



## BC Games Society Staff Observations Sydney 2000 Olympics

*"Paying Attention to Detail"*





## Table of Contents

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<b>Table of Contents .....</b>	<b>2</b>
<b>Executive Summary .....</b>	<b>3</b>
<b>1. Introduction.....</b>	<b>5</b>
<b>2. Resources Collected .....</b>	<b>6</b>
<b>3. Meetings and Contacts.....</b>	<b>9</b>
<b>4. Conclusions .....</b>	<b>11</b>
<b>5. Observations.....</b>	<b>12</b>
Volunteerism .....	13
Accommodation .....	14
Ceremonies .....	15
Cultural and Special Events .....	16
Environment.....	18
Food.....	19
Games Family.....	20
Marketing / Sponsorship .....	21
Mission Staff .....	22
Olympic Academy.....	23
Operations .....	24
Promotion- Communications and Media Relations .....	26
Protocol.....	32
Registration and Results.....	33
Social Issues.....	34
Sport .....	36
Team Spirit and Organization .....	39
Venue Operations.....	40





## Executive Summary

The Sydney Initiative was brought about by the great vision of former CEO, Roger Skillings after consultation with the BC Games Society Board of Directors and staff. Recognized as leaders in event management consultation and community and volunteer empowerment, the BC Games Society had a desire to add to their staff's considerable skill sets to the advantage of each Host Community.

With the re-positioning of the BC Games to an every other year event, attendance at a September Games in Sydney could be attained without negatively impacting any of our other BC Games responsibilities. As the planning for the Sydney Initiative began well in advance of the Games, the opportunity also became an incentive for the Event Management Consultants to remain on staff thus avoiding costly and inconvenient staff turnover.

The inclusion of senior staff member Joe Stephenson on the Canadian Olympic Association Mission Staff was very fortuitous as it allowed the society to gain added insights into the COA organization, its Mission Staff operations and other "behind the scenes" activities.

In addition to the COA involvement, the BC Games staff also volunteered in Sydney to further expand their knowledge of multi-sport event management. Working at the Volleyball venue in Darling Harbour and the Main Press Centre in Sydney Olympic Park allowed staff to pursue personal contacts, have access to samples and first hand experience of the Sydney Olympic Games.

Five primary opportunities became evident as the Co-chairs and staff visited the many venues:

### 1. Volunteer Training

It was recognized that general and enhanced training for all Sydney volunteers was beneficial. Staff recognizes the importance and opportunities general training of all BC Games volunteers can provide. It is appropriate in this, the International Year of the Volunteer, that the BC Games Society begins to plan for a general volunteer training package.

### 2. Media Servicing

The IOC and SOCOG recognize that multi-sport Games are difficult for journalists to cover because of the number of venues, overlapping schedules, and number of athletes from each media market. It is in the interest of both the IOC and the host city to maximize the coverage of the Games in all markets. Significant services (e.g. Olympic New Service, Main Press Centre, INFO intranet) were offered to make it possible for journalists to get the information they need. Many of these services can be adapted for the scale of the BC Games.



### 3. Social Messaging

The IOC and SOCOG recognized the Games as an opportunity to promote values and positive attitudes. BC Games can continue and expand on its messages of gender equity, regionalization and harassment awareness.

### 4. Games “Look”

A lasting impression of Sydney on athletes and spectators was the “professional” and consistent look at all venues. By including such things as banners, orderly placement of signs, and on-site music the BC Games can also achieve a similar result.

### 5. Games Family

Acknowledging family and Olympic Alumni contributed to the lasting impression of the Games. Plans to better include parents, family and BC Games alumni will not only enhance the athletes’ experiences of the Games but also assist the sport system in developing a far-reaching network of sport supporters.

It may be trite to say, while the operations of the Olympics are greatly larger than those of the BC Games, the general principles of organization, volunteer management and issue management are relatively similar. The following materials and observations have been gathered so that they may further enhance an already successful BC Winter and BC Summer Games.



## 1. Introduction

In January 1998, the Board of Directors approved the Sydney 2000 Summer Olympics as an opportunity to provide valuable professional development to the staff of the BC Games Society. It was at that time the Sydney Training Initiative was begun and staff developed a Goals & Objectives document to assist in their planning.

As the BC Games Society is recognized as a leader in the provincial sport system for their expertise in sport and community development, it was felt the Sydney 2000 Olympic Summer Games would provide the best opportunity to gain knowledge.

Budgeted dollars for professional development were deferred beginning in 1996 thus ensuring the anticipated budget of \$40,000.00 would be met.

This document reflects many of the observations, suggestions, ideas and recommendations gathered by the six staff and two Board members who attended. They are intended to assist the BC Games and the respective Host Communities in the provision of new ideas and new systems to better effect the BC Games and its participants. It is also thought the observations could be used by others in the provincial sport system according to their needs.

Also included in this trip was the opportunity to communicate with key members of the Australian Olympic and National Sport systems. Significant information was gathered by the society's Co-chairs in reference to the continuing work being done to secure the Winter Olympic Bid for 2010 in Vancouver / Whistler. The President & CEO also took the opportunity to feature the BC Games model of sport and community development to members of various state sport agencies.

The Board of the BC Games Society should be recognized for their vision and commitment in providing this professional development opportunity. It is that vision and wisdom which keeps the BC Games as one of the leaders in the provincial and national sport systems.



## 2. Resources Collected

Numerous documents were collected and are currently on file at the BC Games Society office. Should you wish to borrow a copy of a specific document, please contact us.

Area of Observation	Resources Collected
<ul style="list-style-type: none"> <li>Volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer Training Handbook</li> <li>Introduction to Training letter for Volunteers</li> <li>Supervisor Training</li> <li>Games Force Olympic Venue Pocket Guide</li> <li>Games Force – GO (Passport)</li> <li>Venue Volunteer Newsletter</li> <li>Volunteer Registration Form</li> <li>Volunteer Certificate</li> <li>Individual Volunteer Roster</li> <li>Thank you letter &amp; future volunteer opportunities – Premier of Australia</li> </ul>
<ul style="list-style-type: none"> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Press Rate Card</li> </ul>
<ul style="list-style-type: none"> <li>Marketing / Sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>The BC Games – “An introduction to the Opportunities of hosting a multi-sport festival”</li> </ul>
<ul style="list-style-type: none"> <li>Registration and Results</li> </ul>	<ul style="list-style-type: none"> <li>Accreditation Quick Reference Guide</li> </ul>
<ul style="list-style-type: none"> <li>Cultural and Special Events</li> </ul>	<ul style="list-style-type: none"> <li>Olympic Live brochures</li> <li>Paralympic Arts Festival brochure</li> </ul>
<ul style="list-style-type: none"> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Official Spectator Guide</li> <li>Easy Map Guide to the Games</li> <li>Olympic Timetable (Train &amp; Ferry)</li> </ul>



### Area of Observation

- Promotions

### Resources Collected

- Paralympic Transport Guide
- Paralympic Games – Official Program
- Ticket Guide – Olympics
- Ticket Guide – Paralympics
- Sydney 2000 Press Guide (298 pages)
- October 1 news release (sample) (4 pages)
- INFO quick reference guide (18 pages)
- Olympic News Service Style Guide: The A to Z of ONS (20 pages)
- ONS Output guidelines (4 pages)
- ONS Press Operations: Job Specific Training (manual for ONA volunteer and staff (23 pages plus samples)
- Opening Ceremony media Guide (100 pages +)
- Closing Ceremony Media Guide (100 pages +)
- Olympic Triathlon Media Guide (ITU publication) (100 pages +)
- Athletics Canada 2000 Summer Olympic Games Media Resource Guide (100 pages +)
- Sample print outs from INFO: (all 1-3 pages)
- Sept 16 “Today’s Top Stories” link listing
- Sept 16 “Today’s Other news items” link listing
- Sept 16 “Today’s Flash Quotes” link



### Area of Observation

### Resources Collected

- Ceremonies
- Venue Operations
- Games Family
- Social Issues
- Accommodation

- listing
- Facts and Figures: Competition description (equestrian)
- Facts and Figures: Qualification Criteria (equestrian)
- Official Results Book (Beach Volleyball) (100 pages +)
- Official Results Book (Fencing) (100 pages +)
- Today at the MPC (Main Press center newsletter) 1 page
- Closing Ceremony Program
- Olympic Venue Maps
- Paralympic Venue Maps
- Canada Olympic House brochure
- Access Guide to the Olympic & Paralympic Games
- Olympic Village Newsletter
- Paralympic Village Newsletter



### 3. Meetings and Contacts

While formal meetings were held, most information resulted from informal discussions with key individuals during volunteer shifts or while attending competitions.

Area of Observation	Contact/Meeting
<ul style="list-style-type: none"> <li>• Marketing / Sponsorship</li>   <li>• Operations</li> <li>• Promotions (media relations)</li> </ul>	<ul style="list-style-type: none"> <li>• Stephen Porter – Chief Executive, Australia Sport International</li> <li>• Stephen Bullow, Business Dev. Manager Major Venues Brisbane</li> <li>• Janelle Barnes, Manager, Dept. of Commerce &amp; Trade, Western Australia</li> <li>• Peter Hodge, Director Hospitality Management Services - KPMG</li> <li>• Rod McGeoch, SOCOG</li> <li>• Steve Dettre, Olympic News Service Manager, Editor in Chief</li> <li>• Petra Schlemm, Olympic News Service Supervisor (Equestrian Venue)</li> <li>• Lucia Montanarella, Venue Press Manager, (Equestrian Venue)</li> <li>• Normanne Potter, Press Conference Booking Office Supervisor, Main Press Centre</li> <li>• Darryl Gibson, Editor, Olympic News Service main desk</li> </ul>
<ul style="list-style-type: none"> <li>• Venue Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Denise Braun – Entertainment Centre Venue Tour / Venue Operations</li> <li>• Angie Coreman – Sydney Superdome Venue Tour / Paralympic Games</li> </ul>



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**Area of Observation**

- Games Family
  
- Accommodation

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**Contact/Meeting**

- Jim R. Hollington, Partner  
KPMG Chartered Accountants
- Peter G. Ball, Partner  
KPMG Chartered Accountants
- Lis Peterson – Athlete Village Tour



#### **4. Conclusions**

The introduction of new systems and new ideas is one that will take some time for the BC Games Society staff. A planned implementation of the more “popular applications” will be done. Final determination of which ideas become part of the overall system will depend on availability of financial resources and the volunteer delivery system in the Host Community.

The BC Games Society has progressed to the stage it is at today because of its commitment to re-think and develop new ways of doing things. The ideas contained in this document are a taste of what the BC Games will ultimately become; a multi-sport event where both athlete and volunteer experience great growth opportunities while showcasing their own individual talents.



## 5. Observations

Notwithstanding the enormity of the Sydney Olympic Games, staff was able to draw many parallels between the operations of the Olympic Games and the BC Games. While visiting the many venues, either as a spectator or volunteer, observations, conversations and photo-taking allowed us to gain insights and ideas as to how we may wish to expand and enhance the BC Games experience for athlete, volunteer and spectator.

The following pages detail our observations, current practice at a BC Summer or BC Winter Games and suggested implementation opportunities. As with all new implementations, consideration for budget must be taken into account as well as staff time in the implementation/creation of the new program.

The BC Games Society Board of Directors and staff are committed to enhancing the experiences of all BC Games participants and it is felt that over a period of BC Games, many of the ideas detailed will become practice. This report will not become lost on the shelves of the President and CEO!





## Volunteerism

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>• Training of volunteers is broken into two segments. Specific training for Games' hosts is thorough while skills learned by general volunteers are of a more specific nature (e.g.: learning to scorekeep or make lunches).</li> </ul>	<ul style="list-style-type: none"> <li>• All volunteers were provided with general training prior to the Games. This included a detailed booklet outlining histories, general knowledge, venue and sport information &amp; IOC information.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop volunteer training kits for all volunteers to take them from registration to Games time</li> <li>• The list should include a Games overview, general Board, CP/FP info, etc. This general information can be added to by the Director to create job-specific training kits</li> </ul>
<ul style="list-style-type: none"> <li>• Souvenir discounts are available to registered volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteers were provided with apparel based upon their job responsibilities.</li> <li>• "Gifts" and awards were provided to volunteers after the completion of prescribed number of shifts.</li> <li>• Souvenir discounts were also available to registered volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide "gifts" as they achieve various education modules and/or hours of volunteering. BC Games software could be modified to account for hours served &amp; modules completed</li> <li>• Work with corporate sponsor to supply volunteer apparel for recognition and identification</li> </ul>
<ul style="list-style-type: none"> <li>• Providing meals to Games volunteers is generally discouraged because the budget does not allow for feeding 2500-4000 volunteers for four days. Each Directorate does budget to provide refreshments (juice, pop and light snacks i.e. Granola bars or cookies).</li> </ul>	<ul style="list-style-type: none"> <li>• All volunteers were provided with a meal on their shift. There was a cafeteria at each venue and the menu provided both hot and cold options. Volunteers were given vouchers to ensure that everyone only had one meal.</li> </ul>	<ul style="list-style-type: none"> <li>• Maybe a compromise between providing full, hot meals and cookies and pop could be examined. Providing a light lunch or light meal (buns and cheese or cold cuts).</li> </ul>



## Accommodation

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>IBM Surf Shack – this room was found in the Athlete Village and allowed athletes internet access. This was sponsored and staffed by IBM volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Provide computers and internet access to the athletes at the BC Games. May be prohibitive due to the number of accommodation locations, but identify one site in the community (near the MainStage area) where this service could be provided.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>In the Athlete’s Lounge there were three computers available for Athletes to use to surf the internet and to send emails home to family and friends.</li> </ul>	<ul style="list-style-type: none"> <li>Each accommodation school could have an internet/computer set up for athletes to access the internet and send email.</li> </ul>



## Ceremonies

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>We provide logistical advice only to host communities.</li> </ul>	<ul style="list-style-type: none"> <li>Fantastic shows at opening and closing, match the importance of the Games.</li> </ul>	<ul style="list-style-type: none"> <li>Maybe we could assist with planning concept and other aspects of the ceremonies to get a more consistent show.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>All spectators attending the Opening Ceremony were given a few souvenirs of that event.</li> </ul>	<ul style="list-style-type: none"> <li>A small souvenir item could be given to the spectators of a BC Games Opening Ceremony.</li> </ul>



## Cultural and Special Events

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>Games Village features Canada, BC, Municipal &amp; BC Games flags.</li> </ul>	<ul style="list-style-type: none"> <li>All countries are welcomed in the Athletes Village with a short ceremony and the raising of their country's flag.</li> <li>Athletes felt a sense of "community" in knowing their nation was represented by way of the flag.</li> </ul>	<ul style="list-style-type: none"> <li>Develop zone identities by creating flags for all 8 zones.</li> <li>Include zone athletes &amp; coaches in games Village Opening which would include the raising of the zone flag.</li> </ul>
<ul style="list-style-type: none"> <li>Evolution of MainStage will include entertainment, souvenirs and refreshments under "one roof".</li> </ul>	<ul style="list-style-type: none"> <li>Public parks became large outdoor venues for entertainment, sport viewing on large screens and food booths (Olympic Live sites).</li> <li>Parks were packed with those unable to attend events and each park became a mini-venue.</li> <li>Each 'Olympic Live' site had a theme.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to create MainStage as a "one stop" shop for all the needs of spectator, volunteer and participant.</li> <li>Large screen TV could allow taped highlights as feature of MainStage.</li> <li>Consider theme nights at MainStage to attract different audiences (country, hip hop etc).</li> </ul>
<ul style="list-style-type: none"> <li>The Games Village, in some communities, has included a place to do pin trading.</li> </ul>	<ul style="list-style-type: none"> <li>Pin trading is a big part of the Olympics. There were many places to trade pins with people from all over the world. There was even a place to take a course on how to trade pins.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage the MainStage Chair to recruit a volunteer for their team to look after a Pin Trading Centre. Pin trading has the potential to expand at the BC Games. Collecting pins for the trading centre requires some volunteer time but it does not require a big budget.</li> </ul>



**BC Games Society  
Existing Practices**

**Sydney Experience**

**Possible Applications**

<ul style="list-style-type: none"> <li>• Cultural component varies from Games to Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Intensive cultural program was obvious, and an important continuation of the use of the Games as a communication device (e.g. Bangara Dance Theatre company at opera house featured a very popular dance show about the living conditions of aboriginals in Australia).</li> </ul>	<ul style="list-style-type: none"> <li>• Ask BC Festival of the Arts to consider extending their talent at MainStage to show in other venues, plus other components in host community (perhaps best after MainStage is better established).</li> </ul>
<ul style="list-style-type: none"> <li>• Parents of athletes receive an opportunity to attend the Opening Ceremony via a reservation system.</li> <li>• Parent Education Nights have been initiated and have received favourable response.</li> </ul>	<ul style="list-style-type: none"> <li>• Program was implemented which provided parents opportunities to be “adopted” by a local family and receive accreditation identifying them as parents of Olympic athletes.</li> </ul>	<ul style="list-style-type: none"> <li>• Accredit all visiting parents with Games ID</li> <li>• Provide reserved seats for these accredited parents at all venues as well as O / C Ceremonies.</li> <li>• Work with local business to provide discounted hotel rooms as well as restaurants and shops.</li> <li>• Registration would be done through the mail (or on-line) with accreditation taking place along with the athletes.</li> <li>• Could be complimented by tying it to a new corporate partner (e.g.: Labatt in Calgary).</li> <li>• Billet program for parents in host community.</li> </ul>



## Environment

### BC Games Society Existing Practices

- BC Games currently has a Chair in the Administration Directorate that is responsible for Waste Management. Recycling may or may not be undertaken by this Chair.

### Sydney Experience

- The Sydney Olympics were the “green” Games. They used recycled products for serving all food in venues. Recycling bins were everywhere and clearly marked so that it was easy for everyone to sort waste into the appropriate bins.

### Possible Applications

- Guidelines for the Environment & Waste Management Chair (now called the Environment Chair) should have information added to ensure that recycling is a more prominent issue. This Chair should also be a liaison to other Directorates, encouraging them to consider recycled product when appropriate (i.e. food containers).
- The Administration Director could divide into two groups and have separate meetings of the Chairs that deal with Financial areas (Budget, Souvenir Control, etc.) and Operational areas (Environment, Signs and Carpentry, etc.).



## Food

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>BC Games food venues are usually just a big cafeteria where participants eat and then leave. Victoria changed this – providing entertainment, music, photos from the Games in a power point presentation, etc. Participants enjoyed being at the “Big Top” not just for the food but also for the entire experience.</li> </ul>	<ul style="list-style-type: none"> <li>The cafeteria at the Athlete’s Village was just a place to eat.</li> </ul>	<ul style="list-style-type: none"> <li>Future Games Host Communities should be encouraged to consider the “Big Top” idea where the feeding venue is more than just a place to eat.</li> <li>Results should be posted here, as it is one place that nearly all participants get to everyday. Souvenirs should also be sold here, as some athletes do not have time to get to the Games Village.</li> </ul>
<ul style="list-style-type: none"> <li>Recycling is done in concert with local established recyclers for items such as paper, cardboard and plastics.</li> </ul>	<ul style="list-style-type: none"> <li>Biodegradable plates and all food scraps were composted.</li> <li>General recycling was in place although bins were often difficult to locate.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the opportunities to use biodegradable plates and explore options regarding the composting of food scraps as well as existing recyclables.</li> </ul>



## Games Family

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>Parent's Night – educational / social opportunity for parents of athletes attending the Games. The Parent's Workshop at the Victoria Games was very popular and well attended.</li> </ul>	<ul style="list-style-type: none"> <li>Canada Olympic House served as a gathering point for parents of Canadian athletes and Canadian supporters.</li> </ul>	<ul style="list-style-type: none"> <li>Expanding the BC Games services to parents from the workshop to a place where parents can go for hospitality, to look at results, meet other parents, etc. would make parents a more integrated part of the Games and gives them a positive Games experience.</li> </ul>
<ul style="list-style-type: none"> <li>BC Games does not recognize or encourage Games alumni to be part of the Games.</li> </ul>	<ul style="list-style-type: none"> <li>Olympians were able to be accredited in Sydney and had a hospitality room they could go to, to relax and watch coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Maybe a modified version of the Olympic hospitality would be a way to involve and recognize Games alumni (or medallists).</li> </ul>
<ul style="list-style-type: none"> <li>Victoria held a Coaches workshop and Parent's workshop during the Games. These were extremely popular and well attended.</li> </ul>		<ul style="list-style-type: none"> <li>Expanding this to include some sessions for athletes may be well received, especially for "serious" athletes who are looking to go as far as they can in their sport.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of past Olympic athletes at the Sydney Games (established club access).</li> </ul>	<ul style="list-style-type: none"> <li>Create a BC Games alumni pin, a gold pin and letter that would be sent to any Olympic athletes that have gone through a BC Games.</li> </ul>



## Marketing / Sponsorship

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>Most communities use duct tape to hang up banners and signs in venues. Over the course of the Games the tape loses its tack and the banners fall partially, or completely, away.</li> </ul>	<ul style="list-style-type: none"> <li>Banners (larger than BC Games banners) were hung with Velcro (and in some cases Velcro and zap straps). The banners stayed up and looked neat throughout the Games.</li> </ul>	<ul style="list-style-type: none"> <li>Velcro seems like a stronger alternative to duct tape and also does not damage the signs as has happened with duct tape. (Duct tape leaves a sticky residue). Also, when the duct tape has not been removed properly the signs end up stuck together (sometimes damaging the printing on the sign).</li> </ul>
<ul style="list-style-type: none"> <li>Corporate and Funding Partner signs are at every venue.</li> </ul>	<ul style="list-style-type: none"> <li>Olympic Sponsor signs are not in every venue. There are towers located in the Olympic park which highlight the Sponsors.</li> </ul>	<ul style="list-style-type: none"> <li>Signs at every venue are a good way for BC Games to recognize the Corporate and Funding Partners. Making the look and presentation more standardized from venue to venue would add consistency (an example might be the folding screen design implemented in Langley or the coroplast partitions used at the Olympics to surround the field of play).</li> </ul>



## Mission Staff

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>BC Games has a Mission staff program in our role with the Canada Games.</li> </ul>	<ul style="list-style-type: none"> <li>Toronto Orientation meeting was an opportunity to learn about Mission staff job duties, but more about meeting other COA staff and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Use the Orientation meeting for the Team BC/Canada Games as both a learning opportunity and team building exercise.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Existing job descriptions did not always fit with what was needed on site.</li> </ul>	<ul style="list-style-type: none"> <li>Review Team BC Mission staff job descriptions to include issue management.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Mission staff planned a special breakfast in Sydney to highlight sponsors, athletes, and their families.</li> </ul>	<ul style="list-style-type: none"> <li>Team BC could plan a special event at the Games to provide exposures for sponsors, while highlighting the athletes and their families who attend the Games.</li> </ul>



## Olympic Academy

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>BC Games Society partners with other sport and community organizations in hosting the BC Olympic Youth Leadership Academy annually at different regional centres in the province.</li> </ul>	<ul style="list-style-type: none"> <li>Students come from around the world to participate in the Olympic Youth Leadership Academy. A participant from the 1999 BC OYLA in Nanaimo (Tina Lum) was selected to attend the Sydney Academy.</li> </ul>	<ul style="list-style-type: none"> <li>Include (Tina Lum) in future plans for BC OYLA to get her experiences from Sydney and the Sydney Academy and consider how these could be applied to the BC OYLA.</li> </ul>



## Operations

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>No attempts have been made to create a blend of pageantry and BC Games "look" due to funding concerns.</li> <li>Corporate &amp; funding partner signs are posted in every sport and special event venue.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate signs were left to exterior applications on kiosks.</li> <li>Every venue was given the "Sydney look" from colours to banners to word marks.</li> </ul>	<ul style="list-style-type: none"> <li>Minimizing corporate exposure thru kiosks rather than individual signs would allow more dollars to be spent on banners and flags for venue pageantry.</li> </ul>
<ul style="list-style-type: none"> <li>Corporate and Funding Partner banners/signs are posted at every sport and special event venue. In addition, some other BC Games signs may be posted. Despite this, the look from venue to venue can change significantly.</li> </ul>	<ul style="list-style-type: none"> <li>Venues had a very standard look. Signs and banners were big and bold and you knew that you were in a Games venue.</li> </ul>	<ul style="list-style-type: none"> <li>While BC Games may not be able to take over an entire venue with a "BC Games" look, having an additional Chair in the Sport Directorate who is responsible for the overall "look" of the venues may assist with the consistency.</li> </ul>
<ul style="list-style-type: none"> <li>Venues sometimes start to look tired as the Games progress. Signs begin to fall and are not re-hung, garbage is not cleaned up and the venue is not tidied on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Venues were as clean and neat on the last of the Games as they were on the first (and the Olympics are much longer than BC Games).</li> </ul>	<ul style="list-style-type: none"> <li>A volunteer at each sport venue (maybe reporting to the Chair mentioned above) who looks after the venue and ensures that it remains consistent with the desired "Games look" throughout the course of the Games.</li> </ul>
<ul style="list-style-type: none"> <li>The Games Village provides some services to athletes (places to purchase souvenir and items from local artisans).</li> </ul>	<ul style="list-style-type: none"> <li>The Athlete's Village had a place to cut hair, send mail, purchase souvenirs and other items, photo finishing, etc.</li> </ul>	<ul style="list-style-type: none"> <li>The Games Village could be expanded to include things that will draw athletes and provide them services (i.e. internet access, post office, quick photo finishing, film purchasing, etc.).</li> </ul>



**BC Games Society  
Existing Practices**

- Spectators information for the Games is a public awareness campaign handled by the Promotions Directorate.

**Sydney Experience**

- Paralympic Games worked with local and state schools to get them to bring students to the Games during the week.
- 50,000 to 70,000 students were bused in daily to take in the Games. No admission was charged for this group.

**Possible Applications**

- Develop a better / stronger plan to work with the schools (especially for a Winter Games) to get them to come out and watch the Games.
- School projects on the Games, tie into the BC Games trivia game.



## Promotion- Communications and Media Relations

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>• <b>Media Services (general)</b></li> <li>• Media service has been basic, based on perceived media interest in the BC Games. Interest related to the Games format.</li> <li>• More services have been added on a trial basis in 2000.</li> </ul>	<ul style="list-style-type: none"> <li>• Sydney media services were wide-ranging and sophisticated.</li> <li>• More than 5000 print journalists plus 5000+ broadcast staff worked at the Games.</li> <li>• Level of service is probably based on recognition of difficulty for journalists to cover a 30+-venue. Covering a multi-sport Games is significantly greater than covering a single sport event.</li> <li>• Staff volunteered in the Olympic News Service at equestrian venue, and in the Main Press Center, press conference booking office.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue efforts to re-position the Summer and Winter Games to continue building media interest.</li> <li>• Re-confirm commitment to building media coverage to create value for funding and corporate partners.</li> <li>• Continue building commitment to media service.</li> </ul>



**BC Games Society  
Existing Practices**

- **Media Services**
- Fax out notice of Games to BC media 40-60 days out.
- Fax list of participants to journalists who respond.
- Fax results to interested media.
- Respond to media calls during Games from Media Center.
- Re-key and e-mail results for CP format.
- Send news releases at registration deadline and Games start date to encourage media interest.

**Sydney Experience**

- A wide range of sophisticated services to journalists was provided. Journalists gave the Games media services high praise.
- Results available in hard copy and INFO intranet, almost instantly.
- INFO system included:
- Sport previews, daily previews, daily reviews, athlete quotes from field of play
- Athlete biographies
- Press conference schedules, reports, quotes from past conferences.
- Medal tables
- News releases

**Possible Applications**

- Create a **BC Games News Service** with its own identity.
- Build closer relationships with BC journalists.
- Empower host community to do more to distribute the stories province wide from their Games.
- Centralize BC Games News Service on BC Games Society web site, with links from host community site.



**BC Games Society  
Existing Practices**

**Sydney Experience**

**Possible Applications**

<ul style="list-style-type: none"> <li>• <b>Venue Media Centre</b></li> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Space: reserved for accredited media</li> <li>• Services: with TV feed, from that venue and all other venues, telephone lines, work space, pigeon holes for results from that venue and other venues.</li> <li>• Seating: Media tribune had tables, power, TV screens, delivery of printed results.</li> <li>• Staff: Venue Media manager, Olympic News Service Supervisor, Venue Sport Expert, flash quote reporters, media assistants.</li> <li>• Press conference space: booked by SOCOG, IF, or NOC.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider a media desk at each venue where the media liaison can be found, can file reports, and serve visiting media.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Media Centre</b></li> <li>• Phones and desks for media</li> <li>• Posted paper results</li> </ul>	<p><b>Main Press Center: A 24-Hour Full Service City for 5000 Journalists</b></p> <ul style="list-style-type: none"> <li>• Larger version of venue center, plus agency offices, NOC offices, shopping, restaurants, sales of services, transportation hub, tickets, photo support center, Olympic News Service headquarters, press conference booking offices.</li> </ul>	<ul style="list-style-type: none"> <li>• Location for BC Games News Service main editors desk, CP results.</li> </ul>



**BC Games Society  
Existing Practices**

**Sydney Experience**

**Possible Applications**

<ul style="list-style-type: none"> <li>• <b>Electronic Results</b></li> <li>• Host community prepares site and posts results form BC Games system</li> <li>• Results re-keyed into Canadian Press format, and e-mailed to Toronto for distribution to subscribers via wire service</li> </ul>	<ul style="list-style-type: none"> <li>• Results available from results system to media in World News Press Agency Format (WNPA).</li> <li>• Available also on INFO (Olympic Info intranet service for journalists.</li> <li>• No Internet rights were awarded for Sydney, and major warnings to accredited media and volunteers not to post unauthorized reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Create BC Games INFO, for web site, aimed at media with password so they know it's not open to everyone.</li> <li>• Create section of BC Games web site as a media service equivalent to INFO with previews, daily reviews, news releases.</li> <li>• Have BC Games participant system output results in CP format.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Sport background info</b></li> <li>• Provide phone numbers of each sport advisor and sport chair available on request to journalists</li> </ul>	<ul style="list-style-type: none"> <li>• See above</li> <li>• Sport preview, review, flash quotes, done by Olympic news service volunteers and staff.</li> <li>• Aim was to provide background research for journalists, not do their job for them. (See ONS Style Guide).</li> <li>• Most reporters were journalism students, supervised by a 'sport expert'.</li> <li>• ONS editor commented that sport expertise more important than journalism ability. Central editors can fix language before posting.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask PSO's to prepare preview of their sport.</li> <li>• Ask PSO's to designate a media relations contact to prepare sport preview, daily preview and review, biographies.</li> <li>• Send journalists links to this info on a private section of BC Games web site.</li> <li>• Keep info section private for media to avoid undermining media interest in the Games, with basic results, news and schedules on public portion of site.</li> </ul>



**BC Games Society  
Existing Practices**

**Sydney Experience**

**Possible Applications**

<ul style="list-style-type: none"> <li>• <b>Daily news releases</b></li> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Daily releases on general topics plus on each sport (sport preview and review).</li> <li>• Medal standings.</li> </ul>	<ul style="list-style-type: none"> <li>• Send a daily news release for each zone.</li> <li>• Highlight sports where that zone has advanced or done well, medal standings to date.</li> <li>• Daily news release on general info like medal rankings.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Results</b></li> <li>• Submit results to center</li> <li>• Key into BC Games participant system</li> <li>• Post results at media center</li> <li>• Transfer final results to web site</li> </ul>	<ul style="list-style-type: none"> <li>• Results instantly on system as unofficial, then confirmed.</li> <li>• Results then available for all other uses, such as hard copy printouts at that venue, INFO, WNPA, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase responsibilities of results reporter to “Venue Media Liaison”, responsible for results, plus daily preview, review, and submission to Zone release.</li> </ul>



**BC Games Society  
Existing Practices**

- **Press Conferences**
- No press conferences held

**Sydney Experience**

- **Press Conference System: A Major Source of Coverage**
- Office for approved agencies to book conference space, get services.
- Services include: room, host broadcaster television feed, simultaneous interpretation, security, temporary accreditation for conference participants.
- Bookings made by IOC, SOCOG, NOC, IF's, other Bid and organizing committees, Australian Tourism. All must be approved.
- For hard news, popular stories attendance was very high (Cathy Freeman, Lance Armstrong, Romanian gymnast, etc.) For routine briefings like IOC, varied depending on daily news.
- Poor attendance for Olympic Solidarity announcement of results of supported athletes. (My guess is that it's not news that the IOC gives out money. Maybe the IOC needs a better media plan to attract journalists; i.e. bring a famous athlete who received help.)
- As conferences booked, published on INFO system. Journalists looked first on INFO, then followed up with office if a conference they expected was not there.

**Possible Applications**

- Schedule press conferences in advance to encourage media attendance: e.g.: opening ceremony (torch bearers, dignitaries, etc), top athletes of each day (one per sport, one per zone?), famous athletes in town for medal presentations, top locals.



## Protocol

### BC Games Society Existing Practices

- Hosts are trained to coordinate the medal presentation ceremonies at each sport venue. The Hosts help to provide continuity and consistency. Sports have a great deal of influence on the look and timing of the medal presentations.

### Sydney Experience

- Medal presentations are done at the end of every final.

### Possible Applications

- More consistency in when medal presentations are held (at the end of the Games, at end of each final, etc.) would help to make the medal presentations more of a “Games event” vs. a “sport event”.



## Registration and Results

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>• Accreditation Centre for Participants is one large room with tables for each sport and other services (i.e. medical, team photos).</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation for volunteers was one large building with sections for different services (photo id, uniform sizing). The sections were divided by partitions. Volunteers moved from one section to the next by following the colored lines on the floor.</li> </ul>	<ul style="list-style-type: none"> <li>• Colored lines on the floor at the Participant Accreditation Centre leading to the various tables they may have to get to would help ease congestion and direct people easily.</li> </ul>
<ul style="list-style-type: none"> <li>• Distribution of volunteer accreditation tags and information is done through the Volunteer Chair for each Directorate.</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer accreditation was done in one central location.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a central volunteer accreditation centre, or specific days and times when it could be done out of the Games office.</li> </ul>
<ul style="list-style-type: none"> <li>• All volunteers receive accreditation for the Chair Area they are assigned to.</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation for volunteers was broken down into several levels, i.e. work force volunteer, venue, and then, depending on the job restrictions, on access within the venue.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a work force accreditation and an entertainment accreditation. (Host communities are always looking for ways to break entertainers away from volunteers. Would still allow them to register entertainers for insurance purposes).</li> </ul>



## Social Issues

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>• <b>Social Impact of Games</b></li> <li>• Each community creates own themes for local media coverage, usually includes volunteerism, local sponsors (FOG), local athletes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Below are 5 social issue themes noted in Australian media during the Olympics               <ul style="list-style-type: none"> <li>• “Celebrate Humanity” The IOC public relations campaign “Celebrate Humanity” was a first for the IOC (details on their web sites). It was considered very successful because it celebrated the values of the Games, not the institution of the IOC or the Games themselves.</li> <li>• Local Accomplishment Local coverage of how Sydney seemed so surprised at what they could accomplish.</li> <li>• Women in Sport The emphasis on women and local culture in the cultural side of the Games was interesting, and very well received.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Maybe a thought for the BCTV campaigns. e.g. ensure desired image of Games is promoted, rather than established by others.</li> <li>• Suggest story ideas for host communities to emphasize this with local media. This already happens, but maybe we can help it out more.</li> <li>• Suggest themes for the host communities for ceremonies. e.g. Youth sport as the theme for the summer and winter, or women in the seniors Games, etc.</li> </ul>



**BC Games Society  
Existing Practices**

**Sydney Experience**

**Possible Applications**

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- **Doping**  
The IOC managed to portray itself as part of the solution of the doping problem, rather than part of the problem, as in past Games. The creation of the World Anti Doping Agency (WADA), showed they were prepared to take a stand on doping, where previously they had left all responsibility to the IF's, other than the in competition testing.  
Now even hard line federations like US Track and Field, and the International Cycling Union have handed their testing programs to the WADA.
  - **High Performance in Non Traditional Sports**  
The Olympics motivated development programs in Australia that Australia has never succeeded at before.
- This suggests that the line between the IF and the IOC is blurring, with the IOC taking a leadership role, a bit like BC Games is with youth development.
  - Continue and expand leadership role of BC Games in sport, with PSO's as equal partners.
  - This suggests that BC Games could motivate local sports organizations to prepare athletes to perform well at their Games. Possibly PacificSport could be a factor in this. Maybe this would be a good community development initiative.
-



## Sport

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>Zone Reps and/or PSO handle the zone qualifying on varying degrees of involvement/detail. Many athletes do not pass through the qualifications resulting in a lost opportunity to have the BC Games benefit them in a positive way.</li> </ul>	<ul style="list-style-type: none"> <li>In conversations with the Australian Swim Association, they provide a mentor program between athletes at regional camps prior to competition.</li> </ul>	<ul style="list-style-type: none"> <li>Each BC Games zone could provide a "local sport hero" to impress upon athletes the value of sport and the merits of the multi-sport Games environment.</li> </ul>
<ul style="list-style-type: none"> <li>Zones currently march into the Games Opening Ceremony together and yet there is no zone identity that bonds them.</li> </ul>	<ul style="list-style-type: none"> <li>Athletes march in by country and of course there is an identity that bonds them.</li> </ul>	<ul style="list-style-type: none"> <li>Bring athletes together by zone for a pep rally prior to the banquet. This gives them time to get to know each other better and develop some zone spirit (maybe cheers or posters to carry in). They would then be bused together to the banquet and then to Opening Ceremony staging area by zone.</li> </ul>
<ul style="list-style-type: none"> <li>Preparation for the Games is left to the individual zone coaches and in some cases to the individual athletes themselves.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation for competition involves traveling to the Host Country weeks or months prior to the Games to train.</li> </ul>	<ul style="list-style-type: none"> <li>Providing some additional general sport training for athletes prior to the Games may help with the overall development of the athletes. For example, nutrition or psychological training workshops conducted in the zones for as many athletes as possible could help with their competition at the Games and beyond.</li> </ul>



### **BC Games Society Existing Practices**

- BC Games athletes come to the Games, they participate in special functions and their sport and travel home.

### **Sydney Experience**

- Olympic athletes travel to the Host Country prior to the Games to train - training prior to the start of the Olympic Games and prior to their personal competition.

### **Possible Applications**

- While we are not in a position to bring athletes to BC Games earlier we can perhaps make the BC Games more of a multi-sport experience (i.e. Canada Games) by access to facilities (or a similar alternative) prior to competition for training and practices.
- At first many athletes may be surprised by this and not up to "the challenge", but if we want sports to bring better athletes, and we want those athlete to be serious athletes we should set the bar high and say "we expect BC Games athletes to be training on a regular and consistent basis and to want to train in their venue prior to competition".
- The logistics of this is mind boggling and there are many details to sort out; however, this may be worth considering.
- By providing training opportunities to athletes we will have to bring athletes into the Host Community several hours earlier which could also help us address the issue/concerns parents have raised about our "late" or "early morning" departures (our buses would leave from the communities earlier and possibly at a more realistic time)



**BC Games Society  
Existing Practices**

- The Sport Coordinators (Sport Directorate) work with the Sport Chairs to ensure all requirements are pulled together.

**Sydney Experience**

- Each venue had a venue team; each team member was responsible for their area at the venue (Venue Hosts, Security, Sport Technical, Media, Field of Play, Transportation, etc.).

**Possible Applications**

- Change existing Sport Coordinators to Venue Coordinators, increase the number of volunteers in this area (each coordinator would be responsible for 2 or 3 venues) and have these people work more closely with the Sport Chair to ensure the preparation and set up of the venue is completed.



## Team Spirit and Organization

BC Games Society Existing Practices	Sydney Experience	Possible Applications
<ul style="list-style-type: none"> <li>Zones arrive by bus or plane at staggered periods throughout Wednesday and Thursday.</li> <li>Welcomes are limited to Opening Ceremonies.</li> </ul>	<ul style="list-style-type: none"> <li>Each Mission had an athlete celebration prior to the start of each week.</li> <li>Provided for excellent team spirit and unification.</li> </ul>	<ul style="list-style-type: none"> <li>Look to Alberta for their example of Zone Mission Chefs and the possibilities provided in the way of pre-Games rallies.</li> <li>Provide opportunities for Host Community planned rallies for each zone. This could take place pre-ceremony or at departure point in hometown.</li> </ul>
<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Athlete's Village newsletter produced daily?</li> </ul>	<ul style="list-style-type: none"> <li>Currently daily newsletters are produced for Team BC. May have possible application to BC Games. Daily newsletter highlighting events past and upcoming, info re Mainstage etc. Handout with box lunches or at breakfast or delivered to every accommodation venue.</li> </ul>



## Venue Operations

### BC Games Society Existing Practices

- The role of the Sport Chair includes the ordering and installation of directional & corporate signs, fencing, bleachers, barricades, etc.

### Sydney Experience

- The detail of the venues in Sydney made for a more positive and professional experience for all participants, volunteers and spectators.
- The inclusion of music and a knowledgeable sport announcer made each venue more enjoyable as the spectator was constantly entertained and educated.

### Possible Applications

- Include a Venue Chair for all sport locations to attend to the myriad of details associated with operating a venue. This would include all tasks related to “fit out” and public address.