinsmead Ziola Kennedy Architecture

Calgary Corporate Challenge
 Corporate Express Canada
 DRIVING FORCE
 Edmonton Corporate Challenge
Edmontonians
 F.A.S.T. Limited
 Jackson-Triggs
 Leger Marketing
 Martin Equipment
 Mayfair Golf & Country Club
 Northlands Park
 Running Room
 Sharp's Audio-Visual
 Subway
 The Sutton Place Hotel
 Tim Hortons
 United Cycle
 University of Alberta
 Yonex

FRIENDS (\$5,000)

3M
 adidas
 Alberta Co-op Taxi Line
 Boston Pizza
 Canadian Western Bank
 CCN Matthews
 City of Spruce Grove
 City of St. Albert
 Complete Bowling Service
 County of Barrhead
 County of Wetaskiwin
 Edmonton Chamber of Commerce
 Edmonton Downtown Business Association
 Elapsed Time Advertising
 HAZCO
 Janet Marshall Kaethler
 Lawn Bowls Association of Alberta
 Melcor
 Molten
 Parkland County
 Precision Scale
 Schenker
 Sturgeon County
 The Brick
 Ticketmaster
 Town of Devon
 Town of Fort Assiniboine
 Town of Sylvan Lake
 Woodlands County

Pre & Post Games Survey of Registered Athletes, Motivations, Travel Behaviours and Socio-demographic Profiles

SUMMARY OF FINDINGS

As one of the legacies of this event, the Edmonton 2005 World Masters Games Organizing Committee commissioned this research to provide insight into the socio-demographic characteristics, motivations and travel profiles of athletes participating in the 2005 Games.

The full report provides details on the methodology, pre-game and post-game motivations of all respondents, travel profiles by origin of visitors, samples of perceptions of Edmonton and additional respondent comments.

MOTIVATIONS OF ALL PARTICIPATING ATHLETES (932 RESPONDENTS)

GENERAL CHARACTERISTICS

- 65% were between 41 and 60 years old with a further 16% being older than 60. Local athletes tended to be younger than visiting athletes.
- A mean annual household income of \$107,352 Canadian
- 79% had a post secondary degree/diploma or higher (e.g., graduate & professional)
- 77% were married/common law
- 46% had dependent children still living at home
- 81% were first time participants in the WMG

MOTIVATIONS AND EXPERIENCE

Of the 30 motivational items listed on the questionnaire, the four ranked motivations were:

- Having a stimulating experience (98% pre-games and 97% post-games)
- Gain an experience I can look back on (93% pre-games and 97% post-games)

- Do something different from what I normally do (92% pre-games and 94% post-games)
- Experience the excitement that always happens at sport events (93% pre-games and 94% post-games)
- Generally, the scores for post-games motivations were higher than pre-games motivations especially for those related to the social dimensions of the experience and the change in routine that the Games provided.

MEASURES OF PERSONAL SUCCESS

Participating athletes tended to evaluate their performance based on personal or internal measures rather than comparisons against the performance of other athletes. The top ranked measures of success were:

- I performed to the best of my abilities (98% pre-games and 92% post-games)
- I reached my goal (89% pre-games and 90% post-games)
- I worked hard (87% pre-games and 90% post-games)

TYPE OF EXPERIENCE

The activity dimensions of the WMG experience scored the highest in terms of the motivations of participating athletes followed by social and place-related motivations. However, the greatest increases from the Pre-games survey to the Post-games survey were found in the motives related to the social and place dimensions.

- Play sports (93% pre-games and 97% post-games)
- Meet new people (76% pre-games and 82% post-games)
- Travel to a new destination (visitors only) (53% pre-games and 69% post-games)

TRAVEL PROFILES OF VISITING ATHLETES (727 RESPONDENTS)

GENERAL CHARACTERISTICS

- 23% of all visitors had participated in a previous WMG with a high of 51% of those in the Other International category
- 89% stated that participation in the WMG was the primary purpose of their visit to Edmonton with a low of 72% of the athletes from other parts of Alberta making this claim
- 58% traveled to the Games with at least one other individual
- 48% were 51 years or older with a high of 61% of the Other International respondents falling in this age cohort
- the mean annual household income was \$107,482 Canadian dollars with respondents in the US group reporting the highest incomes at \$140,160 Canadian
- 78% had a post secondary degree/diploma or higher (e.g. graduate)
- 75% were married/common law
- 59% reported having no dependent children still living at home

TRAVEL BEHAVIOUR DURING THE GAMES (FOCUS ON EDMONTON)

- the three most popular tourist activities were
 - shopping (63%)
 - patronizing a bar or night club (39%)
 - attending another sporting event (32%)
- the most popular types of accommodation used were
 - hotels (42%)
 - friends or relatives (25%)
- primary mode of transportation
 - private automobile (49%)
 - rental vehicle (26%)

PRE-GAMES VACATION TRAVEL PROFILE

- 22% of visiting athletes took a Pre-games vacation as part of their trip to the WMG
- 28% had a primary destination in other parts of Alberta with a further 28% in BC and 24% in Edmonton
- the three most popular activities were
 - visiting national or provincial parks (69%)
 - shopping (68%)
 - participating actively in sports or outdoor recreation (52%)
- the mean duration of trip was 8.9 days
- most popular types of accommodation were
 - hotels (50%)
 - the homes of friends and relatives (34%)
- primary mode of transportation were
 - automobile (58%)
 - air transport (29%)

POST-GAMES VACATION TRAVEL PROFILE

- 34% of visiting athletes took a Post-games vacation as part of their trip to the WMG
- 44% had a primary destination in other parts of Alberta, 28% in the US and 14% in Edmonton
- the three most popular activities were
 - shopping (64%)
 - visiting a national or provincial park (59%)
 - participating actively in sports or outdoor recreation (37%)
- the mean duration of trip was 9.4 days
- most popular types of accommodation were
 - hotels (50%)
 - friends and relatives (34%)
- primary mode of transportation
 - automobile (64%)
 - air transport (22%)



WORLD MASTERS GAMES
EDMONTON CANADA 05
JEUX MONDIAUX DES MAÎTRES

Canada

Alberta
Government

2005
Alberta Centennial

THE CITY OF
Edmonton


International
Masters Games
Association