Minute No. 22
Report - Executive Policy Committee - November 19, 2003

Item No. 1 **2002 North American Indigenous Games Legacy Plan - Protocols and Procedures for Hosting Major Events**
File GC-8

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the 2002 North American Indigenous Games Legacy Plan be approved as outlined on Attachment No. 1.

2. That the Protocols and Procedures Plan for the Hosting of Major Events and Games, as outlined on Attachment No. 2, be approved as a guideline for future events.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Report - Executive Policy Committee - November 19, 2003

DECISION MAKING HISTORY:

Moved by His Worship Mayor Murray,
That the recommendation of the Executive Policy Committee be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On November 19, 2003, the Executive Policy Committee concurred in the administrative recommendation and submitted the matter to Council.

RE:	**2002 North American Indigenous Games**
FOR SUBMISSION TO:	**Executive Policy Committee**
ORIGINAL REPORT SIGNED BY:	**Chief Administrative Officer**
REPORT DATE:	**November 4, 2003**

RECOMMENDATIONS:

1. **That the 2002 North American Indigenous Games Legacy Plan be approved (Attachment #1).**
2. **That the Protocols & Procedures Plan for the Hosting of Major Events and Games be approved as a guideline for future events (Attachment #2).**

REPORT SUMMARY:

Key Issues:

- The 2002 Winnipeg North American Indigenous Games (NAIG) has resulted in the availability of a diverse array of physical, financial, and intellectual property / information assets.

- The NAIG Legacy Planning Committee has developed a plan to distribute these assets, in such a way as to maximize the long-term impact of the Games' success for Winnipeg, Manitoba, and the NAIG movement as a whole.

- As a signatory to the Multi-Party Agreement, Winnipeg's approval of the NAIG Legacy Plan is required, in order for implementation to proceed.

- The City of Winnipeg requires standard protocols and procedures in the hosting of major special events/games so as to ensure the efficient use of resources and gain maximum benefit from the events.

Implications of the Recommendations:

General Implications:

	None
X	For the organization overall and/or for other departments
X	For the community and/or organizations external to the City of Winnipeg
	Involves a multi-year contract.

Comment:

The NAIG Legacy Plan ensures that the assets generated by the 2002 Games are used to the advantage of the City, the Province, and the development of Aboriginal sport in Canada and beyond. Key beneficiaries of the plan include the Aboriginal Sport Circles of Canada, the North American Indigenous Games Council, and the Manitoba Aboriginal Sport and Recreation Council. The City of Winnipeg requires appropriate procedures and protocols in the hosting of major special events/games.

Policy implications:

	No
X	Yes

Comment:

Establishment of procedures and protocols in the hosting of major special events/games.

Environmental Implications:

X	No
	Yes

Comment:

Human Resources Implications:

X	No
	Yes

Comment:

Financial Implications:

X	Within approved current and/or capital budget
	Current and/or capital budget adjustment required

Comment:

REASON FOR THE REPORT:

On November 21, 2001, Council adopted Clause 1 of the Executive Policy Committee's Report of the same date, which recommended approval of Multi-Party and Venue Agreements for the 2002 North American Indigenous Games. The City, as signatory to these agreements, dedicated $1 million to the Games.

The Multi-Party Agreement requires that each level of government approve the NAIG Legacy Plan, prior to its implementation. This report provides an overview of the Games' success, and requests the City's approval for the Legacy Plan.

The City of Winnipeg requires standard procedures and protocols in the hosting of major special events/games so as to ensure the efficient use of resources and gain maximum benefit in the hosting of these events.

HISTORY:

On November 21, 2002, Council adopted Clause 1 of the Executive Policy Committee's Report of the same date, which recommended approval of Multi-Party and Venue Agreements for the 2002 North American Indigenous Games. (The City had been involved in the bid process via Tourism Winnipeg, and committed $1 million to the Games.) Following approval of the Multi-Party and Venue Agreements, the City provided additional support to the Games in terms of promotion, service agreements with civic departments, information technology, and volunteer recruitment.

The Games, held from July 25 to August 4, 2002, were a great success in every respect, attracting over 6,500 athletes and performers and over 2,500 spectators. The Games had an estimated economic impact of almost $26 million in the Province of Manitoba.

By adhering to its business plan and exceeding its revenue expectations, the NAIG Host Society concluded the Games in a surplus position: the Games' financial legacy is projected at approximately $1 million.

In keeping with the requirements of the Multi-Party Agreement, a Legacy Planning Committee was established, which included representation from the federal, provincial, and civic governments; the host society; the Manitoba Aboriginal Sport and Recreation Council; and Sport Manitoba.

The City of Winnipeg was represented on the Host Society Board of Directors & Executive by Gerald Mirecki, Manager of Community Development & Recreation Services, Community Services Department, and Linda Black, Manager of the Chief Administrative Officer Secretariat, was a member of the Host Society and Legacy Committee. Lorraine Desjarlais, Aboriginal Policy Coordinator of the Executive Policy Committee Secretariat, also supported the Games initiative.

The City of Winnipeg, in hosting the 2002 North American Indigenous Games, established a number of protocols and procedures. These protocols and procedures are the City internal legacy/lessons learned from the 2002 games and should be followed in hosting future major special events and games.

DISCUSSION:

THE GAMES' SUCCESS:

The hosting of the 2002 North American Indigenous Games in Winnipeg was an outstanding success from several perspectives including:

- Financial Success in terms of the positive cash flow and balance sheet along with an economic spin-off of approximately $26,000,000 in the Province of Manitoba.
- Community Spirit was alive and well, and the bridging of Aboriginal and non-Aboriginal communities and cultures was evident throughout the Games' sporting and cultural events.
- The Games hosted over 6500 athletes, coaches and officials in numerous community and City venues
- The services provided by the City of Winnipeg were within budget and were appreciated by the Host Society and were regarded as "first class" by all participants.
- The cultural events hosted at the Forks, including the City of Winnipeg sponsored events, had tremendous attendance.
- The protocols and procedures that the City of Winnipeg developed and implemented, in terms of the Multi-Party Agreement; Letter of Understanding for "Value-in-kind" Services; Branding and Imaging/Promotions; Receptions; Venue Agreements; Financial Reporting; and City Representation, contributed to the success of the Games.

Recommendation 1 – Legacy Plan

Following the conclusion of the Winnipeg North American Indigenous Games, the Legacy Committee held a series of meetings to develop a strategy for asset stewardship: defining principles, identifying assets, consulting with the community, and delivering recommendations. The attached report is the result of the Committee's work, and it aims to: advance and protect the interests of Canadian Aboriginal sport, ensure financial integrity, and target maximum benefit to Manitoba Aboriginal recipients.

The Legacy Committee's recommendations are divided into the following categories:

1) Financial Assets: Total financial legacy projected at $1 million

    - Legacy Plan Project Implementation: A recommended budget of up to $90,000 to support purchase of goods and services related to implementation of the Legacy Plan (e.g., website transfer, CD work).

- International Aboriginal Sport Legacy Component: A recommended allocation of 10% of the total financial legacy (up to $100,000, whichever is the lesser) to support the NAIG Council's operations and administration, subject to a three-year trust agreement to be developed by the Legacy Planning Committee.

- National Aboriginal Sport Legacy Component: A recommended allocation of 20% of the financial legacy (up to $200,000, whichever is the lesser), to support the Aboriginal Sport Circle's promotion of national initiatives for Aboriginal youth athletes, as defined in an agreement to be developed by the Legacy Planning Committee in consultation with the Manitoba Aboriginal Sport and Recreation Council.

- Manitoba Aboriginal Sport Legacy Component: A recommended allocation of $375,000, to be provided to the Manitoba Aboriginal Sport and Recreation Council, subject to an agreement between the MASRC and 2002 NAIG. This would earmark a maximum of $50,000 to NAIG cost recovery for the MASRC, $50,000 for a three-year marketing plan (including the establishment of a marketing officer's position), $75,000 for coaching and officials' development and northern sport development, and a $200,000 contribution to the Manitoba Aboriginal Sport Awards Trust Fund.

- Manitoba Aboriginal Sport and Recreation Legacy Fund: A recommended allocation in excess of $200,000 (the balance of the 2000 NAIG financial legacy), to establish a Manitoba Aboriginal Sport and Recreation Trust Fund. This fund would support administration and expansion of the Manitoba Aboriginal Sport and Recreation Council's programs.

  In each of these cases, the Legacy Planning Committee would develop contribution and trust agreements; the trusts are to be managed by a single trustee identified through a call for proposals circulated to selected financial institutions.

2) Physical Assets:

- The Host Society's Executive Board directed that all physical assets be disposed of prior to the expiration of staff contracts in October, 2002. These assets have been returned to sponsors, and lessons sold or transferred to the Manitoba Aboriginal Sport and Recreation Council. Prompt disposal of physical assets has contributed to the Games' financial legacy.

3) Knowledge and Information Assets:

- The approximately $90,000 legacy plan project implementation allocation (noted under "1", above) is intended to ensure that the knowledge, skills and information gained because of the North American Indigenous Games continue to serve the Aboriginal sport community in the future. It is proposed that:

    - Archives: Digitized NAIG information be organized, reproduced, and distributed to the next NAIG host society, NAIG Council, and provincial and national Aboriginal sport organizations (budget: up to $15,000).

    - Website: The 2002 NAIG site is maintained by the Manitoba Aboriginal Sport and Recreation Council until the next Games in 2005.

    - Human Resources: The Host Society is reimbursed for assisting 16 staff in the development of resumes and career strategies.

    - Permanent Displays: Three permanent displays commemorating the 2002 NAIG be created for the Manitoba Metis Federation, the Assembly of Manitoba Chiefs, and the Manitoba Aboriginal Sport and Recreation Council (budget: up to $35,000).

    - Commemorative Booklet: A commemorative booklet is published following the issuing of a request for proposals (budget: up to $30,000).

All of these measures, taken together, will help to ensure a lasting legacy for the 2002 Winnipeg North American Indigenous Games.

Recommendation 2 – City of Winnipeg – Protocols and Procedures Plan

The City of Winnipeg has hosted many sporting and cultural events over the past several years. Civic resources both financial and human have been committed to the various events and contributed to the success of those events including the 2002 North American Indigenous Games, 1999 Pan Am Games and 2 Grey Cups.

Each time, new staff and resources are assigned to support the events with the guidance and leadership of elected officials. Very often, the roles and responsibilities are developed without an overall sense of protocol and procedures plan. A lot of time and energy is then committed to developing the appropriate processes to ensure appropriate governance, financial reporting relationships, city administrative directives and so forth. The attached document entitled ***"City of Winnipeg – Protocols and Procedures Plan for the Hosting of Major Special Events and***

Games" provides guidance and direction in the efficient and effective use of the City's resources towards major events.

The Protocols and Procedures Plan outlines the following components:

- Bid Process for major events and games
- Business Plan Development for the City and all partners
- Multi-Party Agreements with all Partners
- Governance and Reporting Process

This plan will serve the City of Winnipeg Council and Administration with guidelines so as to ensure the maximum benefit from hosting major events and games.

Financial Impact Statement

Not applicable: This Legacy Plan requires no new civic expenditures.

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH:

Representatives of the 2002 North American Indigenous Games Host Society and Executive Board
Representatives of the Governments of Canada and Manitoba
City of Winnipeg Representatives to the 2002 North American Indigenous Games
Corporate Services – Legal Services Branch
City Clerk's Department
Corporate Finance Department

THIS REPORT SUBMITTED BY:

CAO Secretariat
Prepared by: Linda Black
Gerald Mirecki

ATTACHMENT # 1

NORTH AMERICAN INDIGENOUS GAMES
LEGACY REPORT

RECEIVED MAY 2 8 2003

2002

NORTH AMERICAN INDIGENOUS GAMES

LEGACY PLAN



CITY SERVICES
COMMUNITY DEVELOPME.
SERVICES DIVS.
FOR YOUR INFORMATION
TAKE APPROPRIATE ACTION
DRAFT REPLY

2002 NAIG Host Society

Approved by the Executive Board

April 16, 2003

2002 NORTH AMERICAN INDIGENOUS GAMES LEGACY PLAN

TABLE OF CONTENTS

1.0 Introduction 3

2.0 The Legacy Planning Process 3

Planning Principles 3

4.0 Recommendations

4.1 Physical Assets 4

4.2 Knowledge and Information Assets 5

4.2.1 Archives – Physical and Virtual Information 6
4.2.2 Permanent Website 6
4.2.3 Human Resources 6
4.2.4 Permanent Displays 7
4.2.5 Commemorative Publication 7

4.3 Financial Assets 7

4.3.1 Legacy Plan Implementation 8
4.3.2 International Aboriginal Sport Legacy Component 8
4.3.3 National Aboriginal Sport Legacy Component 9
4.3.4 Regional (Manitoba) Aboriginal Sport Legacy Component 9
i) Direct Contribution to the Manitoba Aboriginal Sport & Recreation Council
ii) Manitoba Aboriginal Sport & Recreation Legacy Fund
4.3.5 Trust Management of Legacy Funds 10

Appendices 12

Appendix 1 Legacy Provisions of the January 21, 2002 Multiparty Agreement
Appendix 2 2002 Legacy Committee Terms of Reference
Appendix 3 2002 Winnipeg NAIG Host Society Legacy Committee Membership
Appendix 4 Physical Assets Inventory and Disposition
Appendix 5 Manitoba Aboriginal Sport and Recreation Council Financial Legacy Plan

1.0 INTRODUCTION

This plan is presented for approval, pursuant to the provisions of the 2002 North American Indigenous Games Multi-Party Agreement.

The 2002 Winnipeg North American Indigenous Games has resulted in the availability of a diverse and comprehensive array of physical, financial and intellectual property/information 'assets'. It is the general purpose of this plan to consider the identification, treatment and dispersal arrangements for these assets and to present recommendations for each of these considerations to the Executive Board of the 2002 NAIG Host Society.

The obligation to develop a Legacy Plan is identified in Section F of the 2002 North American Indigenous Games Multi-Party Agreement (January 21, 2002) as attached in Appendix 1, and accordingly, the Host Society and the three levels of government must approve it. A Legacy Planning Committee has been established, with representation from the Host Society and each of the funding partners to develop and recommend the legacy plan. The terms of reference for a committee of host society and funding partner representatives to develop the plan is attached in Appendix 2. Committee representation is identified in Appendix 3.

2.0 THE LEGACY PLANNING PROCESS

The Legacy Planning Committee has worked within the following process in performing its work:

- Committee organization and identification of planning principles
- Identification/forecasting and assessment of assets that can be expected to constitute legacy
- Categorization of assets for application of planning strategies
  Strategy development for each category of asset
- Community consultations
- Drafting of report and recommendations
  Presentation of report and recommendations to the Executive Board
- Adjustments and refinements
- Approval by the Executive Board
- Submission to Funding Partners for their respective approvals

3.0 PLANNING PRINCIPLES

- The Multi-Party Funding Agreement provides that, in the Legacy Plan, "the Society shall use its best efforts to advance and protect the interests of Canadian Aboriginal sport".
- The financial integrity of the Host Society is a paramount requirement in Legacy planning, so as to ensure that no deficit remains at the time the Society dissolves.

- The priority for distribution of physical, informational and financial assets will be targeted to primarily benefit Manitoba Aboriginal recipients
- All assets are to be disposed of in as timely a manner as possible. Subject to unforeseen circumstances, all dispositions are to be completed as close to the end of the Society's 2002-03 fiscal year as possible
- All assets must be disposed of in a fair and transparent manner in accordance with the legacy plan, policies and procedures approved by the Host Society.

  As much as possible, resources allocated through the Legacy Plan will lever other public and private sector resources, to maximize the impact of the legacy arising from the 2002 NAIG. The substantial knowledge/information assets expected to be generated through the Host Society's efforts to plan and stage the event have the potential to benefit other-event organizers provided the assets can be identified and made accessible to the appropriate user audiences, whether they be local, national or international
- It is not the Society's intention that resources made available through the Legacy Plan will replace or supplant other public and private sector resources currently or potentially available to support the development of Aboriginal sport in Canada.

4.0 RECOMMENDATIONS

4.1 PHYSICAL ASSETS

Much of the equipment and materials utilized by the Host Society was obtained and used on a loaned or leased basis. A high volume of computer and sports equipment, for example, was provided to the Society on a temporary basis. Except for bunk beds, the value of physical assets owned by the Host Society at the end of the Games was valued at less than $60,000.00.

In order for the Host Society to manage with limited time available to dispose of physical assets and to avoid incurring extensive storage, security, staff and other management costs, the Executive Board directed its managers to dispose of all physical assets prior to the expiration of staff contracts in October of 2002. Financial revenues generated by disposal activities have contributed to financial legacy. The Host Society has implemented the following methods of physical asset liquidation and distribution:

Return of assets to sponsors, leasers etc.
Sale of assets – bunk bed sales to future games; other public sales
Transfer of remaining assets to the Manitoba Aboriginal Sport and Recreation Council (MASRC)

Bunk beds were the largest volume and most valuable type of asset acquired by the Host Society. Of the 2,000 bunk beds purchased for the event, 63 were damaged during the Games, 661 were sold to the Canada Winter Games and the public with associated proceeds being contributed to the financial legacy, and the remaining 1276 beds were given to the MASRC. The MASRC has also received the balance of other Games assets. The MASRC has, in turn, ensured that bunk beds, canoes and other beneficial assets have been loaned to upcoming Manitoba events, such as

the 2003 Manitoba Indigenous Summer Games in Brandon and the 2003 Western Canada Summer Games in Selkirk.

Games assets, which have been transferred to the MASRC, are listed in Appendix 4. This appendix also includes a summary that describes the type and disposition of all assets/equipment used for the 2002 event.

It is also recommended that the three Red River Carts made through the Pan Canadian Indigenous Games Fund (PCICF) program, which supported employment, training and work experience for Aboriginal youth, as sponsored by Human Resources Development Canada, be donated to each of the three levels of government so that they might be used and/or displayed as visible legacies of the Games. It is further recommended that arrangements for a mutually suitable venue and date for a gifting ceremony (i.e. Aboriginal Day – June 21, 2003) be pursued with a budget up to $500 for event organization and involvement/recognition of PCICF Aboriginal youth.

4.2 KNOWLEDGE AND INFORMATION ASSETS

The goals of the NAIG Host Society's knowledge and information assets legacy policy are to ensure that:

- the knowledge, skills and information gained by the staff and volunteers of the North American Indigenous Games may be accessed by Canada's Aboriginal sport community and others in future years, and
- the accomplishments evidenced by the 2002 event are commemorated and available on an on-going basis to the Aboriginal community and general public

The 2002 North American Indigenous Games and its funding partners (Governments of Canada, Manitoba and Winnipeg) support the premise that the 2002 Games have added substantially to capacity and competencies in terms of knowledge, skills and informational resources within the Aboriginal community, within governments, and within the community-at-large. These enhanced assets have the potential to be of significant benefit to the Aboriginal community, to future games, to governments and to the community-at-large in the years to come.

A proactive and coordinated effort is required to ensure that the community uses, and continues to benefit from, this increased capacity in future years, both in hosting of similar events and as applied to other significant community development initiatives.

A recommendation for a budget allowance of $90,000 is presented in the 'Financial Legacy' section, based upon activities to date and recommended plans, as follows:

Archives – Physical and Virtual Information

As a result of the Host Society contracting an archivist in the fall of 2002 ($5,000), physical and digital records have been reviewed and the following provisions for ensuring accessibility to 2002 event information have been made:

1. Physical documents have been indexed, organized and transferred to the City of Winnipeg archives (Ross St.) where they can be accessed in the future.

2. The 2002 Host Society server has been:

   a. Secured in the offices of the MASRC, where 2002 NAIG management and auditing of final accounts is also being facilitated; and
   b. Back up CD's of the server information have been prepared. These CD's are recommended to be retained with the physical documents at the archives location.

In addition, key digitized information has been reviewed and condensed by Host Society staff and the Legacy Committee with the objective of preparing a single CD of 2002 games management information.

It is recommended that the condensed CD information be professionally organized, reproduced and distributed to the next NAIG host society, NAIG Council and provincial and national Aboriginal and other sports organizations for a budget of up to $15,000. It is anticipated that this distribution of information will make optimal use of games management tools and experiences from 2002 NAIG so as to assist other event organizers, building success upon success and avoiding reinventing the wheel.

Permanent Website

The 2002 North American Indigenous Games developed and used a highly successful web site for communicating information and results about the 2002 event. In order to preserve the accessibility of this site, to maintain the layout of the current website, and to allow for referencing of the CD management information material referred to above , the Host Society has, at the cost of $807.85, arranged for their internet provider to transfer, integrate, link and maintain (1 year) the 2002 site with the MASRC web site.

It is recommended that the 2002 NAIG site be maintained by the MASRC, using a portion of financial legacy funds which they receive, until 2005 (the next Games), with the view that the NAIG Council or the Aboriginal Sport Circle will have the capacity and willingness by that time to represent NAIG historical information further into the future.

Human Resources

One of the most valuable legacies from the 2002 North American Indigenous Games is the increased capacity of Manitoba's human resources, particularly within the First

Nations and Métis communities, in the areas of leadership, planning, management, administration, program coordination and support services.

To encourage these resources to continue to be tapped and developed, the Host Society contracted Knightsbridge Career Management to assist staff, prior to their tenure ending, to develop resumes and career strategies. 16 staff participated in this service and each is represented in the publication 'Staff Biographies: A Celebration of Personal Achievement'. This publication has been distributed to 2002 Games contact organizations, sponsors and partners.

4.2.4 Permanent Displays

It is recommended that a total of up to $35,000 be budgeted for the design, assembly and placement of three permanent displays (up to $10,000 each, plus up to $5,000 for administration costs) containing 2002 NAIG memorabilia suitable to commemorate the 2002 NAIG for each of the Manitoba Métis Federation (MMF), the Assembly of Manitoba Chiefs (AMC) and the MASRC. The MASRC will coordinate the creation of the permanent displays in cooperation with these organizations and subject to approval by the Host Society. The MMF, AMC, MASRC, the government funding partners and the Host Society are to be duly recognized in the displays.

4.2.5 Commemorative Publication

It is recommended that a budget allowance of up to $30,000, including GST, be approved for a contract ensuring the compilation, translation, design and printing of a commemorative booklet. The MASRC will coordinate this project, including the issuing of a request for proposals (RFP) to select an independent contractor to produce the booklet. The Host Society Executive Board will approve project terms of reference, the contract, progress payments and the final product. Due consideration and recognition of the MMF, AMC, MASRC, Host Society, City of Winnipeg, and Federal and Provincial governments will be ensured in the publication.

4.3 FINANCIAL ASSETS

The financial legacy of the 2002 NAIG is projected at approximately $1 million, with the 2002/03 audit to confirm a precise figure early in the 2003/04 fiscal year.

This substantial financial legacy exists for a number of reasons, but is primarily the result of good project business planning by the 2002 Host Society, reinforced by the Multi-Party Agreement, which prevented any potential for deficits to arise. Notable factors contributing to a financial surplus are highlighted as follows:

Corporate sponsorship which exceeded expectations, particularly close to Games-time (28%)
Contingencies of Host Society operating divisions not required to be used because of

favorable Games-time operating efficiencies and weather conditions (23%)
Other Operations expense savings (i.e. reductions due to factors such as four village sites rather than the five initially planned) (21%)
Merchandise revenues, Opening Ceremonies ticket sales and interest income exceeding expectations (10%)
Revenues generated by the sale of bunk beds (9%)
GST rebates (9%)

Disposition of the Games' financial assets is recommended in the order listed and described as follows:

1. Legacy Plan Project Implementation
2. Establishment of an International Aboriginal Sport legacy component
3. Establishment of a National Aboriginal Sport legacy component
4. Establishment of a Regional (Manitoba) Aboriginal Sport Legacy component

Legacy Plan Project Implementation

It is recommended that a budget of up to $90,000 be approved to support direct purchases of goods and services related to the implementation of the Legacy Plan. Some costs have been incurred in 2002/03 (i.e. archivist, web site transfer, CD work). Remaining expenditures, expected in 2003/04, are to conform with recommendations identified in the Physical Assets and Knowledge & Information Assets sections of this plan.

International Aboriginal Sport Legacy Component

It is recommended that an allocation of 10% of the total financial legacy, or up to a maximum of $100,000.00, whichever is the lesser, be provided to the NAIG Council to support the Council's operations and administration.

It is recommended that, subject to a supporting three-year trust agreement between the NAIG Council and 2002 NAIG, to be developed by the Legacy Planning Committee and approved by the Executive Board, the funds will be disbursed in three approximately equal annual installments. Amongst terms of an agreement, would be requirements that: the funds not be used for travel or accommodations; the Council will ensure appropriate recognition of the 2002 Host Society's contribution; the first installment will be released to the Council upon receipt of written documentation confirming that the Council is duly incorporated; and, subsequent installments will be released upon receipt of approved annual financial statements, and reports on how previous funding was used.

National Aboriginal Sport Legacy Component

It is recommended that an allocation of 20% of the total financial legacy, or a maximum of $200,000.00, whichever is the lesser, be provided to the Aboriginal Sports Circle (ASC) to support its activities in promoting national initiatives supporting Aboriginal

youth athletes in Canada.

It is further recommended that an ASC proposal be requested to define the use of the funds and to assist in finalizing terms of an agreement, to be developed by the Legacy Planning Committee in consultation with the MASRC and approved by the Executive Board. Amongst terms considered for an agreement, the ASC will be required to ensure recognition of the 2002 Host Society's contribution.

4.3.4 Regional (Manitoba) Aboriginal Sport Legacy Component

i) Direct Contribution to the Manitoba Aboriginal Sport and Recreation Council

It is recommended that $375,000 be provided to the MASRC for the four one-time contributions described in the following and that an agreement between the MASRC and 2002 NAIG be prepared and approved to specify terms and conditions for the release of funds (i.e. the Society's receipt of audited financial statements, MASRC approved financial policies, incorporation documents and plan for the use of legacy funds, establishment of trust fund etc.):

(a) A maximum of $50,000 for recovery of costs incurred by the MASRC related to the acquisition and production of the 2002 North American Indigenous Games. This amount is to be supported by MASRC documentation which verifies specific eligible expenses and costs;

(b) A one-time $50,000 contribution towards the development and implementation of a three-year marketing plan, including the establishment of an officer of marketing and resource development, as described in detail in Appendix 5.

(c) A one-time $75,000 contribution towards enhancing of coaching and officials development, hiring of support staff for northern Aboriginal sport development, and associated travel and administrative costs to assist expanding the MASRC's presence in all regions of the Province, as outlined in Appendix 5.

(d) A $200,000 one-time contribution to the Manitoba Aboriginal Sport Awards Trust Fund (MASA). This trust fund will be established by the MASRC. The MASRC will seek to use this contribution to lever additional/matching funds from other sources. The trust will protect and invest the principle such that annual awards will be made using the available interest generated from the fund. The Manitoba Aboriginal Sport and Recreation Council will determine and manage the processes by which annual awards are defined and awarded. Appendix 5 provides additional information concerning these awards.

ii) Manitoba Aboriginal Sport & Recreation Legacy Fund

It is recommended that the Host Society establish a Manitoba Aboriginal Sport & Recreation Trust Fund comprised of the balance of the 2002 NAIG Financial Legacy, which, based upon the foregoing recommendations, is estimated to exceed $200,000.

The beneficiary of this fund is to be the Manitoba Aboriginal Sport and Recreation Council. The intended purpose of the fund is to support administration and expansion of MASRC programs, as referred to in Appendix 5. It is proposed that the fund cover trust management costs and provide annual allocations of $50,000 (2004 $'s) to the MASRC, comprised of fund principal and interest, for as many years as the size of the fund permits.

4.3.5 Trust Management of Legacy Funds

The above recommendations for disposition of financial assets from the 2002 North American Indigenous Games call for trust agreements to be established by the 2002 NAIG Host Society to manage aspects of the financial legacy:

(a) Investment and disbursement of funds (principle and interest) to the NAIG Council over a three-year period.
(b) Investment and disbursement of funds to the Aboriginal Sports Circle, should a multi-year arrangement be defined.
(c) Investment and disbursement of funds (principal and interest) of the Manitoba Aboriginal Sport & Recreation Legacy Fund over a multi-year period.

It is recommended that a single trustee be designated to manage aspects of these trust arrangements and that the trustee be identified through a call for proposals circulated to selected financial institutions. It is proposed that the Legacy Planning Committee be assigned the responsibility of developing and drafting contribution and trust agreements for the Board's approval.

It is noted that in order to prepare trust agreements, the Host Society will specify:

- The intended recipient(s) of funds
  The intended purpose and use of funds (types of applications)
- Any conditions which the Host Society may wish to apply concerning the dispersal of funds, and
  Responsibilities and obligations of the trustee (i.e. regular communications on activities relating to the funds, communication and consultation with designated parties should the use of funds varies from what is specified, financial reports are not forthcoming, initially designated recipients are no longer available or their mandate significantly changes etc.).
- Who the trustee is required to consult and receive direction from should unforeseen circumstances arise. In this regard, a range of options for the Host Society might include:

- Maintaining 2002 NAIG Host Society Board legal status and membership
- Delegating follow-up responsibility to an alternate legal entity
- Designating, in the trustee agreements, the obligation of the trustee to consult with specific parties should terms and conditions of the trustee agreement(s) require interpretation, be at default, or identification of alternate beneficiaries.

  The latter option is recommended, with the specific parties paralleling Board membership, and including the Assembly of Manitoba Chiefs, the Manitoba Métis Federation, the Government of Canada, the Government of Manitoba and The City of Winnipeg.

Legacy Plan Approval:

By the 2002 North American Indigenous Games Host Society Executive Board resolution on April 16, 2003

Yvon Dumont
Co-Chair (Métis)

for Phil Fontaine
Co-Chair (First Nations)

5.0 APPENDICES

APPENDIX 1	LEGACY PROVISIONS OF THE JANUARY 21, 2002 MULTIPARTY AGREEMENT
APPENDIX 2	2002 LEGACY COMMITTEE TERMS OF REFERENCE
APPENDIX 3	2002 WINNIPEG NAIG HOST SOCIETY LEGACY COMMITTEE MEMBERSHIP
APPENDIX 4	PHYSICAL ASSETS INVENTORY AND DISPOSITION • EVENT ASSETS SOLD, RETURNED DUE TO LEASE/RENT AGREEMENTS OR DECLARED CONSUMABLES • ASSETS REVERTING TO THE CITY OF WINNIPEG • ASSETS PROVIDED TO AND MANAGED BY THE MASRC
APPENDIX 5	MANITOBA ABORIGINAL SPORT AND RECREATION COUNCIL FINANCIAL LEGACY PLAN

APPENDIX 1

LEGACY PROVISIONS OF THE JANUARY 21, 2002 MULTIPARTY AGREEMENT

F. LEGACY

25. Legacy Plan

25.1 The Society, with the Funding Partners and in consultation with other organizations and representatives the Society deems appropriate, will develop a Legacy Plan by December 31, 2001* which will provide for the generation and management of all forms of legacy (e.g. financial, materials and equipment, training and development, cultural, information and intellectual property) which may be generated by the Games. The Society shall use its best efforts to advance and protect the interests of Canadian Aboriginal sport in this plan.

25.2 The Legacy Plan will include amongst its plans, strategies and provisions, the preparation of a summary report and evaluation which documents the types of legacy which resulted from the Games and an evaluation of the Games from the Society perspective so as to be of benefit to future games organizers. This report, in itself, will be a legacy beneficial to future North American Indigenous Games.

25.3 The Legacy Plan will be approved by the Society and the Funding Partners.

26. Funding Partner Evaluations of the Games

26.1 The Society will co-operate with and facilitate any evaluations of the Games which may be conducted by a Funding Partner.

26.2 Funding Partner evaluations of the Games, will be made available as Legacy to the Games where possible and at the discretion of the applicable Funding Partner

* *The original date of December 31, 2001 for the completion of this plan was necessarily changed to May 31, 2002 due to delays in the signing of the multi-party agreement and the designation of committee representatives.*

APPENDIX 2

2002 LEGACY COMMITTEE TERMS OF REFERENCE
(Draft)

The Legacy Committee shall prepare a written plan for presentation for the Executive Board that recommends priorities, processes and procedures for the disposal of the net assets remaining at the conclusion of the 2002 NAIG in a manner that ensures a long term legacy for the Aboriginal community of Manitoba.

The Legacy Committee is responsible for:

1) A written Legacy Plan shall be presented to the Executive Board by May 31, 2002 (changed from the original date of December 31, 2001).

2) The plan shall address the following issues:

   a) Identify and prioritize areas of support and overall objective i.e. Sport, Culture, Social development, Scholarships etc.

   b) Recommendation re Endowment Fund(s), operating Grants or a combination of both.

   c) If an endowment fund is recommended a selection criteria for the establishment of a trustee.

   d) Identify physical assets likely to remain unencumbered at the conclusion of the Games.

   e) Draft Guidelines for the disposal of physical assets i.e. sold for cash to enhance surplus or donated to appropriate groups.

   f) Applications process for organizations to apply for assistance.

   g) Criteria for prioritizing applications.

   h) Intellectual Property (Intangible Legacies).

APPENDIX 3

2002 WINNIPEG NAIG HOST SOCIETY LEGACY COMMITTEE MEMBERSHIP

2002 Host Society	
Ron Chartrand	Executive Board Member & MASRC Co-Chair
Keith Dick	Executive Board Member & MASRC Co-Chair
Christian Sinclair	General Manager
Manitoba Aboriginal Sport & Recreation Council	
Darryl Bruce	Executive Director
City of Winnipeg	
Linda Black	City of Winnipeg Organizing Council Representative
Province of Manitoba	
Terry Welsh	Provincial Organizing Council and Co-ordinating Committee Representative
Sport Manitoba	
Ken Faulder	Sport Consultant
Federal Government	
Doug Kerfoot	Federal Co-ordinating Committee Representative
Sandra Roach	Senior Sport Consultant, Canadian Heritage

APPENDIX 4

PHYSICAL ASSETS INVENTORY AND DISPOSITION

- **EVENT ASSETS SOLD, RETURNED DUE TO LEASE/RENT AGREEMENTS OR DECLARED CONSUMABLES**

(to be attached)

EQUIPMENT/MATERIALS BOUGHT/RETAINED BY THE CITY OF WINNIPEG

2002 North American Indigenous Games Sports Equipment/Materials
Bought/Retained by the City of Winnipeg

Sport	Item	Quantity	Brands
AAthletics:	competitor numbers	2 sets of each number	No. 1-1000
AAthletics:	hip numbers	sets 1-10	500 each
AAthletics:	ammunition	22 Caliber blanks	500 shells
AAthletics:	age group shots	2-4kg	Carlton Iron shots
AAthletics:	age group shots	2 - 12 lb	Carlton Iron shots
AAthletics:	age group discus	1 - 1.6 kg	Hollowood Star
AAthletics:	age group discus	1-1.5kg	First Place Blue
AAthletics:	age group discus	1-2kg	First Place Blue
AAthletics:	age group discus	1- 1kg	First Place Blue
AAthletics:	age group javelins	2-800g	Sandvik - training
AAthletics:	age group javelins	2-600g	Sandvik training
AAthletics:	plastercine		
AAthletics:	starting pistol	1-.32 caliber	NEF Revolver
AAthletics:	towels	6 towels	
AAthletics:	court tape	Poly tape	
AAthletics:	batons	24- relay batons	metal/alum
AAthletics:	22 steel tapes - 3m	steel tapes	steel tapes
AAthletics:	sector tapes	field sector tapes	
BBadminton:	birds-feathers	20 dozen	Yonex AS 20
BBadminton:	birds - plastic	12 dozen	Yonex Mavis 300
BBadminton:	nets	3 of them	Victor
BBadminton:	court numbers		
BBadminton:	red pylons	unweighted	7 inch cones
BBaseball:	baseballs	15 DOZEN	DOL-A
BBaseball:	baseballs	10 dozen	D1 Pro
BBaseball:	chalk to line fields	80 bags	
BBaseball:	diamond mix -	80 bags	
BBasketball:	BBasketballs -	15 BALLS	Wilson Jet #7
BBasketball:	BBasketballs -	19 BALLS	Wilson Jet #6
BBasketball:	BBasketballs -	2 balls	Spalding 1000 #7
BBasketball:	BBasketballs -	2 balls	Spalding 1000 #6
BBasketball:	backup board	official glass backup board	
BBoxing:	headgear 5 sets each r/b	red and blue	Title - AIBA approved
Boxing:	Gloves: 5 sets r/b 10 oz	red and blue	Title - AIBA approved

2002 WINNIPEG NORTH AMERICAN INDIGENOUS GAMES LEGACY PLAN

Sport	Item	Quantity	Brands
Boxing:	Gloves: 5 sets r/b 8oz	ed and blue	Title - AIBA approved
Boxing:	scales - 4	measure in KG	
Boxing:	Latex gloves	3 cases - 100/case	
Boxing:	tape - 100 rolls - 1 box		athletic tape
Boxing:	Bell		
Boxing:	Whistles	6 whistles	metal
Boxing:	Stopwatches	5 each	digital
Canoeing:	competitor numbers	1-500	
Canoeing:	canoe numbers - 8" high		
Canoeing:	computer watch		printer watch
Canoeing	canoes	5	
Golf:	NAIG flags for greens	greens flages	
Golf:	divot markers	250	
Lacrosse:	lacrosse balls - wht	12 dozen	CLA approved
Lacrosse:	pair nets	1 set	Wht High Density
Lacrosse:	paint to line fields	6 quarts	
Lacrosse:	cones/pylons	12 cones	weighted
Lacrosse:	pinnies	75 pinnies	
Lacrosse:	stopwatches	6 stopwatches	digital
Rifle:	ammunition	10,000 rounds	RWS target- 21/2 cases
Rifle:	mats -	2'x8'x1"	30 shooting mats
Rifle:	ear plugs	10 packages	150 pairs ear plugs
Soccer:	air pressure gage		
Soccer:	air pumps	2 pumps	
Soccer:	soccer balls - 40	24 balls	Umbro Club >
Soccer:	inflating needles	2 needles	
Soccer:	pinnies	3-4 sets	
Soccer:	spray cans	25 cans spray paint	
Soccer:	goal nets	3 nets	culation portables s
Soccer:	goal pegs	nt pegs	
Soccer:	corner flags	flags	
Soccer:	measuring tape	lapes	300 ft
Softball:		12 dozen	12" spalding 177s
Softball:		12 dozen	11" Dudley 11ND
Softball:	chalk to line fields	50 bags	
Swimming:	lane ropes	25m lane ropes	
Tae Kwon Do:	groin protectors	(sm,med,lg)	
	stopwatches	stopwatches	gkai

2007 WINNIPEG NORTH AMERICAN INDIGENOUS GAMES LEGACY PLAN

Page 3 of 3

SSport	tem	Quantity	Brands
TTae Kwon Do:	batteries stopwatches	12 batteries	
TTae Kwon Do:	ping pong balls	2 dozen	
TTae Kwon Do:	50 ft measure tape	1 measuring tape	
TTae Kwon Do:	push trolleys	rental or purchase	
TTae Kwon Do:	medical scale	digital	ntal or purchase
TTae Kwon Do:	colore tape(blue/red)	2 each of blue/red	poly tape
Volleyball:	volleyballs	48 bantam balls	SV-5wSC Tekicarra
Volleyball:	nets	4 nets	VBN-500/S Championship
Volleyball:	antenaes	8 antennas	
Volleyball:	court tape	8 rolls	
Wrestling:	scale rentals - 3	rental or purchase	digital

2002 North American Indigenous Games Equipment/Materials Inventory for Transfer to the Manitoba Aboriginal Sport & Recreation Council

Description	New/Used	Quantity	Brandon I	Selkirk I	Other
1/2 foam cord	used	1 partial roll	x		
1/2 pipe connectors	new	19	x		
1/2"x8" bolts	used	1 box	x		
20" wood saw	new	1			HRDC
2x2 lumber	used	18			
2x8 lumber	used	36			
3 hole punches	misc.	1 box	x		
3M command adhesive	new	15	x		
6x6x14' timber	used	32			HRDC
9 volt batteries	used	100	40	60	
Arbor poles/entrances	used				HRDC
Bathroom sinks	used	108	10	63	35 Randall
Benches	used	51	25	26	
Binders	misc.	10 cases	4	6	
Bolt cutter	used	1		x	
Boundary flags on steel poles	used	20		x	
Buffalos	used	2		x	
Bunk beds	new/used	1276		550	~400 sold
Bus stop signs	new	35			
Canoes	used	15	x		
Clipboards	misc.	4 cases	2	2	
Clothing dye	new	5		5	
Construction levels	used	1	x		
Convertible hand carts	used	2	x		
Cordless drills	used	1	x		
Corkboards - 18x24	used	10	x		
Corkboards - 3x4	used	4	x		
Corplast signs	misc.	1000	1/3	2/3	
Coveralls, disposable	new	3	x		
Craft paper, rolls	used	6	4	2	
Cutlery	used	3 trays		x	
Dinner tray brown	used	975		975	
Display, pin trading	used	1			HRDC
Dolly carts	used	3	2	1	
Dust pans	new	5	x		
Elastic bands - boxes	misc.	1 case	x		
Extension cords 50'	used	25	13	12	
Extension ladder 16'	used	1		x	
File folders - legal	new	1 case	x		
Fire/smoke alarms	used	126	72	54	
Flags - Canada	used	20	x		

2002 North American Indigenous Games Equipment/Materials Inventory for Transfer to the Manitoba Aboriginal Sport & Recreation Council

Description	New/Used	Quantity	Brandon	Selkirk	Other
Flags - USA	used	11			Sport MB
Flashlight set	new	4	x		
Floor fans 16"	used	74	111	24	30 - S. Army
Food service towels (blue)	used	3 partial boxes		x	
Garbage bins, grey	used	58	16	42	
Garbage cans, large	used	146	60	86	
Garbage cans, small	used	26	x	86	
Gas cans	used	7	x		
Halogen work lamps	used	4			
Hammers	used	3	x		
Hand cart	used	1	x		
Hand wrap dispenser	used	1			
Heavy duty vinyl tarp 30x40	used	3	1	22	
King traps	used	20		xx	
Kleenex box	new	1	x		
Mail box - 24 slots	used	1	x		
Mail box - 9 slots	used	4	x		
Markers, highlighters	used	1 case	x		
Midwest work gloves	new	14 pair	x		
Mirror, full length	used	5	x	x	
Misc tape	used	1 box	x		
Misc. craft materials	used	2 bags	x		
Misc. health care/medical	misc.	2 boxes			Sport MB
Misc. office supplies	used	1 box	x		
Misc. size copy paper	used	8 boxes	13	55	
Mop pails	used	18	x		
Mops	used	10	x		
Nails, 400 gram package	used	5	x		
Packing tape	used	1 box	x		
Padlocks	used	5	x		
Paint	used	12		x	
Paper clips	used	1/2 case	x		
Pens	misc.	1 case	x		
Pens	used	1/2 case	x		
Phone message pads	misc.	1 case	x		
Plastic baskets - 4x8	used	39	x		
Pliers, long nose	used	3	x		
Podiums - pieces	used	33	x	27	
Power bars	used	15	x		
Push brooms	used	5	x		

2002 North American Indigenous Games Equipment/Materials Inventory for Transfer to the Manitoba Aboriginal Sport & Recreation Council

page 3 of 3

Description	New/Used	Quantity	Brandon	Selkirk	Other
Rope	used	1 partial roll	x		
S.S. shower head - 6"	used	11		x	
Safety vests	new	3	x		
Scoreboards	used	3			
Scotch tape	misc.	1 case	x		
Screwdriver set - Mastercraft	used	1	x		
Screwdrivers, interchangeable bits	used	1	x		
Serving trays	used	12		x	
Shelves - plastic	used	4	x		
Shelving unit - 5 steel shelves	used	15		x	
Shower, florescent lights	used	11			Randell
Skirting rolls	used	2	x		
Solvent cement	used	1		x	
Sport bottles	new	10 cases	x		
Stanchions - wooden	used	33	10	23	
Staple guns	new	8	x		
Staple guns	used	2	x		
Steel storage cabinet	used	1			
Step ladder, 6'	used	2	1	1	
Stop watches	new	11	x		
Styrofoam coolers	used	46	13	33	
Sugar, case opened	used	21	3	18	
Teepee canvas - small	used	3	x		x
Teepee poles	used	200			
Tiles, shower floor	used	500 approx.	1150	300	
Tool boxes	used	3	x		
Turface quickdry sand	new	30		x	
Utility cutter	new	1	x		
Velcro rolls	new	1	x		
Velcro rolls	used	2	x		
Venue/sponsorship signs	used	62		x	
Work aprons	new	7	x		
Workstuff work gloves	new	3 packages	x		
Wrench, crescent	new	8	x		
Wrench, crescent	used	1	x		
Writing pads	misc.	2 cases	x		
Zippy wrap dispensers	used	3	1	2	

APPENDIX 5

MANITOBA ABORIGINAL SPORT AND RECREATION COUNCIL
FINANCIAL LEGACY PLAN

Marketing/Fundraising Position (reference Section 4.3.4 (i) (b))

The growth of MASRC over the past number years has brought many new programs and events under the MASRC umbrella. One area of need for MASRC is the creation of a Marketing/Fundraising position. This position would assist in marketing and fundraising for many of the MASRC initiatives: Manitoba Indigenous Summer Games, National Aboriginal Hockey Championships, WASAC, Provincial Aboriginal Awards, Team Manitoba attending future NAIG, and annual hockey/softball tournaments. The development of MASRC's current Marketing/Fundraising plan would be implemented by this position. This would also assist the financial strain on MASRC to now bring the corporate sector into funding programs and events rather than focusing on government funding.

MASRC Administrative/Program Support (reference Section 4.3.4 (i) (c))

MASRC currently houses an office in The Pas, (GIK from OCN), and has one staff member to assist all of the Northern Region of Manitoba. Hiring of an administrative assistant would help decrease the already large workload our office is under. More supports are needed in all regions of Manitoba for our Aboriginal programs, however, due to the large population in the North and the need for assistance on many issues, an increase in office help is required immediately. MASRC has had the same budget for the past 5 years and would also like to increase its travel budget so MASRC can expand its presence in all regions of Manitoba. With the growth of our organization and still working with the same budget, administrative costs are increasing. MASRC has currently 7 fulltime staff members and will be increasing in the near future as programs grow and new initiatives are being taken on.

Manitoba Aboriginal Sport Awards (reference Section 4.3.4 (i) (d))

Manitoba Aboriginal Sport Awards will be provided each year to 14 recipients (one male and one female per MASRC region) for youth pursuing post secondary education, as well as 2 youth coaches (one male and one female; under 30years of age) who are pursuing post secondary education. Applications will be taken through the MASRC with winners being selected by an MASRC Awards committee. The fund will put into a trust fund with the dollar amount be taken from the interest from the fund each year. This will be a permanent fund that will provide Academic Awards to male and female Aboriginal Youth on an annual basis. The criteria and documentation will be submitted by potential recipients and reviewed by the MASRC committee.

Manitoba Aboriginal Sport & Recreation Legacy Fund (reference Section 4.3.4 (ii))

An annual amount of $50,000 (2004 $'s) will support MASRC costs of travel, office assistance for the Northern Office and administrative costs for a number of years, as determined by the final size of the fund and its returns on investment. The MASRC has grown at a tremendous rate and will continue to do so as Aboriginal programming is very much needed throughout Manitoba. As the voice for Aboriginal people in Sport and Recreation in Manitoba the leadership of MASRC provides opportunities for Aboriginal people to participate in their choice of sport, recreation, or leisure time activity.

ATTACHMENT # 2

CITY OF WINNIPEG
PROTOCOLS AND PROCEDURES PLAN
FOR THE HOSTING OF SPECIAL EVENTS & GAMES

City of Winnipeg
Protocols and Procedures Plan
For The
Hosting of Major Special Events and Games



INTRODUCTION

This plan outlines the City of Winnipeg's roles and responsibilities in the hosting of major special events and games. It provides the essential guidance to ensure the efficient use of City resources, reporting procedures/control mechanism so as to achieve maximum benefit in hosting events. Specifically this plan outlines the following:

- bid process / submission
- business plan development
- multi-party agreement
- governance / reporting process

BID PROCESS / SUBMISSION:

The Bid Process for most major events and games are initiated some 4 years prior to the hosting of the event. It is very important that the City of Winnipeg has administrative representation in the Bid Process. Destination Winnipeg is the lead partner along with other interested partners and the City of Winnipeg representatives. The City of Winnipeg's administrative representation is coordinated by the Chief Administrative Officer Secretariat. Elected officials should be informed of activities through the Mayor's Office.

The intent of the Bid Submission is to outline commitments, both financial and service-in-kind, of the City in hosting the major special event and/or games. Anticipated economic impact analysis will also be of assistance in determining the City's participation in the event. Cultural awareness and programs is an essential component of the Bid Submission and therefore all requirements also need to be addressed within this process.

Upon the success of the bid, The City of Winnipeg's commitments are to be addressed in a formal letter and, if appropriate, agreement with the Host Society. This letter would incorporate all financial (cash and value-in-kind), along with human resources and reporting requirements. And further, that the City of Winnipeg, along with all funding partners, enter into a Multi-Party Agreement.

BUSINESS PLAN DEVELOPMENT:

A sound business plan is the "backbone" and is essential to managing realistic expectations and having the proper financial and human resource controls in place during all aspects of the event. i.e. From the Bid Process/Submission to the Evaluation Process. The components of the Business Plan should address the following:

- Organizing Committee's Mission and Vision

- Organizational Structure including Committees and Business Units
- Methodology & Cost Assumptions
- Bid Obligations
- Approval Process and event cost control strategy
- General Resources to Undertake the event
- Human Resources to Undertake the event
- Revenue Budget
- Fundraising Plan
- Event Plan – Cultural or Sport Specifics – Outline of Key Deliverables
- Government Services Required
- Policies – Operation of Host Society
- Cash Flow controls - cost allowances
- Major Contracts and Purchase Order Policies
- Legacy and Archives Plan
- Broadcast Rights and Sales
- Ticketing Policy/Procedures
- Licensing Policy/Procedures
- VIP Policy/Procedures
- Marketing Plan – "branding and imaging" program
- Communication Plan
- Conflict of Interest Policy
- Project Timelines
- Risk Management & Assessment

The above is outlined in more detail in Appendix A.

MULTI-PARTY AGREEMENT:

With the hosting of a major event, it is ideal to have the Host Society along with all levels of government and partners agree to a Multi-Party Agreement. The Agreement may include the following components:

- Definitions
- Organizational Structure
- Operations and Management of the Event
- Financial Plan – Contributions – Appropriation of Funds – Commitments – Restrictions on Use of Funds – Society Financial Responsibilities – Surplus or Deficit Responsibilities – Distribution of Assets – Protocols – Legacy – Implementation of Agreement – General Provisions – Business Plan – Relevant Policies from Levels of Government or Partners.
- Government Protocols and VIP Privileges
- Insurance Requirements – Risk Management and Assessment Plan
- Visibility and Signage

- Communications
- Emergency Services
- Archives
- Evaluation

City Financial Commitments:
Upon the approval of City Council for the event the following components are required to ensure the effective and efficient use of financial resources as outlined within detailed budgets:

- Branding and Imaging Program
- Venue Agreements
- Receptions
- Sponsorship of specific components of the event i.e. Cultural Nights – Event Marketing opportunities.
- Value-in-kind Services – Formal Agreements with respective Departments as outlined in Appendix B.
- Cash Formula/Flow Outline for event – includes percentage of funds allocated to Host Society following Council Approval of funds. i.e. Start-up funds – cash flow during lead up to event – "hold – back" funds until event is completed.
- A Risk Management and Assessment plan needs to be completed in cooperation with the Host Society and all partners.
- GST rebate rules need to be outlined in terms of impact to Value in Service

Visibility and Signage:
Upon Council Approval, a "branding and imaging" program plan needs to be developed so as to ensure maximum visibility for the City. The policy on the use of the City's logo is to be respected in all aspects as it relates to the marketing of the event. All event promotional materials, advertisements, program brochures are to include the City's logo and appropriate messages from the City. ie. Mayor's Message, Chief Administrative Officer's Message.

If appropriate, the City along with the event partners may wish to explore a street banner program in promoting the event. Various Business Zone Associations along with Manitoba Hydro will need to be consulted.

Communications:
The communication plan from the Host Society should be reviewed by City Representation so as to maximize the potential opportunities for the City. This would include opportunities for the Mayor to promote the City at pre- and during-the-event activities (including opening and closing ceremonies). As well, the production of event brochures, advertisements, ceremonial pins, and so forth, should be considered in this component. A protocol plan in terms of all

communications (press conferences – press releases) also needs to be included in this component.

Venue & Equipment Agreements:
All City of Winnipeg facilities identified to host the event is to be governed by a specific venue agreement with the appropriate department. Applicable rental rates are to be applied for the event and shown as a value-in-kind service. Any loss of revenue for the specific venue due to the event is to be incorporated into the value-in-kind service budget item.

Further, all City of Winnipeg equipment such as bleachers, vehicles, band mobiles and so forth, are also to be governed by an agreement and shown as a value-in-kind service.

Emergency Services:
The emergency services requirements of the Host Society are to be reviewed with respect to the event's participants and anticipated audiences. This plan would be governed with expertise from Police Services, Fire/Paramedic Services and in cooperation with the Risk Management and Assessment responsibilities.

Archives:
City Archive Services are to be accessed in terms of providing any archival support to the event in terms of the event itself, along with information that may be of assistance in the hosting of future events. This component should be coordinated with the Legacy Plan of the event.

Evaluation of Event:
As acknowledged in the Business Plan and the Multi-Party Agreement, a formal evaluation is to be conducted by the Host Society. The evaluation would include economic impact, successes of the events, audited financial reports and future considerations for hosting similar events. The business plan components would again be the benchmark for the evaluation of the event.

GOVERNANCE / REPORTING PROCESS:

As outlined in the above, both elected officials and administrative officials need to be identified by the Mayor's Office/EPC Secretariat and the Chief Administrative Officer Secretariat. Once these individuals have been assigned, regular reports to Council should be prepared and submitted in accordance with standard reporting procedures. Council and Department Head briefings should occur as required.

Should the event require all three levels of government support, a Government Coordinating Committee should be established so as to ensure cooperation amongst the Host Society and the Governments.

Corporate Finance Department, via the Corporate Controller's Office, will be assigned the task of financial control in cooperation with administrative representatives to the Host Society, noting the City of Winnipeg Financial Commitments section outlined in the above.

Civic Staff Representation:
For major events, it is anticipated that City of Winnipeg staff will need to be assigned to the respective event. The costs associated with the staffing of the event is to be acknowledged and shown as a value-in-kind contribution to the event. Further, all staffing assignments are to be coordinated through the Chief Administrative Officer Secretariat. The staffing assignment may be based upon the cultural and profile significance of the event, along with related knowledge, skills and expertise. The reporting relationship should be outlined in terms of roles, responsibilities and general governance of the event.

Appendix A

MAJOR EVENT
BUSINESS PLAN
TABLE of CONTENTS

DEFINITION
A major event is defined as a provincial, national or international sporting, cultural or arts special event.

PURPOSE
A valid Business Plan should provide the elements and parameters required by an Organizing Committee to guide the operations and control of a major event. This document details the main components that should be contained in such a Plan. Although the level of detail will vary from event to event depending on size and scope, the elements outlined should be captured in some form or another. The components are identified as a table of contents with examples where appropriate. The assumption has been made that the major event is a multi-sports games or similar.

INTRODUCTION
The Business Plan should be regarded as a work in progress and subject to periodic revision. Adjustments and changes should always be measured against the Business Plan in terms or financial and operational impact prior to finalization. Any business plan updates and, in particular, changes to the budget, must reflect all approved changes. If not done, the organization will "lose its anchor" and effective operational and financial control will be lost. Given that the history of major events is marked by an ever-increasing pressure and time limitations, it is important that the organization is built to withstand the pressures that will be brought to bear during final run up to the event and during the event itself.

The Business Plan should ensure alignment of the organization and endeavor to capture the following elements:

- Organizing Committee's mission and/or vision of the event
- Methodology and Cost Assumptions used to produce plan and budget
- Obligations inherited from the Bid Committee and relationship with sanctioning organization
- Approval process and project/cost control strategy
- Organizational Structure including Board, Committees, Divisions
- General resources required to undertake the project i.e. Expense budget
- Human Resources required
- Revenue budget

- Fundraising Plan, including costs associated with raising funds and sponsor benefits Sport Plan
- Sport Plan
- Government Services
- Policy Development
- Cash Flow
- Timelines

The most detailed work will relate to the organizational structure together with the revenue, expense and staffing budgets that should align with the proposed structure.

TABLE OF CONTENTS

- **Mission / Vision**
    - Should encompass the organizing committee's objectives and goals in no more than a paragraph.
    - Legacy? Brick and monitor, community development?
    - Phrases such as "the best Games ever" should be avoided
    - Should include a reference to financial responsibility as well as responsibilities to the primary client group i.e. athletes and officials

- **Methodology & Cost Assumptions**
    - List of documentation used as sources e.g. Bid Committee proposal, any contracts with the sanctioning body, government or any other commitments
    - List of operating assumptions
    - Method used to develop revenue and expense lines
    - Grouping of business units into divisions
    - Other events used to corroborate expense and revenue estimates
    - Full cost or assumptions made that certain items will be received for free or at less than full cost
    - Assumption re value-in-kind valuation and set off against sponsor revenue.
    - Assumptions made in respect to government services
    - Assumption made in respect to treatment of GST - taxable supplies and revenue attracting GST
    - Inclusion or exclusion of PST, GST, Duties and Freight in estimates
    - Treatment of staff benefit costs
    - Overtime assumption
    - Treatment of contingency allowances
    - Capital costs included and if so how have they been captured
    - Venue access assumption re time and payment
    - Inflation assumptions
    - Treatment or assumption re start up costs, borrowing costs.
    - Listing of variables
        - Staff size
        - Volunteers
        - Sponsors / VIP's
        - Media
        - Rights Holders
        - Host Broadcaster
        - Athletes and Team Officials
        - Technical Officials
        - Service Providers

- **Bid Obligations**

- Name and status of Sanctioning organization
- Description of relationship with Sanctioning organization
- Approvals required by Sanctioning organization
- Payments to Sanctioning organization
- Obligations made in successful Bid i.e. travel subsidy, free village etc.
- Relationship and/or obligations to Bid Partners.

- **Approval process and project / cost control**
  - Overall strategy to control costs
  - Who approves expenditures?
  - Who approves contracts?
  - Who approves Organizational policies?
  - Who monitors and assesses progress or impediments?
  - Contingency plan and approval

- **Organizational Structure**
  - Board
    - Legal status of organization
    - Membership and number of representation
    - Terms of reference
    - Approval matrix
    - Deficit responsibility
  - Operating Committee
    - Membership and representation
    - Terms of Reference
  - Divisional Committees / Business Units

    The final committee / business units (examples below) will normally be grouped into Divisions such as Operations, Sport and Venues, Fundraising etc.
    - Listing of possible Committees / Business Units
      - CEO/Board
      - Bid Obligations
      - Financial Services
      - Office Administration
      - Legal and Risk Management
      - Staff Recruitment and Training
      - Broadcasting
      - Telecommunications
      - Information Technology, Scoreboards and Systems
      - Sound, Audio, Electronics and Office Equipment
      - Sport Operations
      - Medical and Doping
      - Venue Operations

- Venue Fit Out and Overlay
- Security
- Accommodation
- Transportation
- Materials Management
- Accreditation
- Village Services
- Volunteers
- Communications/Marketing
- Media Services
- VIP Services and Protocol
- Ceremonies and Culture
- Fundraising/Sponsorship

Each of the committee's / business units chosen should include the sections listed below. This narrative should support the budget lines. An example is Office Administration.

- Terms of Reference
  - Example – "Provision of a productive work environment, including the provision of office space, furniture and equipment, office and IT equipment as well as the coordination of general administrative requirements."

- Key Deliverables / Activities
  Example -
  - Determining office space requirements
  - Space planning
  - Identifying service levels and activities to be handled
  - Furniture and office equipment co-ordination (with Technology)
  - Reception and secretarial pool
  - Preparation of support plan
  - Mail Room functions
  - Copy Centre
  - Stationary planning and ordering
  - Development office administration plans for support for all venues at Games time.
  - Records management and archive planning

- Summary of cost allowances provided for
  Example -
  - Mail room support and equipment
  - Telephones and long distance – including / excluding games time venues?

- Moving and storage allowances
- Office Furniture
- Office Supplies
- Office Maintenance
- Office Security
- Space rental and fit out costs
- Games Archives
- Office Equipment – fax machines, copiers, toner
- Coffee / Tea / Refreshments
- Office signage allowance
- Parking costs
- Mobile communications pre-games
- Information Technology pre games – pc's, printers, servers, supplies, cabling
- Office electronics and a/v equipment

- Major Contracts and Purchase Orders
  Example -
  - Office rental and parking
  - Archives agreement

- Major Deliverables
  Example -
  - Office Administration Plan
    - Office Space requirements
    - Service levels and activities
    - Possible low cost space options
    - Standardized equipment

- Work Packages
  Example -
  Assumption is made that the budget will be broken down into work packages. Work packages are a collection of like costs.
    - Acquisition / Fit Out / Maintenance – Staff HQ
      - Furniture
      - Cabling
      - Fit Out
      - Rent and operating costs of HQ
      - Telephone costs
      - Parking
      - IT
      - Copiers, faxes etc

- Postage and Courier
- Mobile communications
- Paper
- Office security
- Moving allowances

- Games Archives
  - Contracted services
  - Special boxing materials
  - Long term storage costs / shredding

- Coordinating Committee
  - Terms of Reference
  - Multi Party agreement planned?
  - Representation

- Games time management
  - Description of games time model
  - Authority
  - Control

- **Expense budget**
  - Each work package to be detailed by variables.
    Example Office space would include the following:
    - Square footage, Rental period, Cost per sq foot
    - Number of pc's, cost per pc
    - Quantity of paper, cost per sheet
    - Number of copiers, cost per copy, number of copiers
    - Lump sum allowances should be avoided where possible as this will make it difficult to monitor changes in estimates when approvals are sought.

- **Human Resources**
  - Position
  - Start date
  - Finish date
  - Monthly salary
  - Benefits percentage and breakdown of benefits

- **Revenue budget**
  By category
  - Federal Government
  - Province
  - City
  - Other public funding

- Sponsorship
- Friends of the Games
- Broadcast Sales
- Ticketing
- Licensing
- Interest
- Miscellaneous revenue

- **Revenue and Expense Summary**

- **Fundraising Plan**

  Sponsorship / Friends of the Games
  - Market Analysis
  - Comparisons with prior events
  - Responsibilities and structure
  - Estimate by category
    - Automobiles
    - Soft Drinks
    - Beer
    - Office Equipment
    - Newspaper
    - Banking/Credit Union
  - Benefits summary and costs
  - Mini timelines

  Broadcast Sales
  - Market Analysis
  - Comparisons with prior events
  - Responsibilities and structure
  - Estimate by territory
  - Benefits summary and costs
  - Mini timelines

  Ticketing
  - Market Analysis
  - Comparisons with prior events
  - Responsibilities and structure
  - Estimate by sport schedule
  - Agency fees, printing etc.
  - Mini timelines

  Licensing
  - Market Analysis

- Comparisons with prior events
- Responsibilities and structure
- Estimate by products
- Support costs
- Mini timelines

Other Revenue

- Assumptions
- By category

- **Sport Plan**
  - Sports program
  - Venues
  - Draft schedule
  - Sanctioning Organization i.e. PSO's, NSO's, IF's?
  - Assumptions re Sport Technical knowledge and specialized volunteers
  - Results, Timing, Scoring assumptions
  - Sports Equipment
  - Special materials management issues
  - Medical services and doping
  - Test Events schedule and assumptions
  - Sport technical manuals
  - Sport Technical officials by sport
  - Scoreboards
  - Entry form process and approval
  - Athletes with a Disability?
  - Coaches and Officials upgrading

- **Government Services**
  - Services required by category and government i.e. Police, Ambulance, Customs, Immigration, Medical Insurance, Official Languages
  - Costing of services
  - Assumptions re budget – included in business plan budget or over and above government funding

- **Policy Development**
  - Purchasing and Tendering
  - Conflict of Interest
  - Travel and Expense
  - Investment

- **Cash Flow**
  - By Revenue and Expense category
  - By month or quarter

- Break down cash and value-in-kind if applicable

- **Project Timelines**
  - Identify major deliverables
  - Identify timelines

Appendix B

EXAMPLE - DRAFT

LETTER OF UNDERSTANDING
BETWEEN
CITY OF WINNIPEG
AND
2002 NORTH AMERICAN INDIGENOUS GAMES

The following attachment confirms the agreement between the City of Winnipeg and the 2002 North American Indigenous Games regarding Community Services Department services provided.

The fee for service will be applied against the City of Winnipeg's 1.0 million dollar grant for the 2002 North American Indigenous Games.

City of Winnipeg
Represented By

_____
City Representative

Date:_____

_____
Department Controller

_____
Department Contact

_____
Director of Department

Date:_____

_____
NAIG General Manager

_____
NAIG Manager of Finance

_____
NAIG Division Manager

_____
Date

Please return duly signed Agreement to Gerald Mirecki, NAIG City Representative, 7th floor, 395 Main Street, Wpg., MB, R3B 3N8 (Fax: 1-204-986-4274)

I Scope of Services (Including dates/times)

Pan Am Pool (See Venue Agreement) July 28 and 29 (2 days)	**$4,982**
River Interpretive Tour Boat (staff & fuel) (4 days)	**$1,568**
TOTAL	**$6,550**

II Payment Schedule

- The established amounts set out above for services in kind will be paid via journal entry to the appropriate general ledger account as incurred.
- If services in kind are less than the amount set out above, only actual amounts will be paid by journal entry to the appropriate general ledger account.
- No further services should be provided by the Department unless approval has been received in advance by Gerald Mirecki, NAIG City Representative and Christian Sinclair, General Manager and/or Ron Desrochers, Manager of Finance, NAIG.
- All costs must be charged to the appropriate general ledger account prior to August 9, 2002.
- Within seven (7) days of the end of NAIG, by August 9, 2002, we request full sign-off of all costs from the Department.

CONFIRMATION OF CONTRACT

I Scope of Services (Including dates/times)

Pan Am Pool (See Venue Agreement) July 28 and 29 (2 days)	**$4,982**
River Interpretive Tour Boat (staff & fuel) (4 days)	**$1,568**
TOTAL	**$6,550**

ADDITIONAL ITEMS:

APPROVED BY	**DATE**	**AMOUNT**
_____	_____	**$**_____
_____	_____	**$**_____
_____	_____	**$**_____
TOTAL		**$**_____

TOTAL COMMITMENT ADVANCED BY DEPARTMENT: $_____

The Department hereby agrees that the above schedule represents the total costs incurred in respect of NAIG.

_____ _____
Director Date

_____ _____
Controller Date

NOTE: This form must be submitted prior to August 9, 2002 to Gerald Mirecki, NAIG City Representative, 7th floor – 395 Main Street, Winnipeg, Manitoba, R3B 3N8 Fax: (204) 986-4274.

APPROVED: _____
Gerald Mirecki