

OFFICIAL BID BOOK

2008 COWICHAN NORTH AMERICAN
INDIGENOUS GAMES
AUGUST 2nd-9th, 2008

~ The Journey of a Generation ~



*In our cultures, to vision quest is strong and good medicine.
To have a vision for the people is powerful, and to fulfill
a vision for the people is sacred. Our ancestors were given visions
by the Creator, which lead the peoples to help themselves.*

The NAIG was a vision.

Morningstar Mercredi

Submitted by
The Cowichan 2008 NAIG Bid Committee
Duncan, Central Vancouver Island
British Columbia
Canada



Cowichan Tribes

5760 Allenby Road Duncan, BC V9L 5J1
Telephone (250) 748-3196 Fax: (250) 748-1233

Dear Indigenous Games Council Members:

Greetings from British Columbia, the Cowichan Tribes and the 2008 Cowichan NAIG Bid Committee and its supporters. My name is Harvey Alphonse and I am the Chief of the Cowichan Tribes, a land that has been blessed by the Creator with many gifts. The Cowichan area, with one of mildest climates in North America, has been noted as one of the most desirable, attractive and safest places in North America to live and raise a family.

The Cowichan Tribes and British Columbia First Nations are very excited about this opportunity to host the 2008 North American Indigenous Games here. We believe that the Games are a very important event for all Aboriginal Youth and their families and communities.

They are an opportunity for our youth, who represent the future for all our people to develop self-esteem and gain confidence, develop respect for themselves, others, our culture and all living things. Through the Games our young ones learn the discipline to work hard and as a team to fulfill their goals in life.

We pledge to you that we will try our very best to treat each and every athlete, cultural performers and all participant ants with the utmost respect and warmth.

We pledge to you that we will try our very best to give the athletes and participants an experience they have never had before, a truly rich, powerful and warm experience that they cannot gain anywhere, in any city, because when they visit Quw'utsun they will be treated as heroes and the focus and attention of the entire region will be upon them.

We pledge to you that we will try our very best to put in place the infrastructure to deliver, very well organized, fun, high quality and safe Games.

Chief and Council, on behalf of our Cowichan Tribes, can and is prepared to financially back these Games. They have provided very strong financial commitments and pledges which are detailed in our Bid Book and in the accompanying Band Council Resolution.

On behalf of the Cowichan Tribes, our supporters and British Columbia I ask that you grant us the great honour of hosting the 2008 North American Indigenous Games.

Thank you for this opportunity to greet you..

Huy Ch Q'u Siem !



April 27, 2004

The North American Indigenous Games Council

Dear Council Members:

As Premier of the province of British Columbia, I am pleased to support the Cowichan Tribes in their bid to host the 2008 North American Indigenous Games.

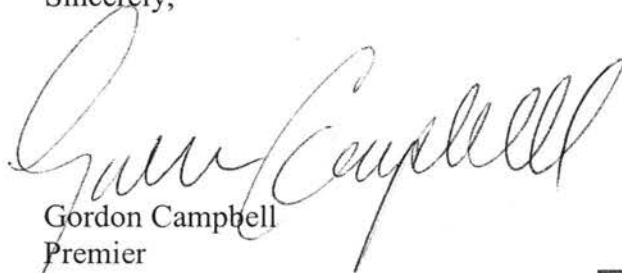
The NAIG showcases the best of North America's First Nations, Métis, Inuit and North American Indian athletes. The Games emphasize the spirit of sport and the richness of cultures. Cowichan Valley, with its strong social and cultural fabric, is an ideal location for the 2008 Games.

The Spirit of 2010 is building in British Columbia. Being chosen to host the 2010 Olympic and Paralympic Winter Games is creating new levels of energy and enthusiasm across the province. These are exciting times in BC and I am confident our spirit will provide a superb backdrop to your 2008 Games.

I know that the people of the Cowichan Valley are very excited about this tremendous opportunity to raise international awareness about the power and strength of Aboriginal cultures in British Columbia. The Cowichans are the largest tribes in the province and have a long, proud history of warmly welcoming visitors into their ancestral lands. They are also one of the most advanced First Nations in terms of pursuing a path to self-governance. Seeking an opportunity to host the 2008 NAIG is an excellent example of their compassion and energy.

On behalf of the people and province of British Columbia, I am pleased to support this bid for the 2008 North American Indigenous Games in the Cowichan Valley.

Sincerely,



Gordon Campbell
Premier



VANCOUVER 2010



Province of British Columbia
Legislative Assembly

Graham P. Bruce, M.L.A.
Cowichan-Ladysmith

Constituency Office:
101 - 455 Alderlea Street
Duncan BC V9L 3V3
Telephone: 250 715-2900
Facsimile: 250 715-2909
Toll-Free: 1 866 215-7500
e-mail: graham.bruce.mla@leg.bc.ca

April 22, 2004

The North American Indigenous Games Council

Dear Council Members,

**Cowichan, British Columbia's Bid for the 2008 North American
Indigenous Games**

We, in the Cowichan Valley and indeed in British Columbia are extremely proud of our Cowichan Tribes selection for the bid to host the 2008 North American Indigenous Games.

This honour has added dignity to an already proud nation. A nation which is noted as a leader among First Nations in pursuit of its historical culture and heritage, as well as focussing on the future for self-governance, economic independence and a legacy for their children.

As hosts their hospitality is unforgettable. As a guest, you are invited to share in a profound experience of pageantry and spirituality. The 2008 North American Indigenous Games would provide an opportunity for this wealth of culture to be experienced by visitors to the Cowichan Valley, "The Warm Land".

There is an excitement and anticipation within the Cowichan Tribes and the community for this incredible chance to promote the power and ability of First Nations in a venue that will have international acclaim.

I have no hesitation in supporting the Cowichan Tribes bid to host the 2008 North American Indigenous Games as a people worthy of that privilege and honour.

Sincerely,

Graham P. Bruce, MLA
Cowichan-Ladysmith



OFFICE OF
THE MAYOR

CITY of DUNCAN

P.O. BOX 820

TELEPHONE: (250) 746-6126
FAX: (250) 746-6129
EMAIL: duncan@city.duncan.bc.ca

200 CRAIG STREET

DUNCAN, B.C.
V9L 3Y2

April 29, 2004

2008 North American Indigenous Games
The National Site Selection Committee

Dear Site Selection Committee:

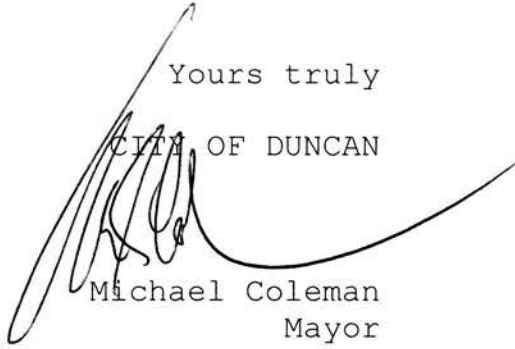
The Council of the City of Duncan wishes to express its support for the Cowichan Tribes Bid to host the 2008 North American Indigenous Games.

We believe that these Games are important to all First Nations communities and that they provide an excellent forum for Aboriginal Youth and Adults to demonstrate their sport skills.

We are prepared to assist in gathering the necessary support to ensure the Games are staged with a high level of cooperation and professionalism. We believe that our region will benefit greatly from hosting Games of such high profile and magnitude.

Yours truly

CITY OF DUNCAN


Michael Coleman
Mayor

MGC/lk

“CITY OF TOTEMS”



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EXECUTIVE SUMMARY



~ Journey of a Generation ~



The Cowichan Tribes on behalf of the Province of British Columbia and the District of Cowichan are pleased to submit this proposal to Host the 2008 North American Indigenous Games.

Cowichan 2008 symbolizes the following journeys for our youth:

- Across the continent to experience the diversity of this land and nation
- To the beautiful and majestic setting of the west coast
- Back to the traditions of our elders.
- To a community that is a mix of aboriginal and non-aboriginals who live, work, play with and respect each other.
- To a Province that is focused and committed to delivering excellence in sport and culture leading up to the 2010 Olympics.
- To a community that as a whole will welcome the participants.
- To a small community that can stage the event in such a way that the event does not get lost in the suburbs of a major city, or pushed off to distant venues.
- To an event that will create a new era in NAIG with stable and committed funding.
- To an organizing committee who is committed to ensuring that the youth of NAIG 2008 will come away with memories and experiences that will provide a long and lasting positive influence in their lives.

For the Cowichan Tribes the commitment is to start preparing for this journey now with a pledge of guaranteed funding, advance planning, and working directly with the NAIG Council to define an Athlete Enhancement Project that will be used to provide programs that will be used to directly enhance the long term legacies for our youth.

In 1997 Victoria hosted a very successful NAIG. Twelve years later, a number of the Athletes who

participated in Victoria, will come back as a new generation of coaches and officials. Many of the junior athletes will come back as mature seniors. The circle of excellence established in 1997 will renew itself with new athletes some who would not even have been born in 1997 will come to the land of warmth- Cowichan. We were thrilled to be chosen amongst a number of locations across British Columbia, all of which have excellent facilities, as the preferred bid site for B.C. It is a testament to the selection process that included people from all different aspects of the sporting community in BC, that our bid was chosen as the most viable, and the Cowichan Tribes recognized for its financial and business acumen.

Cowichan offers the participants in 2008 a chance to not only compete in the best facilities, but to experience the natural beauty of this region, and to be welcomed into a community that is small, vibrant, and steeped in native traditions. It is the commitment of the Cowichan Tribes that NAIG 2008 will be one of the most memorable and rewarding experiences our youth will ever have. The participants will have the chance to sail and paddle on the ocean, hike in the rainforests, raft on one of the cleanest rivers in the world, and swim in beautiful Lake Cowichan.

Cowichan is an affordable place to host the Games. From the organizing committees perspective the low cost of salaries, administration costs, venue rentals, and the abundance of volunteers makes the event viable. For the Athletes and families traveling here the abundance of accommodation types at rates that are 40% lower than in any city, is attractive.

With the 2010 Olympics coming to British Columbia, along with a number of world sporting championships in 2008/2009, the West



Coast will increasingly become the focus of the sporting community in Canada. The ability to generate significant media coverage as a result of the Olympics, and the huge up surge in volunteerism that has already been a result of the 2010 announcement, will provide for opportunities that other bid communities for NAIG 2008 cannot expect to generate.

Cowichan is blessed to have all the necessary facilities to stage the event within a 30 minute drive of the centre of Duncan. All facilities are community owned and are available to non-profit organizations at affordable rates. With the larger centres of Victoria and Nanaimo within 45 minutes of Duncan, the ability to draw on all the Provincial Sport Organizations (PSOs) to help conduct the sports is easily available and affordable.

In the Cowichan valley, culture and a commitment to our heritage is always in the forefront of our daily lives. NAIG 2008 will continue the tradition of combining sport with culture, with a purpose built cultural centre the centre piece. The Cowichan Cultural centre is a unique facility built on the banks of the World Heritage recognized Cowichan river. With theatres, workshops, conference facilities and stages, the Cultural centre will be able to house artisans, merchandizing, and cultural performances to showcase the aboriginal and non aboriginal talent across North America. Little in the way of infrastructure is required to augment the services in existence, leaving more funding for programming.

FINANCIAL GUARANTEE

The Cowichan Tribes has committed to stage a financially successful event. We have taken the following steps to ensure this success, all of which are the first for a NAIG host group:

The provision of an Athletes Enhancement Fund of up to \$250,000 . This fund will be set aside in trust for which we will work directly with the NAIG council to define the projects and ways in which this program can be used to maximize the experience of the Athletes in 2008.

Commitment to reduce travel costs for Athletes. Up to \$250,000 in funds/support will be provided to reduce the overall travel costs to the event. This will be an enhancement over and above any government funding that is secured by the Aboriginal Sports Circle for NAIG.

The guarantee of all non-government revenues. The Cowichan Tribes has passed a resolution in council on April 07 2004 to provide up to \$3.0 million to fund the entire non-government portion of the projected revenues. Cowichan Tribes will place the required amount of money against set milestones in trust to ensure financial viability of the event. This will be set in motion the day the Games are awarded to Cowichan when a minimum of \$500,000 will be placed in trust. We are prepared to make the guarantee of funding, and the trust establishment a condition of award.

A commitment to planning by guaranteeing the commencement of key staff positions by April 2005 or earlier. The guarantees will be backed by financial commitment by again placing the total amount of the salary for the senior General Manager in a trust to be drawn down. This will ensure continuity of planning.

The commitment to business plan development. We will commit to hiring/contracting of a senior team within 3 months of the award of the Games to have a business plan that can be reviewed/audited and which will become the basis of all future



Commitment to performance. If the Games are removed from Cowichan up to six months before the event, for contractual failures to perform, that the Cowichan Tribes will pay to NAIG Council a sum of \$500,000 to help defray costs of staging the event elsewhere. Again this commitment will be guaranteed by placing these funds in trust.

The budget that we have submitted is balanced and realistic. It has been developed using the following criteria:

Realistic sponsorship and non senior government funding. Based on the experience of several other events, and the reality of competing for Olympic sponsorship dollars, we have estimated net sponsorship funds at \$500,000. In discussions with Cowichan officials, we are expected to receive apx \$100,000 of budget relieving inkind in the form of venue concessions. The 2010 Legacy Now committee has established programs that will directly fund cultural and sporting events up to 2010- and combined with existing Western Economic Diversification funds, and misc government programs, and additional \$150,000 would be expected to be generated. Ticketing and merchandise revenues are realistic after costs netted. Registration costs have been minimized at \$150/athlete. Finally we have used the funding formulas of the Provincial and Federal governments to calculate remaining revenues.

Expenditures have been developed using Winnipeg 2002 costs, and adjusted for escalations, and regional factors. We have included a \$250 K contingency within the existing budget and have committed to being able to fund an additional \$1,500,000 of scope changes if required.

We are committed to delivering an excellent and affordable event. We are convinced the project

can be delivered for \$8.5 million, which will include a minimum \$500,000 of Cowichan Tribes funding (again to placed in trust on the day the event is awarded)

We are committed to budgeting to a plan that will deliver the Games with a balanced budget. Thus we have been very realistic and practical in budgeting for the key elements of the budget including staffing costs, food services, and accommodation costs.

However the Cowichan Tribes have committed that it will provide up to \$3.0 million in funding if required to host the event. Our commitment to the funding would be pledged (and made part of a NAIG contract) as follows:

\$500,000 base funding
(placed in trust on award)

\$2,500,000 contingency funding that would be used in the following fashions:

\$500,000 games default trust funding

\$500,000 to cover shortfall in
Marketing Funding

\$1,500,000 to cover scope changes (in addition to the \$250,000 already carried in base budget)

\$500,000 trust fund for salary continuity (see above)

\$250,000 for Athletes Enhancement Funding trust (see above)

The Cowichan Tribes would place \$1.5 in trust funds to cover these contingencies. The funds would flow from the trusts if the other revenues were not in place to fund the programs. Additionally, the Cowichan Tribes is unique in its ability to be able to provide the guarantee in



funding for this event. We are a nation that has diversified business interests, and created wealth from a variety of industries. Our balance sheet allows us to make these commitments with confidence.

Cowichan Tribes and Khowtzun Development Corporation which is a wholly owned subsidiary company of Cowichan Tribes, together have a revenue base of over \$55 million a year, with over 500 employees. The groups own land, buildings, developments, and a number of diversified businesses including forestry, housing construction, mill work and joinery, pipeline, and heritage centre. We are a profitable and well managed business. NAIG 2008 would be run in the same business manner as the rest of the Cowichan Tribes operations with an eye to bottom line and product excellence.

We commit that within 3 months of award of the event, we will establish a non-profit organization, complete with Board of Directors from business, government, and community, and will develop board governance and constitutional charters.

SPORTING EXCELLANCE

The Venues that we have chosen are within 20 minutes driving distance of Duncan. They provide for minimum number of venues to conduct the sports, thus minimizing costs, volunteers, and most importantly the traveling time for Athletes. The venues provide for concessions for athletes and spectators, all with ample and free parking.

The weather in the Cowichan region in the July/August period is perfect for competition with highs of 24 degrees and usually little or no rain. The West Coast typically does not get the summer thunder storms that affect the rest of the country during dry/hot summers. Cowichan Tribes will contract the PSO's and local sporting

clubs to conduct the sports and provide the technical support for all sports.

ATHELTE EXPERIENCE

The participants will be housed in schools within the Cowichan School District, and other community centres in Cowichan Lake, Duncan, Mill Bay, and Ladysmith. Bunks and cots have been budgeted to be provided to provide maximum comfort. The schools will be linked via a spoke and hub transport system, that will enable the athletes to travel easily to the cultural centre and dining centre, and from there to the venues.

NAIG 2008 will have one central Athlete Centre to take care of all the Athlete needs. Located at the Cowichan Centre the following services can be provided:

- Main Dining Hall
- Movie Theatre
- Athlete Lounge
- Accreditation and Welcoming Centre
- Swimming Pool/Showers
- Sports Results and Info

The Athlete Centre is a 5 minute walk to the Cultural center where the athletes will be encouraged to go to experience the entertainment cultural activities.

The Cowichan Tribes will make available the following free activities to all athletes to add to their experiences off the playing field:

- Ocean Kayaking
- Day Trips to Tofino/Long Beach
- Guided Hiking
- River Rafting/Floating
- Shuttle to Lake Cowichan for water skiing/swimming.
- Trips to the Carmanah to see the Worlds Largest trees
- Elder mentoring program



COWICHAN- Journey of a Generation

The Cowichan bid represents a chance for the NAIG Council to start a journey together from the day the bid is awarded. With an environment that will allow our youth to re-connect with our traditions, with a community that is safe and is small enough to walk to many of the venues, to sporting venues that will provide excellent competition sites, and to an organizing committee that is financially stable and is committed to staging an event that will set a new standard of success for the NAIG, both on and off the field of play.

Join us now in the journey to Cowichan 2008!



WHO WE ARE AND COWICHAN PLEDGES



~ The Journey of a Generation ~



The COWICHAN TRIBES respectfully request the honour of hosting the 2008 North American Indigenous Games (2008 NAIG). If we are selected, we pledge to work in partnership with central Vancouver Island First Nations, The Aboriginal Sports and Recreation Association of BC (ASRA), the Aboriginal Sports Circle, the North American Indigenous Games Council, and the First Nations peoples of British Columbia to host the best NAIG ever.

We will work closely with the staff of ASRA, the NAIG Council- thirteen representatives from Canada and thirteen representatives from the USA-to ensure that the NAIG goals and objectives are supported in every aspect of the 2008 Cowichan NAIG Games.

We will spend the 36 months, between the 2005 Games and 2008 Games, planning and building an infrastructure to give the athletes, cultural performers, spectators and volunteers a NAIG they will cherish far into the future. With the support of our people and community partners we will strive to set a benchmark for all future NAIGs.

This official bid book identifies the roles of the Cowichan NAIG Working Committee - the multi-nation core group which is planning, co-ordinating and implementing various projects and programs in preparation for the 2008 NAIG. Corporate Sponsors, Contributors, Supporters, Partners and other Games Family will also have a very strong role within the Cowichan NAIG

THE LEGEND OF THE KHOWTZUNS

Once upon a time...a long, long time ago...in the time of the ancient ones...the Khowtzun people...now known as the Cowichans...lived along the shores and forests of Cowichan Bay...where they have existed since the time of Creation.

They were a healthy, prosperous and happy people...due to a natural, traditional and respectful way of living...and the many gifts which the Creator had bestowed upon them. Here, they hunted...gathered their food...built their Bighouses...raised their young...and fished in the Cowichan River...and the Ocean.

One day a great whale appeared in Cowichan Bay and started eating all the fish and frightening the rest away. The Cowichans were afraid and prayed to the Creator for help...a great Thunderbird appeared in the sky and swooping down it carried the whale away in its great talons.

This saved the Khowtzun people from hard times and starvation...and to this very day...they remember and give thanks for this mighty and merciful deed...because their Elders tell them it was so.

COWICHAN TRIBES PLEDGE

We will try our best to promote and enhance the 2008 NAIG in every way including:

- To support and guide the provision of opportunities for Aboriginal people to fully access sports and recreation activities of their choice according to their level of personal commitment, ability and motivation; the approach is a holistic one, recognizing that sports and recreation play a positive role in strengthening the emotional, mental, physical and spiritual aspects of community and individual life.
- To promote inter-community recreation and inter-tribal events.
- To assist in the improvement of the quality of life in Aboriginal communities.
- To promote and encourage sportsmanship and friendship amongst all participants.



- To improve the quality of life for Indigenous peoples by supporting self-determined sports and cultural activities which encourage equal access to participation in the social and cultural fabric of the community they reside in and which respects Indigenous distinctiveness.
- To work in a manner which is consistent with the cultural, spiritual and traditional values of the people we represent.
- To promote and encourage alcohol/drug/solvent-free sport and cultural activities.

It is the vision of the Cowichan Tribes and Central Vancouver Island First Nations and supporters that in August 2008, First Nations/Indigenous peoples from around the world will gather in Duncan, Cowichan Valley, BC to celebrate the NAIG circle of Sport and Culture.

The following information will assist in providing the NAIG Council with a birds-eye view of what, where and who the Cowichans are.

The name Cowichan is derived from the Salish word *Khowutzun* (Quw'utsun') and literally translates to The Warm Land.

The Cowichan Tribes, a member of the Coast Salish people, are made up of six neighbouring villages: Khenipsen, ClemClemaluts, Somena, Koksilah, Comeakin and Quamichan. Our native language is Hul'qumi'num, a dialect of the Coast Salish language.

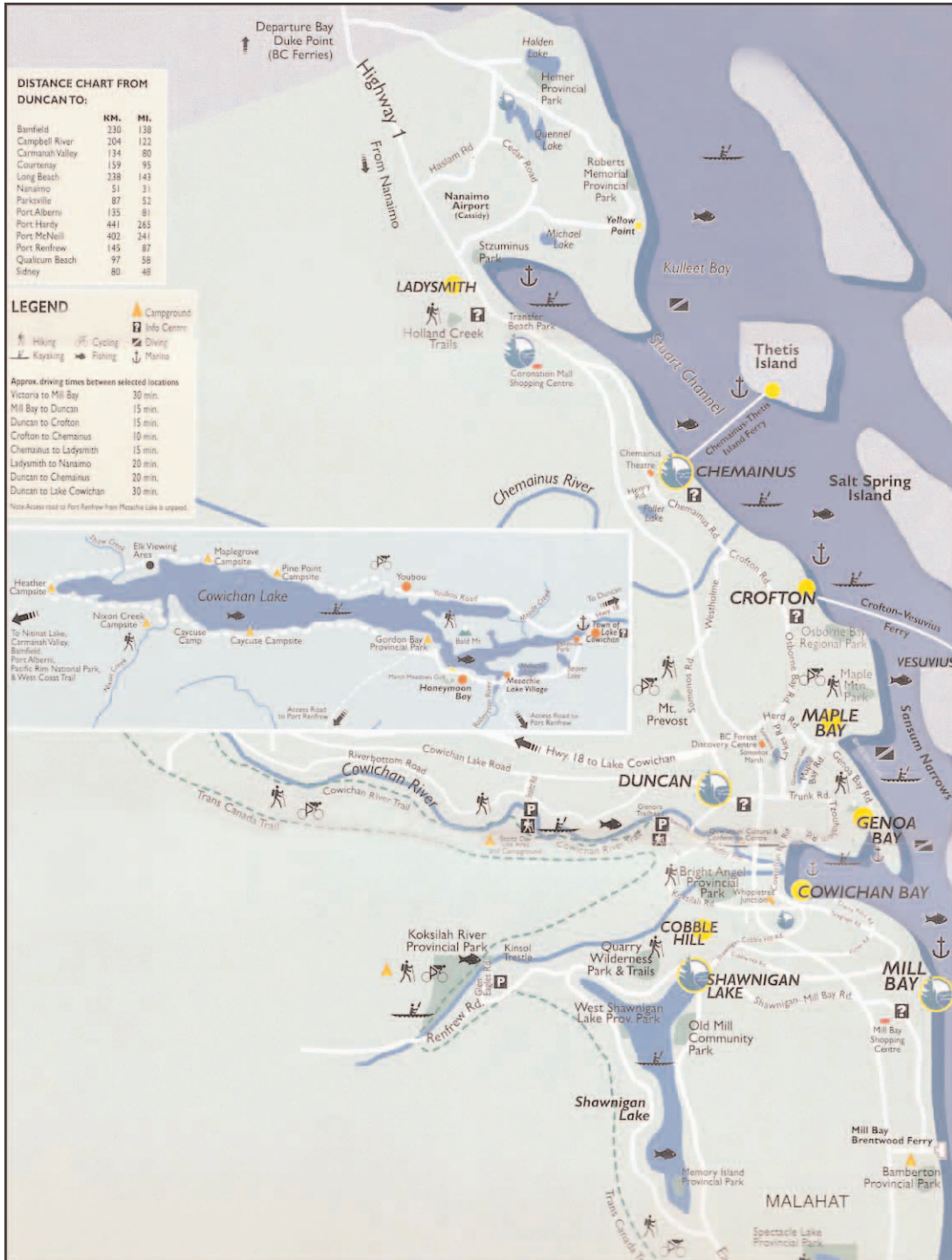
Nearly 3,500 Quw'utsun' people live in the Cowichan Valley today, making Cowichan the largest tribe in British Columbia.

By dating ancestral remains and artifacts, archaeologists estimate the Quw'utsun' people have inhabited southern British Columbia and Upper Puget Sound for more than 4,500 years. When European settlers arrived in the Cowichan Valley in the nineteenth century they found nearly 6,000 people inhabiting thirteen villages.

Strong family and village ties that bound the culture and its traditions marked the historical way of life. The values of the culture were embodied in the teachings that have been passed on by personal example, storytelling and a strong understanding of the importance of respect, cooperation and the necessity of being in harmony with the natural environmental cycles. Our ancestors lived life on a large scale. Massive cedar houses, giant war canoes, big families and huge feasts exemplified their wealth. At the peak of their pre-European power, aristocratic Salish chiefs amassed fortunes that were used to maintain position and prestige in the great giftgiving tradition of the potlatch. Harvesting salmon and coastal shellfish as a nutritional mainstay, and supplementing their diet with game, medicinal plants, roots, herbs and berries, the Cowichan River population became one of the major First Nations tribes of the West Coast.

Since 1949 the Cowichan Tribes like other First Nations in Canada, elect their representatives. An elected chief and twelve councillors make up the Tribal Council, which administers business for an amalgamation of six of the original thirteen villages.

The Cowichan Valley boasts many world famous treasures, including the Carmanah Provincial Park, home of the world's tallest trees, and the internationally known mural town of Chemainus. The city of Duncan is the business centre of the Cowichan Valley Regional District and was created in 1886 when the Esquimalt & Nanaimo Railroad was completed and united Duncan and Nanaimo. The city was incorporated in 1912 and the following year the City Hall was built.





COWICHAN TRIBES

Cowichan Tribes is not only the largest tribe in British Columbia, but also one of the most advanced in terms of pursuing a path to self-governance. We were one of the first tribes to have responsibilities for Health, Children and Families delegated back from the federal government.

Our direction is to leverage funding received from the federal and provincial governments to create new economic development opportunities and achieve a higher standard of living for all members.

We have made great strides in this area and have created the business structures to help us achieve diverse goals:

- Khowutsun Mustimuhw Contractors Ltd. Partnership
- Khowutsun Forest Service Corporation
- Khowutsun Millwork and Joinery
- Khowutsun Development Corporation (KDC)
- Quw'utsun' Cultural and Conference Centre

Through these business structures, many highly needed and sophisticated ventures have been created. These include:

- The Sustainable Housing Program
- The Independent Living Housing Program
- Memorandum of Understanding for KDC to supply services to Terasen Gas
- Formation of the Island Corridor Foundation (to save E&N Railway)
- Youth Greenhouse Pilot Project

In a complex and evolving environment, Cowichan Tribes' staff and members are working collaboratively to create a successful future based on a unique and dynamic vision.

Hosting the 2008 North American Indigenous Games will be an exciting undertaking, which will require the business acumen and resources developed from past experience.

DEMOGRAPHICS

Cowichan Tribes is the largest tribe in British Columbia, with a registered population of more than 3,700. We are located adjacent to the City of Duncan and the Municipality of North Cowichan and include nine reserves and 2,389,100 hectares of land.

The facilities on reserve include: nine recreation buildings, two cultural centres, five utility buildings, community hall, administration building and a school. The Band Office is located at 5760 Allenby Road, Duncan, BC.



BID PARTNERS AND SUPPORTERS

Aboriginal Tourism British Columbia	Nanaimo Canoe Kayak Club
BC Amateur Baseball Association	Nanaimo Chamber of Commerce
British Columbia Lacrosse Association	North Vancouver Island Badminton Association
Coast Salish Employment and Training Society	Malaspina College
Canoe Racing BC	NorskeCanada
Chemainus First Nation	Pacheedaht First Nation
City of Duncan	PacificSport - Vancouver Island Regional Centre
City of Nanaimo	Pauquachin First Nation
Cowichan Chamber of Commerce	Reed Elley, MP, Nanaimo - Cowichan
Cowichan Community Centre	Regional District of Nanaimo
Cowichan News Leader/Pictorial	School District 68 (Nanaimo - Ladysmith)
Cowichan School District 79 (Cowichan Valley)	89.7 SUN FM
Cowichan Sportsplex (Chesterfield Sports Society)	Swim BC
Cowichan Valley Citizen	Thrifty Foods
District of North Cowichan	Tillicum Haus Native Friendship Centre
Dr. James Lunney, MP - Nanaimo - Alberni	TimberWest
Duncan-Cowichan Chamber of Commerce	Tourism Cowichan
Duncan Chito-Ryu Karate Club	Tourism Nanaimo
Duncan Economic Development	Town of Ladysmith
Duncan Mall	Town of Lake Cowichan
Graham Bruce, MLA, Cowichan - Ladysmith	Tsartlip First Nation
Halalt (A Coast Salish First Nation)	Tsawout First Nation
Bid Partners and Supporters	Vancouver Island Regional Metis Management Association
Hiiye'yu Lelum (House of Friendship) Society	Volleyball BC
Hul'qumi'num Treaty Group	Wrestling BC (British Columbia Wrestling Association)
Island Savings	
Ladysmith Chamber of Commerce	

SPORTS



~ Journey of a Generation ~



SPORTS VENUES

All sports venues are within a 20 minute drive (except Swimming) of Duncan and the Transport Hub with many of the facilities located within 5 minutes of the Transport Hub.

We have also been able to combine many venue sites thus making transportation easier, increasing opportunities for the participants to take in other sports as spectators, and easing other logistical needs.

These sites are chosen as our primary competition sites. In addition there are soccer fields and outdoor basketball courts at all the schools for practice, and numerous ball fields within a 5 minute walk of the Transport Hub for practice.

THE PRIMARY VENUES INCLUDE:

Cowichan Sportplex- (5 minutes)

Athletics
(Brand New 8 lane artificial track surface)
Baseball

Cowichan Tribes Complex (5 minutes)

Wrestling
Futsal
Archery
Boxing

Brentwood College (20 minutes)

Soccer
Basketball

Shawingan Lake School (20 minutes)

Soccer
Basketball

THE SPORTS VENUES BY SPORT ARE:

Archery (5 minutes)

Cowichan Tribes Recreation Complex

Athletics (5 minutes)

Cowichan Sportplex
Cowichan Secondary (Training Track
500 meters away from Sportplex)

Badminton (5 minutes)

Mt Prevost Secondary

Baseball/Fastball

Cowichan Sportplex -3 Fields (5 minutes)
Pioneer Park- 5 Fields (at Transport Hub)
Ladysmith Little League Park-3 Fields
(20 minutes)

Basketball

Brentwood College (20 minutes)
Cowichan Secondary School (5 minutes)
Frances Kelsey Secondary (20 minutes)
Lake Cowichan Secondary (20 minutes)
Mount Prevost Secondary (5 minutes)
Chemanius Secondary (20 minutes)
Ladysmith Senior Secondary (20 minutes)
Shawingan Lake School (20 minutes)
Frank Jameson Community Centre
Ladysmith (20 minutes)

Boxing

Cowichan Tribes Gymnasium (5 minutes)

Canoeing

Quamichan Lake- Maple Bay (30 minutes)
Cowichan Bay - (ocean) (10 minutes)

**Golf**

- Arbutus Ridge
18 Holes Championship Course 15 minutes
- Duncan Meadows
18 Holes Championship Course 5 minutes

Lacrosse

- Cowichan Sportplex (outdoor) (5 minutes)
- Kerry Park Arena (indoor) 20 minutes
- Fuller Lake Arena (indoor) 20 minutes

Rifle Shooting

- Cowichan Valley Fish and Game Club
(10 minutes)

Swimming

- Victoria Commonwealth Pool
(50 meter 8 lane, plus warm-up (50 minutes)
- Nanaimo Aquatic Centre (50 minutes)

Soccer

- Shawingan Lake School (4 fields)
(20 minutes)
- Brentwood Bay School (2 fields)
(20 Minutes)
- Frances Kelsey School (2 fields)
(20 minutes)
- Cowichan Sportplex (1 field) (5 minutes)

Tae Kwon Do

- Outreach Martial Arts Centre
Ladysmith (20 minutes)

Volleyball

- As per Basketball

Wrestling

- Cowichan Tribes Gym (5 minutes)

VENUE DESCRIPTIONS

Cowichan Tribes - Si'em Le Lum Gymnasium
Cowichan Tribes Gymnasium was completed in the spring of 1986. The gym floor is 80 x 100 feet with bleachers that seat 240 people. The surface is a plastic mat and has proven to be very resilient. The floor is lined for centre court basketball, volleyball, badminton, tennis and is a regular venue for futsal.

The gymnasium is also used for Band business and administration meetings, community meetings, and is a gathering place for community members and our neighbouring bands. Si'em Le Lum gymnasium also has a dining hall (30 x 120 feet) that seats 250 people. The kitchen is well equipped with double sinks, double ovens, double fridge, dishwasher and is air-conditioned. Adjacent to the gym are soccer fields, slo-pitch fields, a daycare and adult learning centre. In translation, 'Si'em Le Lum' means, "Most honoured place where we gather in respect of each other."

Cowichan Sportplex - Duncan

Located in the town of Duncan, phase one of the project is now complete, with a rubberized eight-lane running track with all track and field events, such as long jump, pole vault and steeplechase. Within the perimeter of the track is an all weather grass field that is considered to be one of the best fields on the Island.

Near the back of the property is the Rotary Club of Duncan's walking trail.

There is a treed area with a pond and plans to mould this ecologically sensitive area into a natural zone to be enjoyed by visitors.

New construction is ready to begin with the addition of an illuminated box for lacrosse, an artificial surface for field hockey, three slo-pitch diamonds and a clubhouse.



Cowichan Centre - Duncan

Located in the heart of Duncan, the recreational amenities include: two sport fields, a swimming pool complex, a 12,000 square foot. multi-purpose hall, a 1,400 seat arena, a 731 seat performing arts theatre, a dozen meeting rooms, a regional library, banquet hall and catering kitchen, and a food and beverage lounge.

Frank Jameson Community Centre -Ladysmith

Located in Ladysmith beside the secondary school, the centre has a large gymnasium, 60 x 110 feet, with a sprung floor and a short Olympic pool (11 x 25 metres and from 1 - 3.5 metres deep, four lanes wide) 1,000 plus gallon whirlpool and sauna.

Cowichan Bay - Duncan

Traditional home to Cowichan Tribes watersports competitions for more than 100 hundred years.

Cowichan Valley Fish & Game Club - Lake Cowichan

The 100 yard rifle range has been recently upgraded to meet the new federal standards. There is a pistol range, trap houses and a clubhouse. Currently these facilities serve the approximately 90 - 100 members.

Arbutus Ridge Golf and Country Club - Cobble Hill

A full championship course with two signature holes (nine and 17), it has been specially designed to provide year round public play that will challenge players in some of the most spectacular views on Vancouver Island.

Cowichan Golf & Country Club - Duncan

The scenic Cowichan Golf and Country Club is a 6,189 yard long course, par 70 with many tight fairways lined with trees. The course features

views of Cowichan Bay and the surrounding mountains.

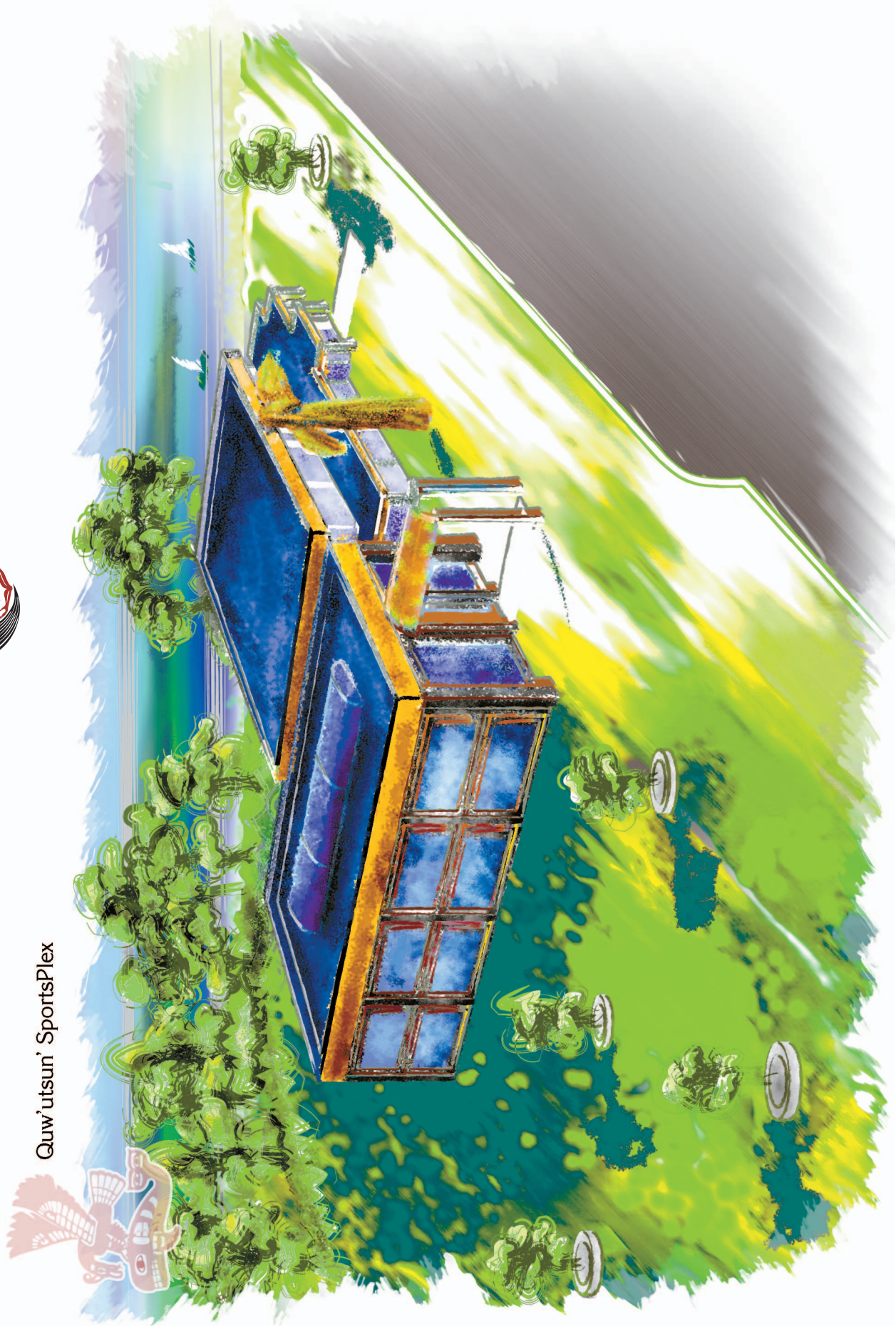
A.V. McCann laid out the original nine holes in 1947 and club member, Ken Worthington, designed the newer nine, opened in 1985. The course is relatively flat throughout with some gentle sloping fairways and fast undulating greens. The signature hole is the 11th, which is played over a ravine and has an elevated green guarded by both a broad gully and a lake.

Duncan Meadows Golf Club - Duncan

The Duncan Meadows Golf and Country Club is situated on Highway 18 in the Cowichan Valley. This championship 18 hole par 72 facility features an exceptionally strong mix of parkland and links style holes exquisitely sculpted from the gently rolling and verdant landscape. Meandering creeks crossed with small rock bridges recall the roots of the game in Scotland, while the perfect manicure of the bent-grass greens is consistent with today's best conditioned facilities.



Quw'utsun' SportsPlex



**CULTURE/CEREMONIES
LEGACIES TO LAST GENERATIONS**



~ Journey of a Generation ~



CULTURE/CEREMONIES/LEGACIES

Since the very first NAIG in Edmonton the NAIG Games have included a very strong cultural component in the NAIG. Recognizing that the Aboriginal athlete must attain balance in all things such as sport and culture the NAIG promotes culture as a method of reaching balance and spiritual growth.

The cultural program will run daily at the Cowichan Cultural Centre. In the evenings, entertainment on the main stage will be provided (described later) and the athletes will be encouraged to attend. The evening programming will be geared towards allowing the youth to relax and celebrate with contemporary music and dance, combined with messages of lifestyle choices. One of the elements that Cowichan 2008 would like to initiate is a talent night(s) where the various nations/territories are encouraged to perform.

To ensure that each team is treated with the proper respect and feels at home they will each have a team attachÉ, (Tsewultun) who will work closely with the team Chef de Missions. This very special volunteer will have only one goal and that goal is to look after the team's every needs. This system works very well at international Games.

The 2008 Cowichan NAIG has a very strong cultural program which will be well promoted through the Communication Plan and other avenues beginning with the very first day at the Opening Ceremonies.

THE OPENING/CLOSING CEREMONIES

The Opening/Closing Ceremonies in Duncan will be staged in a fashion that sets the tone for the following events and stresses the beauty, the unity and the joy associated with sport and cul-

ture. Opening Ceremonies often have strengths and functional limitations and we will work with advice and clear direction from the NAIG Council on the preferred elements to determine the best and most memorable Opening\Closing Ceremonies.

A professional Choreographer, two Masters of Ceremony and thousands of volunteers will ensure that the Opening/Closing Ceremonies for the Cowichan 2008 NAIG are a powerful and educative experience for athletes, performers and spectators.

This event is an opportunity for the Indigenous people of North America to introduce the richness and diversity of their culture to the world. It is also an opportunity for the hosting BC First Nations to welcome the athletes and performers of these Games into their ancestral territories and to identify and fulfill their role as hosts to the Indigenous people of the world.

The Parade of Athletes and the Parade of Nations will have all the colour, pageantry and power of a Grand Entry. Spectators will be treated to the very colourful sight of athletes, in their team colours, accompanied by athletes and performers dressed in their traditional regalia.

Aboriginal philosophies of the world, such as the Medicine Wheel and Turtle Island, will be molded into potent and meaningful themes for the athletes and spectators. Demonstration sports representative of the North, South, East and West will demonstrate and reinforce the sacredness of the number "four" in the Aboriginal way of life.

First Nations speakers and leaders will take their rightful place besides international dignitaries in the VIP box. The 2008 NAIG Games Sacred Fountain, symbolizing the purity which must be



present in the pursuit of athletic excellence, will be started during the Opening Ceremonies, remain running for the duration of the Games and extinguished at the Closing Ceremonies. This symbolic moment will be accompanied by the administration of the Athletes Oath. The NAIG Sacred Fountain will remain at the cultural centre as a legacy of the Games far into the future.

The Opening/Closing Ceremonies will begin with the arrival of Tribal Journeys the International Canoe Gathering to celebrate the culture represented by the great Canoe Cultures of the World. An age-old traditional Coast Salish Welcome Ceremony will welcome 30-40 giant canoes, from the North, South, East and West followed by a feast.

The Tribal Journey pullers and drummers will form an honour guard for the Athletes as they assemble in teams, with flags, sporting uniforms and drums. The Athletes will then proceed to a Parade of Games Athletes on a short pre-arranged parade through the downtown Duncan core. They will be greeted and cheered by thousands of volunteers and well-wishers on their route.

The Athletes Honour Parade will arrive at the Cowichan Sportsplex field and march around the track, to the cheers of thousands of people. The structured part of the Opening Ceremonies- speeches, Elders advice, athletes oath, 2008 Games song, turning on of the 2008 NAIG fountain of spirituality and other ceremonies will culminate in a fireworks display. It will be a powerful, emotional and inspirational sight which the Athletes, Cultural Participants, Dignitaries, Volunteers and Spectators will remember forever.

TRIBAL JOURNEYS AND COAST SALISH WELCOME 2008

Since the beginning of time, due to our geography, British Columbia First Nations have been using the rivers and oceans since their roads and travel infrastructure. In order to travel to every part of the province they used giant canoes which they carved out of giant cedar trees. They also used canoes for food gathering, ceremonial activities, sporting vessels and many other uses. The canoe culture is healthy and flourishing in BC with many First Nations benefiting from the spiritual growth which is associated with the Canoe Culture.

Tribal Journeys 2008 will be a giant regatta, with more than 30-40 canoes gathering from North, East, West and the South to travel to Cowichan Bay to initiate the Opening Ceremonies of the 2008 Cowichan NAIG. They will be welcome in traditional age-old ceremonies in Cowichan Bay be the respected Elders and leaders of the Cowichans and neighboring tribes. The paddlers will then take their rightful place in the Parade of Nations at the Opening Ceremonies. It is anticipated that the Maoris and the Hawaiian Nations (and others from around the world) will also participate.

The 2008 Cowichan NAIG Planning Committee plans to co-ordinate and deliver the largest and most powerful Tribal Journey ever.

CULTURAL VILLAGE & cultural PROJECTS
The cultural component of the 2008 North American Indigenous Games has been designed to provide opportunities where we can share our individual and collective visions with one another. Our ancient ways will guide us as we share, and will provide the very foundation from which we organize and build every aspect of the Games.



In keeping with the Games' overall mandate, and with respect to the mandates of all public and private sector partners, the Cultural Village Planning Committee has developed seven guidelines to serve as a mandate framework within which all Cultural Village activities and events will be developed:

- Increase business development opportunities through promotion and awareness of First Nations/Indigenous small-to-medium sized businesses/enterprises; promoting and encouraging First Nations/Indigenous entrepreneurship.
- Provide Aboriginal youth with the opportunity to learn the crucial role and the importance of cultural identity.
- Provide an opportunity for all sponsors and supporters to develop mutually beneficial working partnerships with one of the fastest growing segments of the North American population-Aboriginal business.
- Create public education and awareness opportunities around the diversity of First Nations/Indigenous cultures.
- Promote individual, organizational and community capacity building/enhancement; and the development of new networks/partnerships.
- Promote wellness, healthy lifestyles and holistic approaches to community development.
- Enhance involvement of First Nations/Indigenous peoples in local, provincial, national, and international business, tourist, and art industries.

CULTURAL VILLAGE LAYOUT

The Cultural Village will include the following components:

- 1 World Indigenous Stage
- 2 Arts & Craft Vendors
- 3 Arts Demonstrations
- 4 Food Vendors
- 5 Community and Corporate Displays
- 6 Elders Area
- 7 First Aid Station
- 8 Village Administration

2008 NAIG INTERNATIONAL STAGE/MEDAL CEREMONY STAGE

In keeping with the spirit of the Games and the commitment to involve all Vancouver Island First Nations three First Nations artists will be commissioned to produce the NAIG medals for first, second and third. Cowichan will incorporate the NAIG logo within the logo artwork and submit to NAIG Council for approval.

Every evening the winning athletes will be greeted with a special ceremony on the NAIG International Stage and presented with the medals with appropriate acknowledgement.

ARTS AND CRAFTS

First Nations/Indigenous arts and craft vendors have an excellent opportunity to showcase their products at the Cultural Village. It is estimated that 100+ arts and craft vendors will participate in the Cultural Village, making it one of the province's largest gathering of local and international First Nations/Indigenous artists.



Vendors will have an opportunity to:

- * Promote and merchandise new and existing product lines;
- * Network with other First Nations/Indigenous artists; and
- * Learn more about promotional activities, approaches to merchandising, and methods of displaying, marketing and selling products.

In addition to marketing their work, artists wishing to demonstrate the processes involved in creating their work will have special tent areas for demonstrations. Arts demonstrations will begin at noon each day, and will include a range of demonstrations including:

- * Wood carving;
- * Silver engraving;
- * Basketweaving;
- * Weaving (wool);
- * Preparation of cedar bark;
- * Button blanket making; and
- * Many more opportunities to share culture and craftsmanship.

ELDERS CIRCLE

Throughout the planning bid stages for the 2008 NAIG, we have been extremely fortunate to already have had the guidance and direction of our respected Elders.

POW WOW

In promoting and acknowledging all Indigenous peoples of North America an inter-tribal Pow Wow will be co-ordinated, promoted and will result in raising awareness about this energetic and spiritual celebration of music, dance and pageantry.

ENVIRONMENTAL-GREENING PLAN

In keeping with the tradition to respect Mother Nature every effort will be made by Cowichan 2008 to use only biodegradable and environmentally friendly products in every venue of the Games. Recycling will be the next option. An environment plan will be created and implemented after ratification by the NAIG Council.

OPERATIONAL PLAN



~ Journey of a Generation ~



Cowichan 2008 will provide a central location where the majority of Athlete Services can be conducted. Located at the Cowichan Centre, the Athlete Centre will house the following services:

Accreditation and Welcoming Centre

Main Dining Hall

Sports and Information Centre

Transportation Hub

Athlete Entertainment Lounge/Centre

The Athletes Centre is a 5 minute walk from the Cultural Centre and within a 5-10 minute walk of many of the venues. It is also a 5 minute walk to shopping and many restaurants.

ACCREDITATION AND WELCOMING CENTRE

Cowichan 2008 will utilize an electronic accreditation program (similar to that used in NAIG 2002) to provide accreditation and access cards complete with photo-ids for all athletes.

Registration for teams will be done on-line as much as possible. The vast majority of badges can be pre-printed if electronic photos are made available in advance, and the ferry traveling time from the Mainland will be used to provide a briefing on the welcome and accreditation process in order to reduce waiting times for the teams.

The accreditation and welcoming centre will remain open throughout the games, and will be housed along with the Sport Information and Results Centre (SIC) as well as the Athlete Entertainment Centre (AEC) and Food Services Centre (FSC).

TRANSPORTATION PLANS

A ground transport company will be contracted to provide the following services.

ACCOMMODATION SHUTTLE SERVICES

No accommodation will be more than a 30 minute bus ride from the Food Services Centre. Shuttle services will be run to accommodate food services and sports schedules.

VENUE SHUTTLE

A sport Venue shuttle to the sporting venues. - No sport venue (other than swimming) is more than 30 minutes from the FSC. The shuttle schedule will enable the

The Cowichan Cultural Centre will be tied via a shuttle to the Transport Hub.

SECURITY SERVICES

Security firms will be employed at all the accommodation sites. They will provide night time vigilance, and will be supported by volunteers.

FOOD SERVICES

A catering firm will be contracted to provide the following meals:

Breakfast at the FSC daily. A boxed breakfast will be made available to athletes who need to eat at the venues due to sports schedules, and box breakfasts will be available to

Lunch - a luncheon program with healthy choices that will be made available at cost.

Dinner- Dinner will be served over a long enough window to allow athletes to compete in evening competitions if the schedule requires, and to ensure that athletes competing in early evening sessions will get access to the meals.



Boxed dinners will be made available if required.

The dining hall will be decorated and will have music and a large screen TV.

On August 08 2008 the Opening Ceremonies from the Beijing Olympics will take place, and a special function will be held to mark that occasion.

All meals will be prepared to provide healthy choices for all athletes, with a nutritionist employed to ensure compliance with caloric requirements, diet, and lifestyle choices (ie vegetarian etc).

CULTURAL PROGRAM

The cultural program will run daily at the Cowichan Cultural Centre. In the evenings, entertainment on the main stage will be provided and the athletes will be encouraged to attend. The evening programming will be geared towards allowing the youth to relax and celebrate with contemporary music and dance, combined with messages of lifestyle choices. One of the elements that Cowichan 2008 would like to initiate is a talent night(s) where the vari-

ous nations/territories are encouraged to perform.

The cultural centre will also house artisans, merchandising, and displays.

SPORT INFORMATION AND RESULTS CENTER

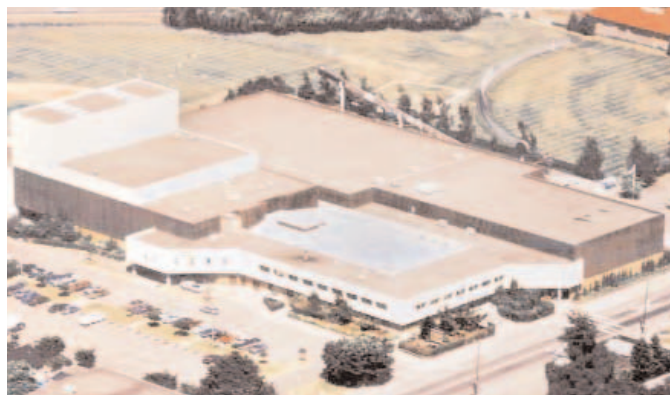
The SIC will contain information on competitions, transportation, results, athlete services, trips, etc. Sport schedule changes and

ATHLETE MEDICAL CENTRE

Located within the Cowichan Sports Complex the medical centre will be available to provide assessments, basic treatment, referrals, and consultations.

ATHLETE ENTERTAINMENT CENTER

The AEC will provide internet lounge where the athletes can access email and results through the web, a swimming pool and showers, a movie theatre, a messages centre, trip information and booking centre, and entertainment centre.



Cowichan Centre will be used as the Athlete Centre and Transport Hub. It consists of 750 seat Theatre, Sports Hall, Arena, Dining Area, Classrooms, Swimming Pool and Meeting Rooms.



ACCOMMODATION SITES

The Athletes will be housed in School classrooms using bunk beds and cots. Shower facilities are available at the secondary schools, and the Athlete Centre at the Cowichan Complex has a pool and showers that athletes can access at all times.

Cowichan Secondary School
Lake Cowichan Secondary
Chemanius Secondary
Frances Kelsey Secondary
George Bonner Middle
Mount Prevost Middle
Quamichan Middle
Ladysmith Secondary
Cowichan Tribes Longhouses
AB Greenwell Elementary
Alex Aitken Elementary
Alexander Elementary
Bench Elementary
Chemanius Elementary
Cowichan Station Elementary
Crofton Elementary
Discovery Elementary
Duncan Elementary
Khowhemun Elementary

The schools will have Security 24 hours a day with Paid Security provided in the evenings.

Internet facilities will be provided at the Athletes Centre.

MARKETING/MERCHANDISING COMMUNICATION STRATEGIES



~ Journey of a Generation ~



MARKETING STRATEGY

OVERVIEW

The North American Indigenous Games (NAIG) are the largest sporting and cultural gatherings of Indigenous people in North America. In 2008, if granted the honour, the NAIG will be held in Cowichan and over 6,000 aboriginal athletes will join in the pursuit of excellence in six spectacular days of sport and culture. The cultural component of the Games will be equally as powerful with more than 2,000 Aboriginal cultural performers showcasing the power and strength of their talents at various sites during the 2008 Games.

These games, due to the fact that the NAIG are a relatively new event in the sporting world (the first NAIG were held in 1990, in Edmonton, Alberta), are an event which is untapped in its raw potential. The sheer numbers of athletes, cultural performers, team supporters, and other participants make the marketing potential of the NAIG a huge but, as of yet, an unrealized force.

The 2008 NAIG are earmarked for success and the challenge is in raising the Games' quality to such a level that they become even more visual and potentially attractive internationally in the sport forum. The Victoria North American Indigenous Games Committee met this challenge successfully in 1997 and a decade later Cowichan plans to move the Games to an even higher level.

In order to fulfill these goals the 2008 NAIG organizing committee is planning and co-ordinating numerous high-profile events which have strong marketing potential. In the terms of marketing (price, product, place, promotion) the NAIG have all the traditional elements for a successful, aggressive marketing program. Additionally we have at least three years for the

NAIG movement to gain exponentially from this challenge. Cowichan intends to meet this challenge successfully.

GAMES PARTNERS- FEDERAL/PROVINCIAL/MUNICIPAL

The Federal, Provincial and Municipal Governments have expressed a willingness to partner with future North American Indigenous Games in Canada in order to ensure well run, fiscally responsible and safe NAIG. As agreements are firmed up Memorandums of Understanding will be negotiated with the levels of government to ensure that their commitments are clear and their contributions are acknowledged through the Marketing and Communication Strategy.

The 2008 Cowichan NAIG are an opportunity to develop mutually beneficial working partnerships far past the Games with levels of government and other partners.

CORPORATE SPONSORS/ FRIENDS OF THE GAMES

To market and promote a successful 2008 NAIG the Cowichan Working Committee is presenting a broad based Aboriginal program which combines and balances sport and culture in a full week of colour and excitement.

A high visibility promotional and communication campaign will kick off a full 36 months before the 2008 NAIG, reaching a broad spectrum of Aboriginal and non-Aboriginal audiences of all ages. Corporate partners of the 2008 Games will receive impressive and maximum exposure on a local, national and international scale.

Equally as important as the quantitative benefits to corporate sponsors are the qualitative benefits to the Aboriginal and non-Aboriginal com-



munities. By working together and delivering highly successful North American Indigenous Games in 2008 both communities will develop a mutually respectfully and friendly relationship which will extend far past the 2008 NAIG.

The benefits from working together and developing a working relationship are numerous.

BENEFITS TO COMMUNITY PARTNERS

Benefits To the Community (Aboriginal and Non-Aboriginal) are clear and will be used in the marketing mix.

- A cultural sharing and renewing of bonds and spirituality between all Aboriginal people.
- Increased public awareness of the richness and diversity of Aboriginal history and culture, leading to greater understanding and respect.
- Once in a lifetime opportunity to take part in a high quality, emotionally fulfilling sporting event.
- Opportunity for non-Aboriginal and Aboriginal community to experience the athletic, cultural, and artistic accomplishments of Aboriginal people engendering a greater understanding and appreciation of these art forms.
- Economic impact and increased tourism related benefits from hosting an event which involves 15,000+ participants.
- Employment opportunities for Aboriginal people in administrative, project management, communication, marketing, and artistic fields.
- Future employment opportunities as a result of Aboriginal training through the volunteering program.
- Accelerated Aboriginal sport and cultural development stimulated and enhanced by hosting the 2008 NAIG with its sporting and cultural components.

BENEFITS TO BUSINESS PARTNERS

Status as a sponsor of all events leading up to the Victoria 2008 North American Indigenous Games and the right to claim that status in ways beneficial to your company.

- Certain category Exclusive Sponsorships- your competitors cannot be a sponsor of the event and therefore sponsor company maintains exclusivity of product and exposure.
- A whole range of promotional opportunities which will allow your company to develop an association and relationship with the Cowichan North American Indigenous Games Committee (V-NAIG).
- The right to use the 2008 Games logo on any approved advertising material your company produces promoting your involvement with the V-NAIG. The Aboriginal population is the fastest growing population in North America. It is also one of the youngest consumer groups in North America with a very high ratio of young people who will need all the luxuries and necessities of life.
- Sponsor company's logo on directional signage at Cowichan NAIG sponsored events.
- Sponsor company's logo on print advertising (posters, leaflets, brochures, newsletters, tabloids, etc.) at Cowichan NAIG events.
- Sponsor may display company's support at sponsor's place of business
- Acknowledgement of sponsor's support at the opening a closing ceremonies (including logo and printed thanks on programs).
- Opportunity for sponsor to be included in an extensive local, national and international publicity campaign.
- The right, where appropriate, to display or sell sponsor product (in many cases exclusively) at NAIG events.
- Access to special 2008 NAIG exclusive merchandise for executives or staff of sponsor company.



- An opportunity to develop and enlarge new markets for sponsor company. The indigenous games involve a large age group (13 to seniors) and a broad range of age and social group consumers are attracted to these Games, as competitors, supporters, volunteers and spectators. The Games revolve around the concept of the family unit and this consumer group is very large and has many needs which extend far past the 2008 Games.
- Positive word of mouth exposure in Aboriginal and non-Aboriginal community.

SPONSORSHIP LADDER - LEVELS AND BENEFITS

A well crafted multi-level Sponsorship Ladder will be created 36 months before the Games to develop a strong Sponsorship base for the 2008 NAIG. The following benefits will be incorporated into the package to leverage and draw potential Partners:

- High community visibility and profile.
- Visibility and exposure to hundreds of thousands of spectators, in person and via television, in a positive way.
- Enhanced understanding and communication between Aboriginal and non-Aboriginal partners.
- Highly visible corporate social responsibility and support.
- Interaction with aboriginal political and cultural leaders, on a social and business basis in order to develop mutually respectful, working relationships.
- Enhanced aboriginal employment.
- Participation, as part of the Games family, in events leading up to the Cowichan 2008 North American Indigenous Games.

MERCHANDISING STRATEGY OVERVIEW-ON YOU MARKS.. GET SET..GO!

The 2008 Cowichan NAIG Committee are in a strong position in regards to timelines with merchandising strategies. The Merchandising Program is target to begin production of merchandise as soon as the NAIG is secured by Cowichan with dedicated resources and a game plan. This gives the marketing department more than 3 years to craft, pursue and implement Merchandising Strategies including:

- Ensure that all major stores on Vancouver island carry 2008 NAIG products including Cowichan's own cultural shops and mini malls;
- Ensure sponsors of 36 months of continuous coverage and promotion;
- Pursue the large and fastest growing consumer market in North America-the Aboriginal peoples market, with initiatives such as direct mail out and solicitation for product and information-another tremendous opportunity for sponsors to gain credibility in the Aboriginal market;
- Solicit other large markets who have a vested interest in the NAIG-team Alberta alone had 10,000 Aboriginal athletes who tried out for team Alberta and if we consider the provinces/territories in Canada and the state teams of the USA the numbers grow larger and larger; and
- Other promotional strategies such as the large gas companies/and others who sell product such as glasses and mugs through special advertising campaigns such as-buy 25 litres of gas and receive a free glass, with the sponsor receiving tremendous visibility.

In addition to the traditional elements of the marketing mix the 2008 NAIG marketing program will lead to numerous commercial projects



(merchandising). Unlike many major sporting events in the world, the 2008 Victoria North American Indigenous Games have a cultural component which is equally as strong as the sporting side. This cultural emphasis means that the attention of these Games' participants and spectators will also be on the visual representations of cultures.

This will result in commercial development of various products and designs. The following illustrates some of the 2008 NAIG organizing committee's planned merchandising objectives, products and strategies:

- Art competitions to pick designs for promotion during the 2008 NAIG;
- Assign copyrights of aboriginal designs to 2008 NAIG committee;
- Work with legal staff to secure licensees for 2008 NAIG designs;
- Create a line of products (in various mediums) to promote aboriginal artists and create revenues to offset the cost of the 2008 Games;
- List of products include but are not limited to: limited edition print series; T-shirt series; lapel pins series; glasses; mugs; refrigerator magnets; jackets; caps; toque (note that marketing sales can be year round for three years); souvenir spoons; plush mascot toys; sport bags; postcards; pens; track-suits; jewelry; key chains and many more promotional products;
- Local retail stores will be highlighting NAIG goods and will be setting aside space in high-traffic areas for display; and
- Our corporate partners will be promoting the NAIG with licensed products.

In order to maintain the integrity of the artwork and fulfill our mandate to educate the public about aboriginal culture designs and products will be accompanied by explanations of each

design and its place in the aboriginal lifestyle. In this way these products become important, powerful educational tools instead of merely souvenirs. This will be a consistent theme in all areas of the 2008 NAIG.

COMMUNICATION STRATEGY

Using the various elements in the promotional mix (paid advertising, free advertising, personal selling and public relations) the 2008 Cowichan NAIG Committee will be communicating its message and promoting the 2008 North American Indigenous Games to both the Aboriginal and non-Aboriginal public

PAID ADVERTISING

The Cowichan Working Committee will use a combination of leaflets, posters, signage, newspaper ads and a variety of merchandise to promote the Cowichan 2008 North American Indigenous Games. A promotional video is also planned to highlight the potential of these Games.

FREE PUBLICITY

Using media releases, information articles and promotional photos CWC will target local, provincial, national and international video (Aboriginal and non-Aboriginal) to promote the Cowichan 2008 North American Indigenous Games. Accompanying this communication oriented focus will be a solid word-of-mouth publicity network in both Aboriginal and non-Aboriginal communities.

PERSONAL SELLING

Personal selling will also serve as a key promotional element. Presentations and meeting with key players (Municipalities, sponsors, School Boards, Provincial representatives, Federal representatives, Corporate Sponsors, Potential



Licensees and others) throughout the province of BC will encourage attendance and participation during the 2008 Games. A number of community meetings, conferences and rallies are also planned during the planning stages of the Games.

PUBLIC RELATIONS

First Nations dignitaries, Sponsors, Government officials, Business associates, Media, etc. will be part of Cowichan's public relations campaign in

order to respect the relationship which they have developed with the organizing committee of the 2008 NAIG. Free posters, free merchandise, free invitations to presentations and cultural events are a few ways of recognizing these partners' status and their contributions in the community.

Public relations will be governed by the appropriate use of Aboriginal protocol in an effort to educate the public about the role of this social philosophy of respect

FINANCIAL PLAN



~ Journey of a Generation ~



NAIG 2008- COWICHAN BASE BUDGET

EXPENDITURES

Executive	\$	95,000
Finance and Administration	\$	550,000
Staffing	\$	2,000,000
Communications	\$	270,000
Operations	\$	4,005,000
Sports	\$	380,000
Ceremonies	\$	450,000
Enhancement Projects	\$	500,000
Core Contingency	\$	250,000
	\$	8,500,000
Project Reserve	\$	1,500,000
TOTAL	\$	10,000,000

REVENUES

Government			
	Federal	\$	3,050,000
	Provincial	\$	3,050,000
	City	\$	100,000
Cowichan Tribes		\$	500,000
Sponsorship		\$	650,000
Ticketing/Merchandise		\$	50,000
Registrations		\$	900,000
Other		\$	200,000
		\$	8,500,000
Project Reserve		\$	1,500,000
Total		\$	10,000,000
Cowichan Reserve Funding		\$	1,900,000
TOTAL		\$	11,900,000



NAIG 2008- COWICHAN BASE BUDGET

EXPENSES BY WORK PACKAGE

wp	Description		
1150	Business Plan Development	\$	50,000
1153	Team Building	\$	15,000
1154	Chairs and Board Travel	\$	20,000
1155	Board Meetings	\$	10,000
1156	NAIG Council	\$	25,000
6666	Salaries	\$	2,000,000
2151	Icon/Mascot Program Development	\$	25,000
2153	Web Site Development	\$	25,000
2154	Special Events and Awareness 2007	\$	20,000
2155	Special Events and Awareness 2008	\$	30,000
2156	Information Services	\$	35,000
2157	Printing & Production	\$	40,000
2158	Communication Services	\$	50,000
2159	Language Services	\$	35,000
2160	Press Centre & Games Time Operations	\$	10,000
3152	Audit Services/Bookkeeping	\$	20,000
3151	Systems Software	\$	10,000
3154	Wind up costs	\$	20,000
3155	Legal Costs	\$	25,000
3156	Insurance & Brokerage Services	\$	100,000
3651	Administration	\$	325,000
3657	Games Time Office & Technology	\$	35,000
3658	Electronics/Office Technology/Supplies	\$	20,000
4152	Sport Equipment	\$	75,000
4153	Sport Announcing	\$	15,000
4154	Medal Ceremonies	\$	30,000
4156	Coaches & Officials Upgrading	\$	10,000
4158	Sport Production Costs	\$	200,000
4159	Sport Officials Honorarium's and Travel	\$	50,000
4161	Equipment Set up and Tear Down	\$	10,000
4851	Venue Operations	\$	150,000
4852	Venue Planning and Scope Development	\$	25,000
4853	Temporary Fitout	\$	150,000
4551	Medical Program	\$	50,000
5151	Village Outfitting/Operations Requirements	\$	1,050,000
5152	Technical Officials Village Operations	\$	25,000
5351	Volunteer Feeding	\$	150,000
5352	VIP Hosting - Games Time	\$	20,000
5353	Athletes Village Food Services	\$	1,625,000
5552	Vehicles - Pre Games	\$	30,000
5553	Vehicles Games Time	\$	50,000
5554	Bus Charter Services	\$	250,000
5556	Warehousing, Planning and Distribution Needs	\$	25,000
5751	Security Services	\$	100,000
5951	Chef De Mission Meeting	\$	25,000
6151	Volunteer Recruitment	\$	25,000
6152	Clothing	\$	75,000
6153	Volunteer Centre	\$	10,000
6154	Volunteer Training and Orientation Program	\$	15,000



6155	Volunteer Support - Games Time	\$	10,000
6156	Accreditation and Volunteer Program	\$	35,000
6157	Accreditation/Welcome Centre	\$	25,000
6158	Volunteer Appreciation	\$	30,000
7151	Opening and Closing Ceremonies	\$	200,000
7651	Cultural Village	\$	200,000
7652	Tribal Journey	\$	50,000
8552	Host Hotel Operations	\$	15,000
Core Contingency		\$	250,000
Base Funding Requirement		\$	8,000,000
9001	Athletes Enhancement Program	\$	250,000
9002	Transportation Subsidy Program	\$	250,000
Enhancement Projects		\$	500,000
TOTAL ALLOCATED COSTS		\$	8,500,000
Project Reserve Funding		\$	1,500,000
Total BASE COSTS		\$	10,000,000
REVENUE			
Government of Canada		\$	3,050,000
Province of BC		\$	3,050,000
City		\$	100,000
Cowichan Tribes Guaranteed Funding		\$	500,000
Legacy Now/WED		\$	100,000
Misc Govt-EI Programs etc		\$	100,000
Sponsorships		\$	650,000
Merchandising		\$	25,000
Ticketing		\$	25,000
Registrations		\$	900,000
Total		\$	8,500,000
Project Reserve Funding			
Unallocated Govt of Canada Funding (\$3.5m each to maximum \$7.0 million)		\$	900,000
Unallocated Cowichan Tribes Funding		\$	600,000
		\$	1,500,000
TOTAL BASE FUNDING		\$	10,000,000
COWICHAN TRIBES RESERVE (\$3.0 million less allocated)		\$	1,900,000
TOTAL AVAILABLE FUNDING		\$	11,900,000
Surplus over Allocated Costs		\$	3,400,000



BUDGET AND FINANCIAL ASSUMPTIONS

Our budget has been developed using the following criteria and base assumptions:

- 1.0 Base registrations of 6000 Athletes.
- 2.0 Village Capacities of 5000 Athletes
- 3.0 Meal Services
(2 meals per day - for 10 days)
- 4.0 Registrations of Junior Athletes-
6000 at \$150
- 5.0 All numbers in 2008 or as spent dollars
- 6.0 We have used the base numbers from
Winnipeg 2002 on a work package basis,
and adjusted for regional differences and
variances of inkind calculations.
- 7.0 Revenue numbers are net of servicing
costs. These servicing costs include hospi-
tality, signage, special promotional items
etc. Servicing costs would also include
commissions payable above and beyond
the salaried costs included in the
salary figures.
- 8.0 Approximately 400 man months of staffing
with peak staff at 45 have been included in
the base budget.
- 9.0 Numbers are inclusive of applicable taxes
netted for recoveries where appropriate.

The budget has been built using the traditional approach of quantitative numbers for functions such as transportation and feeding (ie numbers of bus hours or total athlete days) and subjective numbers such as Opening Ceremonies and Cultural program. We have used a consultant with multiple multi-sport games experience to review and prepare the financial review.

Highlights of the budget include:

Significant commitment to staffing. We have used industry standards for the top positions, and have allowed full time staffing from April 2005.

- **Cultural and Ceremonies Programs in excess of \$450,000.**
- **Athlete Enhancement Fund-** Commitment to fund up to \$250,000 after base costs have been met to ensure that the Athletes experience in Cowichan lasts forever. The programs will be defined with the input of NAIG Council and might include experiences such as fishing, sailing, ocean kayaking, surfing etc.
- **Athlete Transportation Subsidy-** A commitment to reduce the costs of traveling to the event. We appreciate that travel to the West Coast incurs additional costs for many of the teams, and we will seek ways through programs such as Ferry cost reductions, shuttles from Vancouver airport, and if required, cash contributions in order to help reduce the overall costs.

Cowichan Tribes is in a unique position to be able to host the Games from a financial perspective. Most communities across Canada, both aboriginal and non-aboriginal could commit to \$3.0 million of funding. We are cognizant of the need to take responsibility and show leadership to the other communities however and seek ways and means to deliver the best event for the least cost. Thus we are very confident in being able to deliver the best ever event with a base budget of \$8.5 million or less. This lessens the burdens on senior governments, and addresses the reality of the corporate sponsorship market in Canada. At the same time we have ensured that contingency funding is encumbered to take care of scope changes, and marketing shortfalls. In typical scenario's scope has to be cut in order to balance against shortfalls in revenue, with the our proposal, scope never has to be cut.

We have followed the funding guidelines for the Federal and Provincial government as described in the NAIG Funding guidelines.



Our bid budget is unique in the following ways:

1.0

We are committed to a balanced budget. To this end both expenditures and revenues can be controlled. Typically an organizing committee can govern only expenditures. However with the financial guarantee of the Cowichan Tribes to cover up to \$3.0 million of costs for NAIG, we have been able to develop a budget that does not rely on the entire \$3.0 million to balance. This is a significant and fundamental point. For the first time in NAIG history we are able to develop and present a realistic budget that provides for contingency funding of \$1.5 million. This has been done by staying within the confines of the NAIG Funding formula of the Federal and Provincial Governments, by being very realistic on marketing revenues given the market place, by placing the municipal government in an achievable position of not having to support the event with cash, but in kind, and being very prudent on merchandising and ticketing expectations.

2.0

Our commitment to NAIG Council, and our funding partners the Federal Government and the Province of British Columbia, is to ensure that the overall costs of the games are minimized as long as scope and quality of athlete experience are not compromised. To this end we have made the following commitments which we would agree to put in a multi-party agreement:

2.1.1

Cowichan Tribes will guarantee \$3.0 million of available and unencumbered funds would be made available to execute NAIG 2008.

2.1.2

Cowichan Tribes will pledge the following :

\$500,000 in Base Funding to be secured in trust with the Province/Feds as partners to the trust. Alternatively we would pledge to spend the first \$500,000 seed funding required to support opera-

tions. The whole \$500,000 would be committed on the day the event is awarded to Cowichan. (see Council Commitment)

That the Provincial and Federal Funding required would not exceed \$3.5 million each, and that the funding for cash flow purposes be based on a budget of \$8.5 million.

We have developed the base budget on a cost driven formula of \$8.5 million including \$250,000 of base contingency. Government Revenues equaling 70% of that total for an amount of \$3,050,000 each have been included in the base funding formula. This leaves a total of \$450,000 of funding from both senior levels of government that is unallocated. (ie maximum contribution is \$3.5 million each). Cowichan Tribes will provide up to, or generate an additional \$600,000 of funding for the project if required (see below).

Cowichan Tribes will provide a further \$1.9 million of contingency funds over and above the \$10.0 million of funding, if required to cover any shortfalls in revenue, scope changes etc.

Cowichan Tribes will place the following budget and contingency items in trust. Cowichan Tribes is prepared to be the lender of first resort against pledged Government and Sponsorship funding in order that the project can move forward with necessary commitments. The trusts would be established as such:

\$500 K in Salary Commitments (to ensure all staff are paid, payroll taxes are paid, and that the staff are engaged as required)

\$500 K against received and committed Marketing Funds.

\$250K (up to) for Athlete Enhancement Project.

\$250 K (up to) for Athlete Transportation Subsidy

\$500 K cancellation commitment ñ in place



from the approval of business plan to six months prior to event.

We believe we have delivered a number of firsts for the NAIG Games:

1.0

A commitment that will be backed up by a multi-party agreement to fund all Non government revenues if needed, and to pledge the availability of \$2.5 million of unencumbered cash to cover costs or revenue shortfalls.

2.0

A commitment in writing to fund a minimum of \$500,000 of seed money for the Games organization using its own reserves.

3.0

A commitment to our partners - the Federal and Provincial Governments to minimize their costs, and if costs rise above the \$8.5 million that NAIG 2008 will fund or raise the additional costs on a pro-rata basis. This is a critical consideration in ensuring that the support for NAIG is continued, and committing to our senior governments that we will work hard to reduce the costs of the event, without compromising the quality or integrity of the event.

4.0

The ability to say that scope and programs will never have to be cut in order to balance the budget. Any shortfalls in non government revenue will be covered by Cowichan 2008, either through increased marketing revenues, or if required by the Cowichan Tribes. This means that the ability to enhance the project exists without ever running a deficit as more marketing money becomes available, or Cowichan Tribes vote to expand scope.

5.0

A commitment that Cowichan 2008 will work directly with NAIG Council and within the boundaries of the multi-party agreement to define and pre-fund an Athletes Enhancement Fund that will

be used to enhance the experiences of the Athletes at NAIG 2008.

6.0

A commitment to find ways and contribute funds/resources to reduce the travel costs to the event. This funding/support would be in addition to the funding that is being sought by the NAIG Council at the Federal level.

PROJECT CONTROL PLAN

The 2008 NAIG is both a business and a project. To this end the organization needs policies and procedures to deal with the budgeting and reporting of costs and revenues, but also requires a process and control plan on how the project will be managed.

The key elements of the control plan/ that will guide this process are:

- Commitment to managing by a - scope of work- process which requires a detailed estimate of costs, resources and work activities to be completed prior to the approval of funds.
- Commitment to a change management process that requires approval and recognition of changes in scope from an approved base line, both for the bid budget and the Games operational budget.
- Quantification of resources, and the desire to manage scope and costs, rather than simply an estimate of allocated dollars.
- Advance planning of the Scopes of Work so that all stake holders are knowledgeable about the planned activities and allocation of resources on a work package by work package basis from now until the end of the event
- Continual forecasting and updating of forecasted costs of the budget and Business Plan so that no surprises occur during or after the event.
- Linking of the cost estimate of the bid and the



project schedule at a common level (i.e. work package) that will enable a summary evaluation of performance of objectives against cost allocations.

- Regular monitoring and statusing of project scope and schedule.
- Strict management and segregation of project contingency funds.

WORK PACKAGES

NAIG 2008 will manage the scope of the Project by committing to manage by distinct work packages that detail the activities, costs, assumptions, and resources required to execute a particular scope of work. These work packages will be stand alone elements within the overall budget of the Event. This concept is now standard in most of the project industry, and was used at NAIG 2002.

WHAT?

- Description of a program, package or work that encompasses a scope of work, estimate of costs, schedule of activities, and plan how to execute it.
- Represents a checkpoint along a program's schedule that ensure that approval and understanding of the costs and scope are attained.
- Represents a package of work that can be monitored against stated objectives and cost estimate.
- Encompasses the commitment packages and execution strategy required to accomplish the objectives.

WHY?

- Provides a means to standardize the presentation and definition of the scopes of work.
- Provides a means for management and the Board to evaluate scopes of work against over all project strategy.
- Provides a means to achieve ifast tracking of expenditures once approval is given.
- Provides a score sheet for management of the overall planning efforts and indicates a means of progress.
- Provides a common denominator to review schedule, scope and costs.
- Provides a means to capture a broad scope of work within a package that can be monitored and reported against.
- Preserves costs in distinct packages and helps prevent the idea that money can be borrowed from projects later on in the schedule if costs are overrunning in the early phases.

COST CONTROL CONCEPTS

BUDGET AND FORECAST MAINTENANCE

A baseline budget will be established for all the known /identified work packages. It will reflect the overall budget established for the project, as approved by the Board. Once established the baseline budget will not be modified, and approved changes will be reflected in the current plan.

Approval changes to the budget are achieved in one of two methods:

- Approval of Work Packages with variances to Current Budget
- A formal decision to shift scope of work.

When the baseline budget is approved and fixed, a copy of that estimate is moved to the forecast.



This forecast is then managed on an ongoing basis to ensure that it accurately reflects the scope of work that is being planned, and it also reflects the work that is being undertaken as part of the execution of the work package.

On a monthly basis, a review of the forecasted costs will be undertaken in comparison to the total commitments and expenditures made against approved projects.

CONTINGENCY MANAGEMENT

The contingency that is in the estimate must be preserved to deal with three main issues:

- Unknowns and uncertainties in the Baseline budget. These are issues with unit prices, allowance factors, and generally not enough knowledge about the scope of programs
- Changes to scope. (i.e. those programs other than what the baseline budget contemplated)
- Uncertainties in revenues. If revenues do not materialize, particularly marketing revenues, the contingency must be offset against marketing revenues.

In order to ensure that these three issues are addressed the following sets of contingency have been established.

PROJECT CONTINGENCY-\$250,000

This is an estimated amount of contingency to deal with uncertainties in the baseline estimate. It will be calculated on the level of risk/uncertainty in each work package. Savings and overruns to in scope work will be managed from this fund.

PROJECT RESERVE - \$1,500,000

This will be an allocation of funds to deal with changes to scope of the project. This use of funds from this Reserve will require Board approval.

COWICHAN RESERVE - \$1,900,000

Represents the total funding backstop available after all allocations to deal with scope additions, marketing failures. This reserve will be used to place funds in trust to guarantee certainty in planning.

CONTINGENCY USE

- Contingency will be allowed for in most of the approved work packages based on estimate of costs.
- No contingency is provided to the Work Packages until approval of packages is given.
- Contingency should be found within the packages first and not from the central funds.
- No actual expenditures or commitments ever get coded to contingency.. it has to be managed as part of the forecasting exercise.

PROCESS OF WORK PACKAGE APPROVAL

1.0

Once the estimate has been frozen and the overall recasting has been completed then each department will have a Budget baseline and an allocation of costs to each WORK PACKAGE. While those amounts of funds and the scope of the WORK Package is will change over the life of the project, it is important that this baseline always become the reference point that changes are made from. When plans are changed and monies are formally moved then the current budget is updated, and all comparison against plan are based on this current budget.

2.0

The submission of an WORK PACKAGE for approval should be determined on an assessment of the following factors:

- Overall program development-
- How firm are the numbers



- Have the major assumptions been tested or proven out
- How far along are the supporting programs
- What level of commitment is required to initiate the project.
- Ability to accomplish work in the available time period. Status of Marketing deals
- The overall intention is to commit to projects in a timely basis so as to ensure the smooth approval of projects.

Programs should not be committed to too early because revenue may not be there to support the programs, and more importantly the program elements will change over time. Nor should Work Packages be approved too late as this may limit options, and may increase costs if meeting the scheduled completion date becomes a problem.

The other major element to guard against is unforeseen projects, or new scope. The reason that future costs are forecasted on an ongoing basis is not to be caught off guard with changing requirements.

Each month it is important to review the total projected costs of each department's "to go" costs so that shifts in requirements can be updated in order that cost impacts can be processed with each WORK PACKAGE submission.

WORK PACKAGE SUBMISSION PROCESS

The organization will develop WORK Package's in accordance to the overall schedule, or revised schedule as it is adjusted on a month to month basis.

As part of the monthly forecasting procedure, updates on the status of upcoming WORK Package's should be provided by the departments. Adjustments in scope or forecasted costs should be incorporated into the overall financial forecast

each month.

When a draft of the WORK PACKAGE is ready the Board will receive the package in enough to time to allow a proper review of the proposed scope, undertake a cost analysis, and if necessary review the WORK PACKAGE with other areas of the organization that may be affected.

Once management is satisfied that the questions regarding scope, cost, and impact on the rest of the organization have been addressed or resolved, then the WORK PACKAGE should go forward for approval with a Budget Impact Statement (see attached).

WORK PACKAGE FORMAT

Each work package will contain the following information:

1. Objectives
2. Scope of work
3. Major assumptions
4. Exclusion from scope
5. Impact on other programs where applicable
6. Cost estimate in detail
7. Any relevant background work that was done to scope the packages (re. Quotes consultant studies etc.)
8. Budget impact statement

CURRENT BUDGET

THIS WORK PACKAGE

IMPACT +/-

- + monies to contingency funds
- monies from contingency funds



WORK PACKAGE COSTING

All Work Package's will be costed at what the organization would be expected to pay for the goods & services in an open marketplace. Costs will be 'all-in' including Freight/Handling, Taxes etc.

Where discounts are known at the time when the baseline estimate is produced, or when work packages are brought forward for approval, the budgeted/forecasted costs will be reduced accordingly and savings allocated to the Fund Management contingency.

PROJECT SCHEDULE

One of the key elements of the project management strategy is the development and maintenance of a project schedule. The Project schedule will be maintained and reviewed on a regular basis to ensure it reflects these key elements:

- Overall Lobbying Strategy
- Scope of Activities and Work Packages that have been developed
- Indicates the execution method by which program objectives will be achieved Provides an Early
- Warning system of Potential Slippage to Schedule

To this end the following considerations have been given to schedule development:

- The schedule will be done accordance to the program areas i.e. Venues/Sports/Games Services etc. and will be produced by Work Package
- The schedule will be developed in Microsoft Project
- The schedule will be reviewed on a minimum of once a month basis, this will be a formal review

- The schedule for each of the Program areas will include:-
 - Policies required
 - Major Plans Required (see Business Plan)
 - Scope Statements
 - Work packages (first draft - at a minimum two weeks prior to final approval
 - External approvals required - i.e. Province/Feds.
 - Agreements required - i.e.. funding/support/facility use/
 - Purchase Orders/Contracts - Award dates where applicable
-
- Each program area will be owned by a staff member. They will be responsible for ensuring that the schedule of activities is maintained.



STANDARDS OF BUSINESS CONDUCT

All Board members, officers and senior employees /volunteers of the organization will be required to sign a standard of Business Conduct similar to the following:

The NAIG 2008 Bid Society requires compliance with high ethical standards of business conduct because:

- NAIG 2008 is funded in part by public monies; and
- Controversy regarding business conduct of NAIG 2008 would not be conducive to achieving its purposes.

Your agreement to comply with the following Standards of Business Conduct for NAIG 2008 and your continuing compliance are conditions of appointment and service to NAIG 2008 in any capacity or office.

1. Compliance.

The activities of NAIG 2008 are to be conducted so as to comply with applicable law and a high ethical standard of business conduct.

2. Not for personal benefit.

NAIG 2008 exists and all of its operations are dedicated to the purposes set out in its Constitution. None of its resources are to be used for the personal benefit of others except salaries and agreed benefits for its employees and reimbursement of reasonable and proper expenses incurred by directors, officers and volunteers acting as such.

3. Conflicting interest or duty.

Whatever your capacity, you owe a duty of loyalty to NAIG 2008. If you (or a member of your family) have a personal interest that might conflict with your duty of loyalty, you have a conflict of interest. If you are responsible to another organization, such as a Society organized for a sport or cultural purpose, you may have a conflict of responsibility

if that Society deals with NAIG 2008. Such conflict shall be disclosed to the Board of Directors of NAIG 2008 and the Board shall determine what if any action should be taken in respect to continued membership.

Directors, officers and employees must choose between holding their position with NAIG 2008 and being free to do business with NAIG 2008 but cannot do both.

Volunteers are selected for their skills, experience and commitment but persons who will not do business with NAIG 2008 will be preferred. If in any meeting or other deliberation regarding the operations of NAIG 2008 a topic comes up which involves for you as a volunteer, a conflict of interest or responsibility, you must disclose the conflict, leave the meeting and not vote, lobby or otherwise participate in the decision making process. You must follow this procedure even if you think you can manage your conflict in good conscience because NAIG 2008 cannot afford grounds for perception that any of its decisions are affected by conflict of interest, conflict of responsibility or unfair advantage. NAIG 2008 may adopt and publish Guidelines to help you observe these rules.

4. Accounting.

The accounting records of NAIG 2008 shall fairly reflect all assets, liabilities and transactions in respect of its operations. All transactions shall be recorded in a manner such that the substance of each transaction is not obscured.

5. Hospitality.

Hospitality extended at the expense of NAIG 2008 to persons representing or doing business with NAIG 2008 shall be of such scale and nature as will avoid compromising the integrity and reputation of NAIG 2008. All such activities should be performed in the expectation that they will become a matter of public knowledge. They shall also be



in accordance with NAIG 2008 entertainment and expense policy.

6. No political contributions.

NAIG 2008 funds and resources shall not be used for politics. NAIG 2008 shall not contribute to any political party or candidate nor to any political cause.

7. Gifting by NAIG 2008.

No gift of cash or kind, is to be made by NAIG 2008 to any person except as may be typical according to normal business practice and protocol and of nominal value. Guidelines in this regard will be approved by the Board of Directors of NAIG 2008 and published from time to time.

8. Gifts to NAIG 2008 people.

No director, officer, employee or volunteer of NAIG 2008 is to accept any gift in cash or in kind from persons doing or seeking to do business with NAIG 2008 except as may be of a personal nature and nominal value.

9. Public statements.

NAIG 2008 shall designate one or more spokespersons to communicate on its behalf with the media and the public as may be required from time to time. No director, officer, employee or volunteer other than a person so designated is to communicate or respond to communication with the media or the public on behalf of NAIG 2008.

10. Confidential information.

Information of a confidential nature gained by virtue of involvement with NAIG 2008 is to be kept confidential and used only for the proper purposes of NAIG 2008. If the information relates to money, detailed plans or specifications for something that will cost money or selection of a site or a supplier you should treat that information as confidential. You shall maintain such confidence even after your service to NAIG 2008 is terminated or complete.

11. Outside activities.

You shall not engage in any activity of any nature which would conflict with your duty or loyalty to NAIG 2008 or which could reasonably be expected to be detrimental or prejudicial to the interest or reputation of NAIG 2008 as determined by the President or the Board of Directors. Officers and employees of NAIG 2008 shall disclose in writing their involvement, if any, in outside employment or commercial enterprise to the Chairman of the Finance Committee.

I have read and clearly understand the above Standards of Business Conduct adopted by the NAIG 2008 Bid Society. I agree with those standards and realize that compliance with them is a condition of my association with the Society.

Signed by:

Dated



FINANCIAL POLICIES

The following Financial policies will be drafted and put in place within 3 months of award of the event.

1. Delegation of Authority
 - 1.a Commitment Availability Policy
 - 1.b Commitments Level Approval
 - 1.c Signing Authority
 - 1.d Hiring
 - 1.e Work Packages (WPis)
 - 1.f Marketing Arrangements
2. Signatories and Banking
 - 2.a Signatories and Banking
 - 2.b Issuance of a Credit Card
3. Expense Accounts
 - 3.a Reimbursement for Expense Accounts
 - 3.b Use of Expense Account Form
 - 3.c Approval of Expense Account Claims
 - 3.d Domestic Travel Per Diem & Allowable Expenses
 - 3.e International Travel Guidelines, Per Diem & Allowable Expenses
 - 3.f Hospitality and Hosting
4. Accounting Functions
 - 4.a Overview
 - 4.b Year End
 - 4.c Auditing and Reporting
 - 4.d Basis of Accounting
 - 4.d.i Recording of Transactions
 - 4.d.ii Inventory
 - 4.d.iii In-kind Recording
 - 4.d.iv Issue of P.O./Contracting
 - 4.d.v Payment Procedures
 - 4.d.vi Receiving Reports
 - 4.e Receivables
 - 4.e.i Production of Invoices
 - 4.f Finance Committee Meeting and Reporting

DRAFT PROCUREMENT POLICIES

The following draft procurement policies will be further developed and put in place to govern the organization

The NAIG 2008 shall, at all times, treat and appear to treat suppliers with impartiality and fairness. The NAIG 2008 will adhere to a consistent purchasing process ensuring that the best use is made of corporate funds, while allowing qualified suppliers reasonable opportunity to pursue the business of the NAIG 2008 .

All purchases must be authorized in writing by an individual who has the appropriate level of spending authority as per the Spending Authority Policy, as approved by the Board of Directors.

1. Criteria for Evaluation

At every opportunity, the NAIG 2008 will seek to acquire goods and services without the expenditure of cash through the NAIG 2008 Fundraising and Marketing Programs. Suppliers will be encouraged to contribute their goods and services in exchange for recognition as a supporter of the NAIG 2008 and in exchange for the right to associate their companies with the NAIG 2008 by using the NAIG 2008 Trademarks in their advertising and promotional activities.

The NAIG 2008 will be guided in its selection of suppliers by the following criteria that will be utilized in the evaluation of proposals solicited from potential suppliers via either an RFP (request for proposal) or ITQ (invitation to quote) process:

- Obtaining the best quality of services to assist in developing the Bid and compete in the global competition;
- Obtaining the best net price for products and services, which reflects both price as well as any proposed contribution of cash or inkind by the potential supplier in return for



- recognition rights;
- Utilization of BC and Canadian suppliers to the greatest extent possible;

Each of the above criteria will be utilized in the evaluation process. The relative weighting of the criteria will depend upon the nature of the good or service being procured. Sub-criteria may be developed within the major headings described above as appropriate. For instance, the criteria of best quality may be subdivided into the following sub-criteria for a given RFP:

- Experience of potential suppliers in carrying out similar tasks;
- Quality of methodology proposed for carrying out task;
- Qualifications of individuals assigned to the task;
- Timeliness with which task can be completed; and,
- Etc.

2. Documentation

- a. All purchases must be supported by a purchase document.

Purchase documents include:

- i. Initiation
 - 1. requisitions
 - 2. invitations to quote
 - 3. request for proposals
- ii. Confirmation
 - 1. Purchase Orders
 - 2. Contracts
 - 3. Travel Expense Forms

- b. The only exceptions to the purchase documentation requirement above are:

- i. Supplies and services less than \$500
- ii. Subscriptions
- iii. Courier Services

- iv. Legal Services
- v. Accounting Services
- vi. General Administration Services for the Office

Supporting invoice(s) are required for all of the above.

3. Competitive Bid Processes Requirements - Non-Consulting

- a. A competitive bid requirement is required for purchases greater than \$2,500.
- b. Informal Bid Process ñ An informal bid process may be used for any purchase or group of purchase items that is less than \$20,000. An informal process means that bids may be solicited verbally or in writing. Written bids are preferred; however verbal quotations are acceptable providing they are fully documented and kept with the order. A minimum of two bids is required.
- c. Formal Bid Process ñ A formal bid process is required for any purchase greater than \$20,000. A minimum of three bids should be sought whenever possible. A formal bid process utilizes a Request for Proposal (RFP) or an Invitation to Quote (ITQ) depending on the nature of the goods or services being purchased. ITQís are generally used for less complex purchases where the scopes of work are specific and the materials and methods of work are stipulated. RFPís will be used where the scope of work is less specific and there may be a variety of methods employed or materials used in completing the work. Either document will detail the terms and conditions pertaining to the purchase, the NAIG 2008 evaluation criteria and the specifications of the required good or service.
- d. Sole Source Vendors over \$5,000 - Non Consulting Services

- i. A sole source vendor is permitted in a



situation where only one vendor is qualified to supply the product or service or in a unique situation that is in the best interest of the NAIG 2008 Society.

- ii. Sole source purchases require written justification to be kept with the order.

All sole source purchases require approval from the Chair of the Board and the Chair of the Finance Committee,.

- e. **Tendering vs Marketing:** Where the NAIG 2008 expects to pay cash for a significant proportion of the services or products to be obtained from suppliers, then the organization should pursue a procurement process for those products and services. If the NAIG 2008 expects that it can obtain all, or substantially all of its needs in the form of in kind contributions, then the supply is normally sourced as a marketing deal, except where the services required are professional services. If the services to be obtained are professional services provided by a firm whose principal business is the provision of this type of professional service, the NAIG 2008 Society shall utilize an RFP process, even if there are known suppliers who have indicated a willingness to provide all of the service on an inkind basis. This will ensure that all vendors in the relevant professional community have an opportunity to donate the services and thereby be associated with the bid.
- f. **Advertising of RFPs/ITQs:** RFPs and ITQs will be advertised on the NAIG 2008 Website.

4. Competitive Bid Process Requirements - Consulting and Professional Services

- a. Competitive bidding of consulting services shall be utilized for consulting services with an anticipated cost for one contract or a series of con

tracts exceeding \$15,000.- excepting staff assignments procured through consulting contracts.

- b. Where a competitive bid has not been utilized and the value of the contract exceeds \$15,000, justification for the sole source must be made in writing . The contracts must then be approved by the Chair of the Finance Committee and Chair of the Board.

5. Conflict of Interest

- a. No person or member of a Committee shall evaluate or approve a contract award if any member of his or her immediate family:
 - i. has a direct or indirect financial interest in the contract award to any bidder or proponent;
 - ii. is currently employed by, or is a consultant to or under contract to a bidder or proponent;
 - iii. is negotiating or has an arrangement concerning future employment or contracting with any bidder or proponent; or,
 - iv. has an ownership interest in, or is an officer or director of, any bidder or proponents.
- b. Further to Part a. above, all Directors, Officers and employees and consultants shall be governed by the NAIG 2008 conflict of interest policy, as amended from time to time, and shall disclose any conflict or potential conflict pursuant to such policy.
- c. Any exceptions to this policy must be approved by the Board as a whole.

6. Gifts and Hospitality

- a. Gifts, other than those of small intrinsic value, whether in cash or in kind, shall not be accepted from any vendor, contractor or other parties with whom the NAIG 2008 has or is pursuing



- a business relationship with.
- b. Reasonable hospitality is a usual courtesy of a business relationship. The frequency of hospitality accepted should not be allowed whereby the recipient might be or might be deemed by others to have been influenced in making a business decision as a consequence of accepting such hospitality.

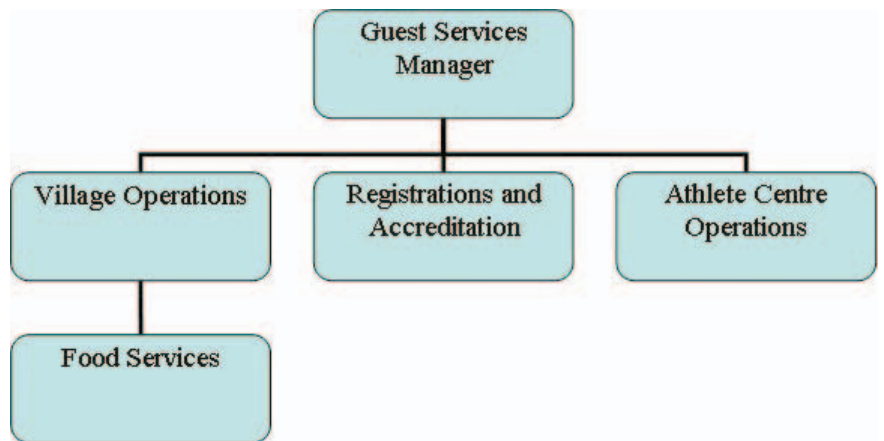
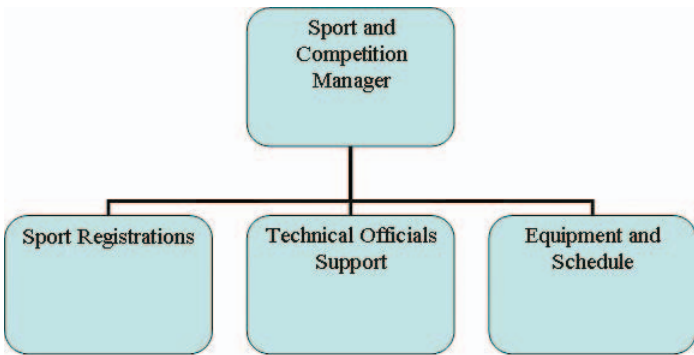
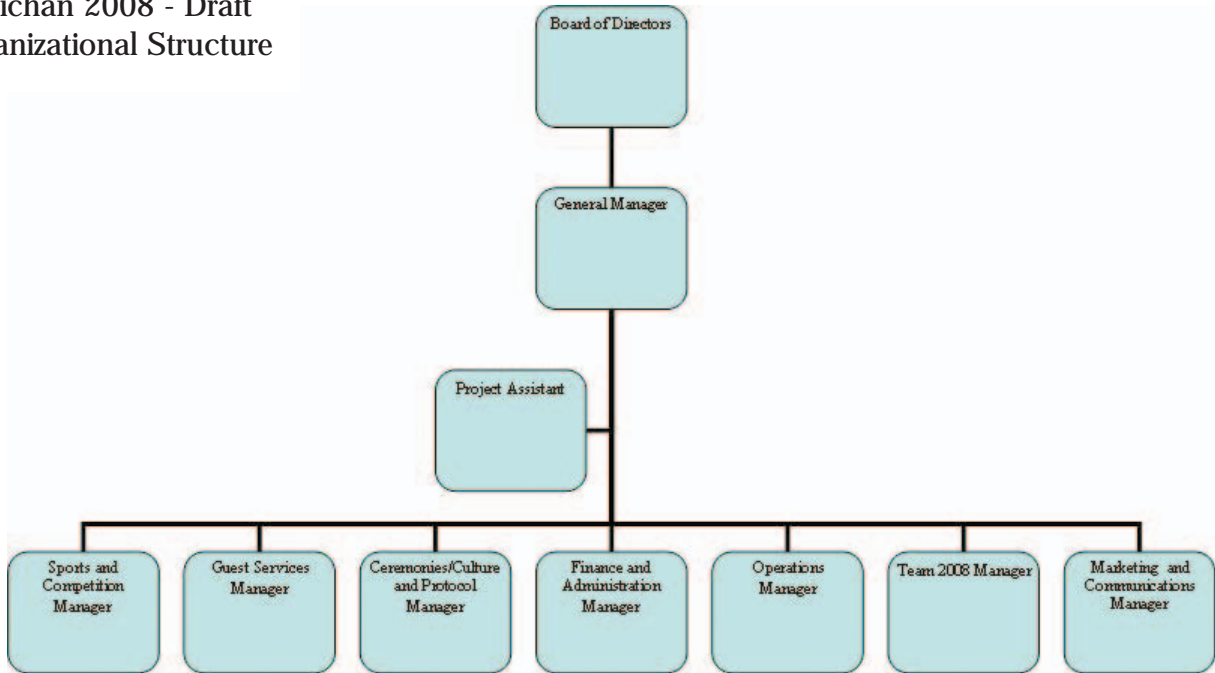
BOARD GOVERNANCE

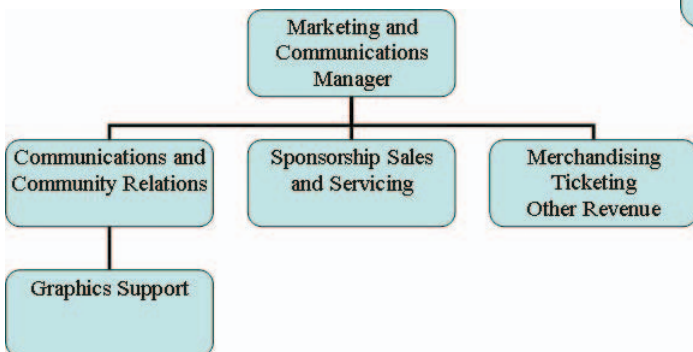
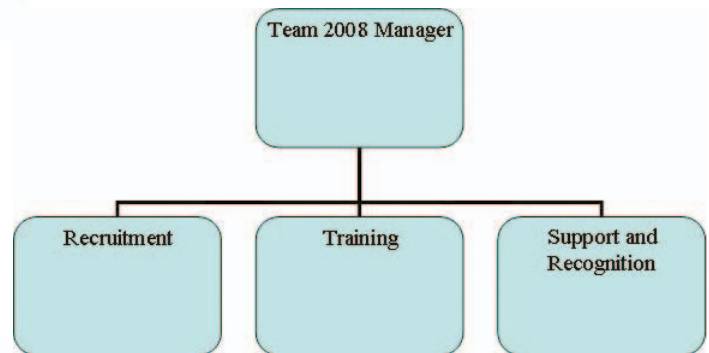
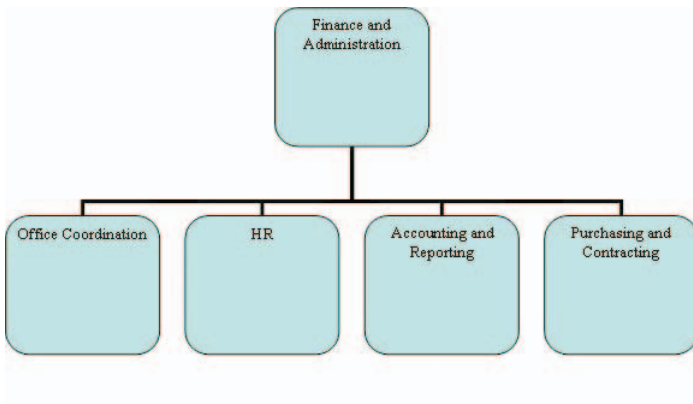
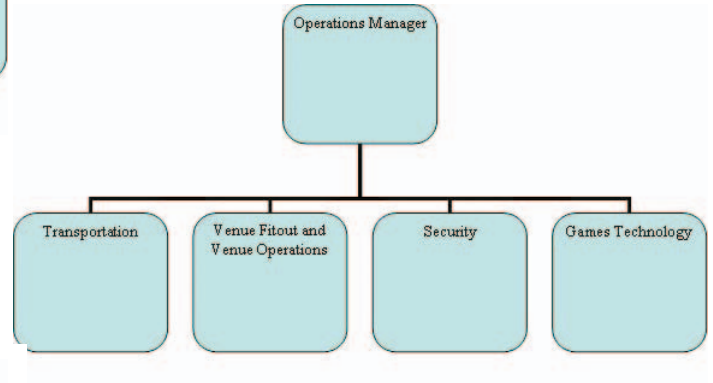
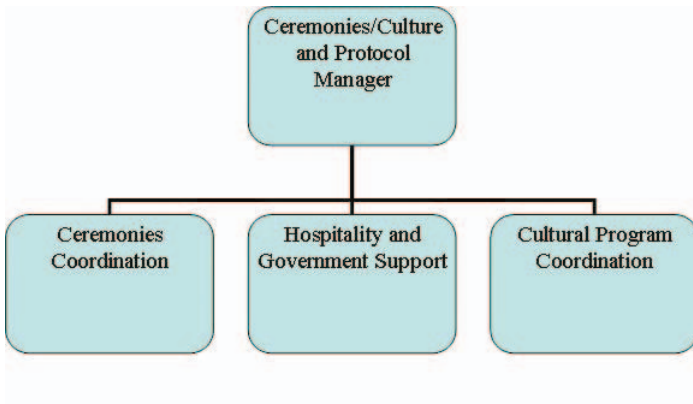
The following sections and information will be developed and approved by the Board:

- 1. Constitution & By-Laws
- 2. Board of Directors
 - 2.a Members- elections/nominations/removals
 - 2.b. Standards of Business Conduct
 - 2.c. Conflict of Interest Guidelines & Policy Statement
 - 2.d. Terms of Reference:
 - 2.d.i Board of Directors
 - 2.d.ii Chair of the Board
 - 2.d.iii Vice-Chair of the Board
 - 2.d.iv Finance Committee
 - 2.d.v Nominating Committee
 - 2.e Report to Board of Directors on Discharge of Obligations
 - 2.f Board Proceedings - Modus Operandi
- 3. Management
 - 3.a President - Terms of Reference



Cowichan 2008 - Draft Organizational Structure





GAMES PLANNING MODEL



~ Journey of a Generation ~



BUSINESS PLAN

The cornerstone to the successful planning and staging of the 2008 NAIG must be the development and approval of a Business and Marketing Plan for the Games.

The plan must set out the overall objectives of each area of the organization, detail the scope and assumptions, major risks and issues, costs and resources required to plan and execute the project, and the revenues needed to support the project.

We believe that the business plan should be completed by Sept 2005. This timing will provide an opportunity for the new board to be given a clear direction of the issues and work that lies ahead through the outline of the business plan. A realistic assessment of the proposed business plan can be completed after the 2006 NAIG and programs, scope and resource requirements modified, if required, after then.

The content of these documents should include the following items:

1.0 Charter/Mission Statement of the 2008 NAIG

2.0 Executive Summary

3.0 Revenue Review

- Sponsorship
- Property/Brand Development and Awareness
- Sponsorship Opportunities and Revenue Potential
- Cash
- Inkind
- Cross Promotions
- Categories and Market Differentiation
- Rights and Benefits

Participant Fees

Ticketing and Special Events

Concessions

Merchandising

Pre Games

Games Time

Promotional/TV Exposure

Selling Strategies and Costs

4.0 Operational Review

Operations

Accommodation Plan

Food and Hospitality Services

Transportation

External Planning

Venue Support

Venue Operations

Accreditation/Registration

Government Services

Volunteer Program

Ceremonies and Special Events

Opening and Closing Ceremonies

Medal Awards

Hosting and Hospitality

Special Events

Communication and Awareness Program

Community Support and Awareness

Regional/State Awareness

National/International

Sponsor Support

Media Management and Support

Sports and Venues

Sports Program

Sports Management

Officials

Sport Association management

Equipment Needs

Venue Requirements



NAIG Council Liaison and Support

Finance and Administration

Marketing and Sponsor Support Costs

4.0 Organizational Plan

Staff Structure

Timing

Job Descriptions

Committee Structure

Board and Advisory Groups

5.0 Estimate of Costs and Revenues

Revised Estimate

Variance Analysis to Bid Document

Major Risks and Uncertainties

Contingency Analysis

6.0 Staff Plan and Job Descriptions

7.0 Schedule of Activities

Major Milestones/Activities (3 year plan)

Major Activities - 6 month/12 month

8.0 Project Control Strategy

9.0 Policies to be Developed

The Business Plan will be a -living/breathing-document, however the first issue of the business plan will become the basis from which all changes are tracked, and from which the original bid submission budget is tracked and variances reviewed.

The business plan will provide in the greatest possible detail at each stage of development the resources/scope/tools and effort required to execute the scope of work, along with the timeline to do so.

PLANNING PROCESS

Cowichan 2008 will as part of the planning process develop a business plan which will contain descriptions of each business unit, along with scope statements and plans for all Work Packages. The following plans and elements will be created as a basis for each major element of the event.

FINANCIAL

Procurement and Contracting Plan

- Overall Procurement Policy
- Use of POs/Contracts
- Competitive Sourcing
- Checks and Balances

Risk Management Plan

- Overall Sources of Risk and Liability for Organization
- Types and Timing of Coverage
- Obligations of Officers/Directors

Legal Services Plan

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

Government Relations Plan

- Nature and type of Government Partners
- Listing of Types of Services Required from each Partner
- Obligations of Organization for Service/Support
- Obligations of Partners
- Support Structure Required



HUMAN RESOURCES/ADMINISTRATION

Volunteer Support Plan

- General Overview of Volunteers Required
- Org chart with Key Volunteer Positions Identified
- Sources and Levels of Volunteers in Community
- Recruitment Strategies
- Timeline for Recruitment/Orientation/Training/Placement
- Recognition and Support Requirements
- Volunteer Management Process/Needs

Staffing Plan

- Overall Staffing Projections
- Policies/Guidelines for Recruitment/Relocation
- Compensation Levels
- Benefits
- Completion Incentives
- Timing of Key Hires
- Potential Sources for Key Positions

Office Administration Plan

- Office Space Requirements
- Service Levels and Activities to be Handled
- Opportunities for Space

OPERATIONS

Accommodation Plan

- Projections of Visitors and Games Family Obligations
- Marketing Partners Obligations
- Constitutional Obligations
- Bid Promises
- Inventory Levels by Class of Accommodation
- Proposed Method for Securing Room Requirements
- Proposed method for securing/payment of rooms
- Proposed Method for Room management/coordination

Villages Plan

- Constitutional Requirements
- Bid Promises
- Inventory and Loading Requirements
- Athletes
- Officials
- Cultural Performers
- Load In/Timing of Use of Residences
- Services
- Support Required
- Modifications/Enhancements Required
- Responsibility for Services

Accreditation and Access Control Plan

- Proposed type/nature of Accreditation
- Levels of people by Category
- Requirements for Accreditation
- Rights of Each Type of Accreditation
- Proposed Zoning Types
- Methodology for Assignment of Rights
- Requirements for Security Checks/Clearances
- Timing of Major Activities
- Requirement for Systems/Technology Support

Transportation Plan- External

- Constitutional Obligations
- Bid Promises
- Proposed Methodology of Delivery of Services
- Other Games Family Requirements
- Facilities Required (i.e. Airports etc.)
- Opportunities for Partnership
- Responsibilities of Government Partners

Transportation Plan- Internal

- Constitutional Obligations
- Bid Promises
- Timing/Nature of Games Fleet
- Other Games Family Transport Needs/Obligations
- Spectator Transport and Costs
- Inventory of Public Transport
- Technology Issues

**Security Plan**

- Overall Nature and Type for Security Required
- Perceived Threat Levels from various elements
- Responsibilities of Government Partners
- Volunteer Liabilities/Issues
- Types of Security Services Required
- Timing and Build-up of Security Needs
- Support Requirements for Accommodation/Transport/Technology

Materials Management Plan

- Nature of Materials/Equipment and Responsibilities of Games Family Members
- Asset Identification and Control Plan
- Material Receipt/Warehousing Plan
- Requirements for Support Services/Equipment

Medical Services Plan

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

Food and Beverage Plan

- Overall Service Requirements of Clients
- Obligations and Bid Promises
- Inventory of Existing Concessions at Venues
- Contracting Strategy
- Management of IN Kind Food/Drink Products

Venue Operations Plan

- Listing of All Venues
- Dates and times of Need for Occupancy
- Summary (from Fitout Plan) of Modifications
- Proposed Nature of Venue Use Agreement for each Facility
- Service Requirements
- Venue Management Structure and Labour Support Requirements
- Spectator Support Needs

- Concessions
- Information
- Seating
- Amenities and Services
- Safety

Venue Fitout Plan

- Listing of All Venues
- Type and Nature of Fitout Work
- Temporary versus permanent Fitout
- Proposed methodology for contracting/execution
- Timing of Needs for Fitout/Decommission

Signage and Pageantry Plan

- Nature and type of Signage Required
- Nature and type of Pageantry Required
- Responsibilities of Partners/Organizing Committee
- Obligations/Requirements for Marketing
- Proposed Execution Strategy
- Timelines for Access to Venues/Erection of Signage

Mobile Communications Plan

- Overall Requirements
- Obligations and Bid Promises
- Responsibilities of/to Games Family Inventory of Existing Infrastructure and Capacity Issues
- Support requirements of Transportation Services

Telecom Network Plan

- Overall Requirements for Voice/Video/Data Communications
- Inventory of existing Infrastructure
- Obligations to Rights Holders/Host Broadcaster
- Rate Card Requirements

Systems Support Plan

- Games Enabling
- Games Support
- Obligations to/of Games Family
- Standards of Performance
- Hardware Requirements



- Software Requirements
- Inventory of Existing Programs/Support
- Opportunities for Partnership with Partners (private/public) for acquisition of equipment
- Results/Timing/Scoreboards
- Requirements for Scoring/Timing from Sport Federations
- Constitutional Obligations
- Inventory of Existing Equipment
- Requirements for Screens for Cultural/Ceremonies
- Inventory of Existing Sound Systems
- Requirements for Sound/Electronic Systems for Cultural/Ceremonies
- Opportunities for Legacy and Partnership with Venue Operators.
- Requirements for Office Technology- Pre/Post and During Games

Media Services

- Nature and Type of Programs
- Expected number of media
- Service and Support Levels
- Main Press Center requirements

Disaster Recovery Plan

- Summary of Risks
- Summary of Insurance's
- Inventory of Available Venues
- Responsibility Matrix for Decisions and Actions
- Requirements for Agreements

SPORTS

Sport Operations Plan

- Overall Sports Schedule
- Summary (from Venue Fitout/New Venue Construction Plan) of Sports Competition Fitout Requirements
- Bid Promises/Obligations
- Demonstration Sport Issues
- Numbers of Athletes by Sport/Nation
- Proposed Sport Management Model
- Major Milestones for Approval Of Sports

Program/Venues

- Proposed Pre Games Events and Responsibility of Organizing Committee
- Overall Sport Equipment Needs (by Sport) and Legacy Issues by Sport

Technical Officials Plan

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

MARKETING

Sponsorship Sales and Servicing Plan

- Definition of Product
- Categories and Rights/Benefits of each Level
- Proposed Method of Execution (i.e. Agent/internal sales)
- Timing of Major Sponsorships/Needs
- Taxation Issues
- Fundraising Plan
- Nature and type of Fundraising Activities
- Rights/Benefits
- Proposed Method of Execution
- Timing of Programs
- Taxation Issues

Ticketing Plan

- Projected Ticket Sales
- Inventory of Existing Seats
- Basis of Proposed Ticket Prices
- Bid Promises and Obligations to Games Family
- Proposed Execution Plan
- Communication/Advertising Strategies
- Timelines

Merchandising and Licensing Plan

- Execution Method (i.e. Self or through Licensees)
- On Site Sales Strategy
- Obligations to/of Marketing Partners
- Categories for Licensee's



MAJOR FOCUS AND PLANNING

2005

Business Plan Development
Society Structuring and Setup
Board Governance

2006

Finance and Project Control Setup
Procurement Policy Development
Marketing Plan
Communications Plan
HR Plan
Government Services Plan

2007

Volunteer Plan
Operational Plans
Call to Action -Volunteers

2008

Volunter Mobilization
Merchandise Launch
Chefis Meeting
Team Registration
Volunteer Placement/Training
Venue Fitout
On Site Orientations
Registrations/Accreditations



BUSINESS PLAN DEVELOPMENT- SAMPLE PROCESS

Documents to be Produced

1.0 Methodology Statement-

describes how the Business Plan and Analysis will be conducted

2.0 Gap Analysis and Current Status-

Provides a high level summary of where gaps in terms of planning and assumptions and costs/revenues exist.

3.0 Business Plan Assumptions and Terms of Reference-

Will provide a detailed terms of reference for all the Business Units, and Work Packages in the entire Estimate. (Sample Provided) The following business units will be included:

4.0 Costing Plan-

Will provide detailed and summary of costs in the estimate and will provide links to all terms of reference for easy reference. Will contain detailed ticketing and revenue projections as well. (Sample Provided)

5.0 Staffing Plan-

Will provide a detailed estimate of all the staffing positions required to manage and deliver the Games along with a cost of labor based on local conditions. (Sample Provided). High level job descriptions will also be provided.

6.0 Master Schedule-

A high level schedule of the major deliverables by each Business Unit and the timing of each element will be delivered.

7.0 Risk and Uncertainty Review-

An overall risk review with recommendations on mitigation strategies will be provided.

8.0 Next Steps and Way Forward-

An overall description of the next steps that need to be taken to move the business and operational planning will be developed.

ESTIMATE METHODOLOGY

- The overall estimate methodology will be described about how numbers were generated, how assumptions were made, and what items are outstanding.

MAJOR COST ASSUMPTIONS

- A complete set of assumptions will be developed to address such items as taxes, escalation, inclusions, exclusions, government services and support, etc.

VARIABLES

- Variables will be developed to reflect the numbers of
 - Staff Size/Staff Months.
 - Volunteers Required
 - Sponsors/VIPS
 - Media
 - Athletes and Team Officials -
 - Technical Officials -

SPORTS-Example Only

6150 Sport Operations
6200 Medical & Doping
6150 Sports Operations

Terms of Reference

Sports Operations will fulfill the Competitive and Training needs of the Athletes by ensuring that the operational elements are organized at a standard that allows them to perform at their personal best.

To ensure that the competition and training venues are managed to meet or exceed the requirements set by the CGF.

KEY ACTIVITIES

- Co-ordination of Test Events.
- Production of overall Sports schedule.



- "Field of Play" management.
- Volunteer co-ordination and development (Sports)
- Development of Sport schedules by liaison with PSO's and in cooperation with Venue Ops.
- Sport technical officials selection/confirmation
- Procurement of sports equipment and supplies specification.

COST ALLOWANCES PROVIDED

- 1.0 Sport Equipment and Supplies. Excludes the permanent and temporary costs of installing track surfaces, court surfaces (except portable).
- 2.0 Technical Delegate Travel/Hosting including travel under the NAIG hosting agreement.
- 3.0 Sport Federation Hosting and Travel
- 4.0 Sport Delivery including project management, sport announcers etc.
- 5.0 Printing
 - Sport Manuals
 - Forms
 - Results
- 6.0 Test Event Costs
 - Facility Rentals
 - Hosting/Travel
 - Event Subsidies
 - Incremental Equipment/Supplies
- 7.0 Food and Accommodation Costs including and Accommodation /Management costs for housing/support of Technical officials.
- 8.0 Uniforms
- 9.0 Travel/Travel Subsidies for Team Officials and Technical Officials
- 10.0 Technical Officials Manuals
- 11.0 Training and Orientation of Technical Aides if required.

WORK PACKAGES

1302 Test Event Support

The support and operation of Test Events that are approved by the Organizing Committee. Includes sanctions, venue use and incremental equipment and supplies. Would also include any support activities such as Marketing, Ticketing, Signage, Transportation, Materials Management, Timing, Results Distribution and Venue Operations.

1303 Chef De Mission Meeting

Covers the cost of one Chef De Mission meeting held approximately six months prior to games time.

1305 Sport Printing Requirements

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

1306 Pre-inspection Technical Delegates

Includes travel/hosting/accommodation

1307 Sports Equipment

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

1308 Games Observations

Includes travel and support for key team members to attend the 2006

1309 Technical Officials Support- Games

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



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

1310 Sport Operations - PSO Delivery

Includes all costs of the PSO delivering the event including:

- Planning Time
- Travel
- Admin/Overhead Costs
- Per Diems/Accommodation Needs
- Contract Fees for Management Team/Announcers etc.

1311 Sport Material

Includes all non specific sports supplies required for the event- i.e. Towels/Ice/ etc.

1312 Sport Registration

Includes costs relating to the sport registration process.

1315 Sports Development

Sport Development will oversee the development of sport interests in the community leading up to the Games. The program will consist of the granting of conditional grants to be used to upgrade the capacity of the local sport organizations to help organize and plan for the execution of the NAIG, to develop local athletes where possible, and to help upgrade the local officials.



WP	Desc	Item	Item1	Item2	Item3	Item4	Total			
SPORTS										
		SAMPLE COSTING						-		
1302	Test Event Support						-			
		Support	2.00	events	1.00 per event	1.00	1.00	2		
			15.00	events	1.00	1.00	1.00	15		
1303	Chef De Mission Meeting	Hosting	100.00	people	50.00	1.00	1.00	5,000		
		Presentation	150.00	allowance	1.00	1.00	1.00	150		
		Honariums/Support	5,000.00		1.00	1.00	1.00	5,000		
1305	Sport Printing		1.00	allowance	10.00	1.00	1.00	10		
								-		
1307	Sport Technical Equipment									
		events, practice and the games	1.00	allowance	1,000.00	0.00	1.00	0.00	1,000	
1308	Games Observations									
		Travel	5.00	events	5.00	people	10.00	0.00	1.00	250
1309	Technical Officials Support Games									
		Accomodation and Meals	100.00	officials	5.00	per day	12.00	days	1.00	6,000
		IF Delegate Travel- Airfare	15.00	sports	1.00	per trip	1.00		1.00	15
		IF Delegate Travel- hotel	15.00	people	1.00	per day	15.00	days	1.00	225
		IF Delegates Arbitration Commission etc	25.00	people	1.00	per day	15.00	days	1.00	375
			25.00	people	1.00	per day	15.00	days	1.00	375
		Transport Allowance	150.00	people	1.00	allowance	1.00	0.00	1.00	150
		Transport Allowance	300.00	local/Canadian	1.00	allowance	1.00	0.00	1.00	300
		Clothing Allowance	1,000.00	people	1.00	per person	1.00	units	1.00	1,000
		Gifting	1,000.00	people	15.00	per	1.00		1.00	15,000
		Fees for Technical Officials	100.00	people	200.00	per day	10.00		1.00	200,000
1310	Sport Delivery			0.00		0.00	0.00	1.00	-	
		NSO/PSO Fees	100.00	per sport	4.00	sports	1.00	0.00	1.00	400
		NSO/PSO Fees	100.00	per sport	11.00	sports	1.00	0.00	1.00	1,100
1311	Sport Materials									
		Ice	10.00	per day	25.00		1.00		1.00	250
		Towells	1.00	per days	6,000.00		1.00		1.00	6,000
		Misc	2,000.00	allowance	1.00		1.00		1.00	2,000
1312	Sport Registration									
		Allowance	5,500.00	athletes	1.00	per athlete	1.00		1.00	5,500



MESSAGE FROM COWICHAN YOUTH



~ Journey of a Generation ~



Cowichan Tribes

5760 Allenby Road Duncan, BC V9L 5J1
Telephone (250) 748-3196 Fax: (250) 748-1233

*April 2004
To The 2008 NAIG Bid Council*

Hello and good morning, my name is Candice George I am the president of Cowichan Tribes Youth Council. I am proud to announce the massive moral support that possess the youth when it comes to the North American Indigenous Games coming here to our Cowichan Tribes Territory. On behalf of the Cowichan Tribes Youth we would like to ask that you please choose Cowichan Tribes to hold the 2008 NAIG games.

More and more of our youth are becoming involved in sports and recreation, possession of the games will be an incentive for our Cowichan youth to become more involved. This will also give us the chance to share our culture with the many others that are out there, and give us the opportunity to gain new friendships.

The Cowichan Territory is a beautiful area, that deserves some recognition, this is a place where we know that all of the athletes will enjoy themselves recreational wise, and cross-cultural wise. On behalf of all of the youth here in Cowichan I would like to say please choose Cowichan, and thank you for giving us this opportunity.

Yours Truly,

*Candice George
President of Cowichan Tribes Youth Council.*

APPENDIX



~ Journey of a Generation ~



A Sample of BC Tourism Approved Accommodation

INCLUDING HOTELS, MOTELS, RV PARKS
AND CAMPGROUNDS

A Chemainus Garden RV Park Campground 91 Chemainus
Bald Eagle Campground Campground 66 Chemainus
Chemainus Fuller Lake Motel Motel 34 Chemainus
Country Maples RV Resort Campground 110 Chemainus
Cowichan Bay Camping and RV Park Campground 50 Cowichan Bay
Oceanfront Grand Resort & Marina Hotel 57 Cowichan Bay
Wessex Inn By the Sea Motel 30 Cowichan Bay
Osborne Bay Resort RV Park 60 Crofton
Best Western Cowichan Valley Hotel 42 Duncan
Cowichan River Provincial Park Campground 72 Duncan
Duncan Motel Motel 20 Duncan
Duncan RV Park and Campground Campground 85 Duncan
Falcon Nest Motel Motel 24 Duncan
Phoenix Station Motor Inn Hotel 20 Duncan
Riverside Campground & RV Park Campground 80 Duncan
Thunderbird Motor Inn Motel 32 Duncan
Travelodge Silver Bridge Duncan Hotel 33 Duncan
Holiday House Motel Motel 14 Ladysmith
Kiwi Cove Guest Lodge Inn 12 Ladysmith
Page Point Inn Lodge 11 Ladysmith
Rondalyn Resort RV Park 100 Ladysmith
Beaver Lake Resort RV Park 40 Lake Cowichan
Lake Cowichan Lodge Hotel 30 Lake Cowichan
Lakeview Park Municipal Campground Campground 50
Lake Cowichan
Southshore Motel Motel 11 Lake Cowichan
Bamberton Provincial Park Campground 50 Mill Bay
Beehive Campground Campground 24 Mill Bay
Deer Lodge Motel Motel 30 Mill Bay
Rosebank Cottages Cottages 10 Mill Bay
RUBY'S RIDGE Campsite Campground 34 Cobble Hill
Best Western Dorchester Hotel Hotel 65 Nanaimo

Best Western Northgate Inn Hotel 72 Nanaimo
Bluebird Motel Motel 29 Nanaimo
Brannen Lake Campsites Campground 90 Nanaimo
Buccaneer Inn Motel 13 Nanaimo
Castaway Motel Motel 23 Nanaimo
Coast Bastion Inn Hotel 177 Nanaimo
Days Inn Harbourview Hotel 79 Nanaimo
Departure Bay Motel Motel 21 Nanaimo
Diplomat Motel Motel 18 Nanaimo
Howard Johnson Harbourside Hotel Hotel 101 Nanaimo
Jinglepot RV Park & Campgrounds Campground 120 Nanaimo
Living Forest Oceanside Campground Campground 193 Nanaimo
Mermaid Cove Resort Campground 15 Ladysmith
Moby Dick Oceanfront Lodge Motel 45 Nanaimo
Port-O-Call Inn and Suites Motel 42 Nanaimo
Ramada Limited On Long Lake Hotel 62 Nanaimo
Resort on the Lake RV Park 150 Nanaimo
The Grand Hotel Nanaimo Hotel 72 Nanaimo
Travelodge Nanaimo Motel 78 Nanaimo
Westwood Lake RV/Camping & Cabins Cabins 10 Nanaimo
Westwood Lake RV/Camping & Cabins Campground 66 Nanaimo
Zuiderzee Campsites Campground 60 Nanaimo
Newcastle Island Provincial Marine Park Campground 18 Nanaimo
Clearwater RV and Tenting Campground 22 Shawnigan Lake
Shawnigan Beach Resort Condominiums 15 Shawnigan Lake
French Beach Provincial Park Campground 69
Ocean Wilderness Inn and Spa B&B Home 9 Sooke
Pacific Trails Hostel Hostel 22 Sooke
Point No Point Cottages 25 Sooke
Sooke Harbour House Hotel 28 Sooke
Aerie Resort Inn 29 Malahat
KOA Victoria West Campground 85 Malahat
Malahat Bungalows Motel Cottages 18 Malahat
Malahat Ocean View Motel Motel 8 Malahat
Prancing Horse Retreat B&B Home 6 Malahat