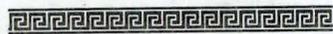
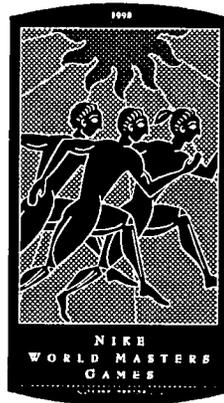


# ECONOMIC IMPACT STUDY



022797c-04



1998 NIKE  
WORLD MASTERS GAMES

ECONOMIC IMPACT STUDY

JULY, 1996

# PORTLAND STATE UNIVERSITY

July 3, 1996

Laurie M. Bloch  
Director of Administration  
1998 Nike World Masters Games  
55 SW Yamill  
Portland, OR 97204

Dear Laurie,

Please find a final version of the economic impact analysis for the 1998 Nike World Masters Games. A few points:

1. This study is truly a joint effort with research assistance and writing from the following students:

Trash Atkinson  
Anthony Cavinaw  
Geri Manzano  
Jennifer Shawcross  
Sanja Uskokovic

You should seriously consider hiring them before someone else obtains the benefits of their talents.

2. The estimated tax revenues has not been included in this study. The various taxing districts complicate the analysis. I will send you a very rough estimate based on average transient lodging taxes and state payroll taxes under separate cover at a later date.
3. Analysis is on the state level with conjectural comments on the venues of Portland-Vancouver, Eugene-Springfield, and Hood River.

Please call (725-3935) if you have any questions.

Regards,



Tom Potiowsky  
Professor of Economics  
Applied Economics Research Group

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ECONOMIC IMPACT STUDY

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## EXECUTIVE SUMMARY

The 1998 NIKE World Masters Games ("WMG" or the "Games"), will bring about 25,000 participants to Oregon. Through the direct expenditures of the WMG and the indirect expenditures of the athletes and their companions, the Portland-Vancouver Metro area can expect a large economic impact. The key findings of this pre-event economic impact study include:

- \$20.227 million of direct impact to the Oregon economy for 1995-98.
- \$35.895 million of initial indirect spending by visiting athletes and companions.
- \$56.893 million of induced impacts from the flow-through of the direct and indirect spending.
- \$113.015 million of total economic impact attributable to the Games.
- Short-term earnings to households of \$41.178 million and employment of 2,703. Earnings and employment impacts are not an addition to the total economic impact but an other reflection of that impact.

The results are preliminary and are based on assumptions from references given at the end of this study. In particular, the crucial assumptions are:

- 25,000 athletes with 50% international, 40% U.S. outside of Oregon, 10% Oregonians
- Size of party, length of stay, average expenditures as reported by the Oregon Tourism Division.
- Revenue and expenditure projections for WMG.

Besides the short-term economic impacts, the region may benefit from long-term impacts that are difficult to measure:

- Community spirit through volunteers, parades, Home-Stay programs.
- Media exposure for quality of life to attract businesses, international awareness, tourism, desirable relocation and/or retirement destination.



## PURPOSE OF STUDY

The 1998 NIKE World Masters Games ("WMG" or the "Games") will bring about 25,000 participants to Oregon. Masters competitors are individuals born in the Baby Boom era and they come from a range of sporting backgrounds. These individuals are more globally mobile and more lifestyle oriented than previous generations. The Masters Games are expected to attract many visitors, some of whom will come from overseas. This study will quantify the impact of their presence on the economic health of the region. This study is pre-game analysis of the likely economic impacts and the importance of the 1998 NIKE World Masters Games for the local and regional economy.

It is hoped that this study will create a better understanding of the 1998 NIKE World Masters Games' role in the local economy on the part of the general public, business, government, community leaders and promotion of Oregon as an attractive tourist destination.

## OBJECTIVES

The key objective in this study is to describe and quantify the magnitude of the economic impact that the Games will have at local and regional levels, and to show how the economy will be affected. The study analyzes the impact both on the local economy as a whole and on Portland, Eugene and Hood River Metropolitan Statistical Area (MSA). Impacts on the local level will stretch to every region of Oregon.

The most important focus is economic development oriented, namely, the creation of jobs, income and tax base, which are vital to the economic well-being of the community. Of most significance to the local economy are those aspects of the 1998 NIKE World Masters Games' activities which will be considered 'economic base' and will bring 'new' dollars into the region and will consequently create new jobs, income and economic growth.

The study will predict and quantify both direct and indirect economic impact on the region that will occur as a result of the Games, by quantifying the extent of the direct impact of the new expenditures on the region, as well as the initial expenditure injections which are known as a 'multiplier' effect. The documented results do not show true impacts but only estimates and the likelihood of the impacts on the regional economy, because the study is ex-ante analysis.

While the emphasis of this study is the dollar impact on the regional economy, there are numerous other less quantified and more intangible impacts and benefits of the 1998 NIKE World Masters Games on the Oregon economy. These intangible benefits for the region will have long-term impacts. Some of them are: prestige in hosting an event as important as the 1998 NIKE World Masters Games; contribution to the social, cultural, recreational and economic base of the region; stimulation of tourism flows into the region and the attention that the region will gain from this event.



## STUDY METHODOLOGY

An event such as the 1998 NIKE World Masters Games (WMG) brings additional dollars into the Portland Metro area, the various locations for the athletics venues, and the state of Oregon. The additional dollars are not unlike the expenditures of out-of-region tourists, or, for example, when Intel is paid for a shipment of computer chips outside of the state. To model this type of activity, this study uses an economic base model approach.

The economic base model has three parts: direct, indirect, and induced impacts. The direct impact measures the "new" dollars which are being spent in the region. For WMG, this relates to all salaries of WMG employees living in the region and any expenditures which result in the use of resources that come from the Portland Metro area. The Games attract athletes and their companions from outside the region to visit Oregon. This indirect effect brings "new" dollars to the Oregon economy in the form of lodging, food, entertainment, and other expenditures. Induced impacts relate to the fact that suppliers of products and services to WMG and to the participants from outside the region also use local resources such as materials, intermediate goods, and labor. This further flow of economic impacts is captured through the multiplier effect. The multipliers used in the study come from the RIMS II handbook published by the U.S. Department of Commerce<sup>1</sup>. Values in this report reflect 1995 dollars.

Identification of these expenditures are important so that double counting of the direct impact does not occur. As an example, a Portland resident who buys a WMG T-shirt may simply be transferring an expenditure to WMG that would have been spent in some other way in the Portland Metro area. Thus, when WMG spends the proceeds from the T-shirt sale, these are not "new" dollars. For expenditures to be classified as an indirect effect, the games must be the major reason for visiting Oregon. When questions arise as to including or excluding the item from analysis, careful justification is given. If great doubt still persists, the study errs on the conservative side and the item is omitted from further analysis.

At this preliminary stage of analysis, the assumptions supplied by WMG are utilized throughout the study. No attempt was made to verify these assumptions. Thus, the results are based on these assumptions holding true. Underlying assumptions are enumerated in other parts of this study.

The geographical areas are defined as the Portland-Vancouver Primary Metropolitan Statistical Area (in the document as Portland Metro area which consists of Clackamas, Columbia, Multnomah, Washington and Yamhill counties in Oregon and Clark County in Washington), Eugene-Springfield, Hood River, and the state of Oregon.



## OVERVIEW OF THE 1998 NIKE WORLD MASTERS GAMES

The fourth World Masters Games will be held in Portland, Oregon in the United States August 9 to 22, 1998. The Games are expected to bring over 25,000 participants from all over the world to compete in twenty-five events ranging from badminton to basketball to windsurfing. Participants are of Masters age (30 years and older). The Games are a quadrennial international event that promote the Olympic spirit in fair, open competition. The participants come to the Games not only to compete but to socialize with other competitors from around the world.

The first Games were held in 1985 in Toronto, Canada bringing together 8,300 participants from 61 nations. In 1989 the Games were staged in Denmark where 5,280 competitors from 76 countries participated. The 1994 World Masters Games were held in Brisbane, Australia. 23,601 participants from 74 nations came together for very successful Games. It should be noted that 20,838 of these were from Australia, New Zealand, and Papua New Guinea.

The participants compete as individuals and teams and not as countries. Because of the percentage (89%) of participants in the Brisbane Games being from Australia, the 1998 Games are committed to attracting a participation rate of 50% from outside the United States, ensuring a truly international flavor. The competitors are also expected to attend the Games at their own expense, including a funding fee that helps finance the Games.

These Games allow spectators to see their athletic heroes of yesteryear compete again. Cultural and social events coincide with the Games to provide an atmosphere of goodwill, allowing the participants and spectators to enjoy each other on a more personal level.



## ECONOMIC SCOPE OF THE 1998 NIKE WORLD MASTERS GAMES

Twenty-five thousand participants are expected to attend. They will compete in 25 sports held in Portland, Eugene-Springfield, and Hood River. The majority of events are to be held in Portland with some exceptions, including Athletics (Track & Field) in Eugene and some Sailing/Windsurfing in Hood River. More than \$21 million has been budgeted to be spent from 1995 to 1998 for the Games. With such a large group of participants it can be expected that this will generate considerable indirect expenditures for accommodations, food, retail, transportation and other industries and services.

Due to Portland and Oregon's reputation throughout the United States and the world as a popular vacation spot, many tourists and participants will spend some time visiting the local sights. With a concerted effort by the City of Portland, the Portland Oregon Visitors Association (POVA), and several more agencies, these Games have the potential to surpass the success of the Brisbane Games.

The central location of Oregon in relation to Asia, South America, Europe and Africa should show an increase in participants over the 1994 Games. There was a decrease in participants from Europe, the Americas, and the Middle East from the Denmark Games in 1989 to the Games in 1994 in Brisbane. The number of international participants in the Toronto Games is greater than both Games, suggesting that North America is a more central location.



# ECONOMIC IMPACT STUDY

The 1998 NIKE World Masters Games will result in both short-term economic activity gains, as well as long-term social attributes that are deemed beneficial to Oregon. The short-term economic gains relate to the infusion of expenditures from local businesses which in turn purchase and hire further local resources. The direct impact is related to expenditures from World Masters Games, 1998, Inc. (WMG) in Oregon early in 1995. WMG's expenditures are for office equipment, utilities, marketing, salaries, events, and so on. This estimated direct spending for the period 1995-1998 is \$20.227 million. This projection is based on adjusting revenues and expenditures to reflect direct spending into the local economies.

The indirect impact arises from the spending of out-of-region participants and visitors whose main reason for coming to parts of Oregon will be the 1998 NIKE World Masters Games. Based on projected number of participants, average size of participant's party and length of stay, along with estimates of daily expenditures, the indirect spending is projected to be \$35.895 million.

Both the direct and indirect impacts will cause further rounds of spending, which we call the induced impacts. Using the RIMS II multipliers for industrial classes, the estimated induced impacts are \$56.893 million. The total economic impact is thus the combined effects of the direct, indirect, and induced impacts which total \$113.015 million.

## DIRECT IMPACTS

The 1998 NIKE World Masters Games directly impacts the local economy and the state of Oregon. Key assumptions are employed to measure expenditures that are directly related to this event:

- Any capital expenditures associated with the Games are improvements that the government would have undertaken at a later date. This "time-switching" of expenditures are excluded.
- Any expenditures which represent transfers in spending rather than "new" spending associated with the Games are excluded.

Given the early stages of formulating the expenditure side of the budget, a demand oriented approach is taken by estimating the revenues generated to WMG. The table entitled *Direct Impact Summary* takes the projected revenues and adjusts them for payments to WMG which could have occurred elsewhere in the Portland Metro area or other parts of Oregon. For example, grants from local governments and state lottery money are funds that would have been spent in the region to promote economic development. These fund payments to the WMG are not considered "new" expenditures associated with the 1998 NIKE World Masters Games. After adjustments are made, the initial revenue amount of \$21.648 million



related directly to probable expenditures in the region is \$20.227 million. Given the preliminary nature of this study, this amount most likely will be reduced as more specific expenditure information becomes available. This direct impact will flow through the local economy creating additional rounds of income and expenditures. The multiplier effect determines the induced impact related to the initial direct injection by WMG. This induced amount is \$20.506 million for a total output impact of \$40.733. The multiplier value for the induced impact is 1.0138 which comes from the RIMS II model associated with the business services industry. The choice of the multiplier is based on 1) a high degree of service industry purchases, and 2) the business service multiplier is generally smaller so that the estimate remains conservative.

## INDIRECT IMPACTS

Athletes finance their own trips to participate in the Games. These athletes are expected to extend their stay beyond the actual days of competition of their event. Athletes and members traveling with them make expenditures for food and beverages, lodging, entertainment, etc. These visitors bring new expenditures to the region and are doing so because of the location of the Games. Two tables break down the spending categories for international and U.S. non-Oregonians coming for the Games (Impact By Expenditure Type For International Visitors and the companion table for Out-Of-State (U.S. Domestic) Visitors). Information was gathered from the Oregon Tourism Division and the Economic Impact Study on the 1994 Games. Based on tourist profiles to Oregon, we estimate average daily expenditures by spending categories, length of stay and size of traveling party. Further important key points are:

- Based on the assumption that Oregonians would likely spend their money in some other way in the local economy, all Oregonian participants were excluded.
- The low daily dollar expenditure for lodging reflects camping and staying with relatives and/or friends.
- 1,000 international athletes are excluded from the lodging expenditure based on the 1,000 athlete home stay program.
- A discrepancy exists between the length of stay from the Oregon Tourist Profile (high) and the experience at the Brisbane Games (low). The average of the findings from these two sources are used in the calculations.
- The number of international and non-Oregonian domestic athletes is an assumption supplied by the WMG in light of the huge participation at the Brisbane Games and commitment to expand participation by international athletes.

For in-depth explanations for the tables, please refer to the notes in the appendix.

International visitors are to constitute 50% of the participants, or around 12,500. International visitors tend to spend more than their domestic counterparts, as reflected in the two tables. Domestic non-Oregonians are 40% of the total, or around 10,000 athletes. Based on



the assumptions above and noted in the tables, the initial spending by international visitors is \$21.012 million while domestic visitors spend \$14.883 million. Once again, the flow-through of spending will generate further spending, resulting in a total impact (initial plus induced) of \$42.309 million and \$29.973 million for international and domestic visitors respectively.

## EARNINGS AND EMPLOYMENT IMPACTS

The direct output impacts described above measures the total demand for output, or what we might call the final demand across all industries. The RIMS II model also supplies multipliers for earnings and employment. Some key points must be kept in mind:

The earnings paid by industries to households and the employment needed to deliver this output are different ways of looking at the output multipliers; they are not additional impacts.

The employment gains are both full-time and part-time. Given the high concentration in the service industries, the majority of the employment is most likely part-time and only for the duration of the Games.

## IMPACTS ON VENUES

### PORTLAND-VANCOUVER, EUGENE-SPRINGFIELD, HOOD RIVER

The previous analysis relates to impacts for the state of Oregon. These impacts are not evenly distributed across the state but most likely benefit those areas where most of the events are being held. RIMS II multipliers were not available at this study for the Portland-Vancouver Primary Metropolitan Statistical Area, nor for the Eugene-Springfield MSA. Logically, given the population base and the centering of events around these two areas, most of the economic impacts will occur here, with later induced impacts going to traditional tourist destinations. The Portland-Vancouver area will also host a number of special events including the parade, Masters Ball, and Celebrity Basketball. Places like Hood River and Bend may see only the impact from WMG expenditures and the athletes for the day of their events.



## LONG-TERM IMPACTS

The 1998 NIKE World Masters Games may have intangible benefits that are just as real as the short-term monetary gains. The legacy of the Games may be similar to hosting the Olympics – a permanent place in history. Hosting the Masters Games makes a statement about lifestyle and sense of community. Media coverage will highlight the state for the two weeks of competition, as well as the weeks leading up to the Games. Thousands of volunteers will further build a sense of community. These attributes can lead to increased tourism, business locations, international business markets – recognition as a great international, cosmopolitan region of the U.S. to go visit, do business, retire, relocate, etc.

## CONCLUDING REMARKS

The total short-term economic impact is projected to be \$113 million. This should be looked at as an upper bound figure. The analysis relies heavily on the assumptions concerning number of participants (as well as the mix of international, U.S. non-Oregonians, and Oregonians) as supplied by WMG. Given information sources and pre-event nature of this study, estimates attempt to be conservative.

Issues crucial for the post-impact study include:

- Surveys for expenditures, destinations, and length of stay
- Determination of WMG expenditures inside and outside of the region
- Multipliers for Portland-Vancouver and Eugene-Springfield



# DIRECT IMPACT SUMMARY

(000's)

TOTAL NET REVENUES	21,648
Add Back Revenue Adjustment For Local Level 3 & 4 Marketing of Sponsors <sup>1</sup>	+ 600
<hr/>	
TOTAL REVENUES	22,248
Less Local Grants and Lottery	- 800
Less Oregon Registration Fees <sup>2</sup>	- 550
Less Estimate of Registrations for Oregon Visit Where Games is Not Major Reason <sup>3</sup>	- 400
	20,498
ADJUSTMENTS FOR OUT-OF-REGION EXPENDITURES	
IMGA Board of Directors     71	
IMGA Payment               150	
	- 221
	20,277
Less Projected Retained Surplus	- 50
	<hr/>
DIRECT ECONOMIC BASE	\$20,227
Multiplier Effect (1.0138 x \$20,227)	\$ 20,506
TOTAL ECONOMIC OUTPUT EFFECT	\$ 40,733



## IMPACT BY EXPENDITURE TYPE FOR INTERNATIONAL VISITORS

Type of Expenditure	Total per person per day (1)	Total expense per stay (2)	Initial Impact (3)	Multiplier	Total Impact
LODGING	\$26.82 (4)	295.02	5,885,649	1.9131	11,259,835
FOOD AND BEVERAGE	\$24.17	265.87	5,304,107	2.1334	11,315,782
RETAIL	\$27.52 (5)	302.72	6,039,264	2.0402	12,321,306
ENTERTAINMENT	\$10.52 (6)	115.72	2,308,614	1.9131	4,416,609
OTHER	\$6.72 (7)	73.92	1,474,704	2.0319	2,996,451
<b>TOTAL</b>	<b>\$95.75</b>	<b>\$1,053.25</b>	<b>\$21,012,338</b>		<b>\$42,309,984</b>

## IMPACT BY EXPENDITURE TYPE FOR OUT-OF-STATE (DOMESTIC) VISITORS

Type of Expenditure	Total per person per day (1)	Total expense per stay (2)	Initial Impact (3)	Multiplier	Total Impact
LODGING	\$21.43 (4)	198.01	3,849,377	1.9131	7,364,242
FOOD AND BEVERAGE	\$20.64	190.71	3,707,472	2.1334	7,909,522
RETAIL	\$24.46 (5)	226.01	4,393,642	2.0402	8,963,909
ENTERTAINMENT	\$10.49 (6)	96.93	1,884,273	1.9131	3,604,802
OTHER	\$5.84 (7)	53.96	1,049,014	2.0319	2,131,491
<b>TOTAL</b>	<b>\$82.86</b>	<b>\$765.63</b>	<b>\$14,883,777</b>		<b>\$29,973,965</b>



# EARNINGS AND EMPLOYMENT IMPACTS

	Initial Impacts (000's)	Earnings (000's)	Employment
DIRECT	\$20,227	\$17,082	876
INDIRECT			
LODGING	9,734	5,719	468
FOOD AND BEVERAGE	9,001	5,076	482
RETAIL	10,432	8,317	520
ENTERTAINMENT	4,192	2,463	202
OTHER	3,604	2,521	155
TOTAL		\$41,178	2703



# APPENDIX

## BUDGET SUMMARY: REVENUES

### *Expected Revenues*

#### Registration Fees

Registration Kit (25,000 @ \$20)	\$ 500,000
Athlete Entry Fees (25,000 @ \$180)	4,500,000
Guest Entry Fees (5,000 @ \$100)	<u>500,000</u>
Total Registration Fees	\$5,500,000

#### Sponsorship Fees

Title Sponsorship (\$400K cash + \$250K BRIK)*	\$550,000
Level 1: International (10 @ \$750K -20%)	6,000,000
Level 2: National (12 @ \$350K -20%)	3,360,000
Level 3: Regional (15 @ \$150K -20%)	1,800,000
Level 4: Portland Metro (15 @ \$50K -20%)	<u>600,000</u>
Total Sponsorship Fees	\$ 12,310,000

#### Miscellaneous Income

Gifts (Non-sponsor/patron)	\$ 10,000
Licensing/Merchandising	500,000
Special Events Ticketing and Other	<u>3,328,000</u>
Total Miscellaneous Income	\$ 3,838,000

#### *Total Revenue to WMG*

\$ 21,648,000

\* Does not include Portland Metropolitan Sports Authority's 1994 receipt of \$100,000 from NIKE. (PMSA then paid IMGA \$100,000 for bidding application fee.)



## NOTES FOR "DIRECT IMPACT SUMMARY":

<sup>1</sup> WMG will employ a local marketing firm to find sponsors at the regional and Portland Metro level (Level 3 and 4). Payment is 20% of pledged sponsorship. Since this expenditure is directly tied to revenues, this payment is taken out so that revenues flowing in are reported. Since this is a payment to a local firm, the 20% which amounts to \$600 thousand is added back in.

<sup>2</sup> Oregon residents could spend the registration fee in some other way into the local economy. If the Games influenced the Oregonian to spend the registration fee in Oregon instead of outside of the state, then the fees should be included as new revenue. The issue is sufficiently in doubt that the study takes the conservative approach and omits Oregonians registration fees.

<sup>3</sup> Ernst & Young's 1994 NIKE World Masters Games study, p. 22, gives the proportion of overseas attendees (competitors plus registered accompanying persons) for whom the Games were the deciding factor as 92%. This reduces the number registered by 8% and correspondingly lowers the revenues by \$400 thousand.



## NOTES FOR "IMPACT BY EXPENDITURE TYPE FOR INTERNATIONAL VISITORS":

1 The amounts in this column are from Tourism in Oregon, Oregon Visitor Profile, April, 1995. Conducted for Oregon Tourism Division, Economic Development Department, by Davidson-Peterson Associates, Inc.

2 It is assumed that the average length of stay for international visitors will be 11 nights.<sup>1</sup>

3 With the exception of Lodging, (see note 9) the Initial Impact is calculated by multiplying the total expenditure per stay by the projected international visitors of 23,000.<sup>2</sup>

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<sup>1</sup> Average length of stay for international visitors is from Tourism in Oregon, p. 28.

<sup>2</sup> Projected international visitors was determined based upon the assumptions of:

25,000 participants multiplied by .50 (Assumed 50% international participants from 1998 NIKE World Master Games projections) multiplied by .92 (92% assumed proportion for whom attending the Games was the deciding factor, based upon Ernst & Young's 1994 1998 NIKE World Masters Games study, p. 22) multiplied by the estimated average group size of 1.9 (based upon Brisbane's average group size of 1.3 for overseas visitors and Tourism in Oregon's 2.5 average group size for international visitors (p. 27).  $(1.3 + 2.5/2 = 1.9)$ . Use of higher average group size than the 1994 1998 NIKE World Masters Games study reflects Oregon's geographical location and potential tourism.)

*continued*



# NOTES FOR "IMPACT BY EXPENDITURE TYPE FOR INTERNATIONAL VISITORS":

*continued*

4. This amount reflects average per-person lodging expenditure and includes visitors using campground facilities, staying with family/friends or obtaining other, no-charge accommodations.

5. The Retail Trade amount includes tourist and general shopping and liquor purchases.

6. The Entertainment amount includes sport fees, popular event admissions, cultural performance admissions, historic/cultural site admissions, other evening entertainment, other sightseeing/attractions, lottery tickets and gaming.

7. Other includes ground transportation, licenses, permits and all other expenditures.

8. Up to 1,000 participants are projected to obtain accommodations through the Home-Stay program for participants who wouldn't otherwise be able to attend the Games. (Based upon the 1998 NIKE World Masters Games Executive Summary and Preliminary Financial Plan, January 26, 1996.) Therefore, to obtain a conservative estimate, 1,000 participants are excluded from the lodging impact calculation.

25,000 X 0.5 = 12,500 (International participants)

X	0.92	(Games are major reason for coming)
11,500		
-	1,000	(Home Stay Program)
10,500		
X	1.9	(Average size of party)
19,950		(Projected international visitors for Lodging Impact)



## NOTES FOR "IMPACT BY EXPENDITURE TYPE FOR OUT-OF-STATE (U.S.) DOMESTIC VISITORS":

1. The amounts in this column are from Tourism in Oregon, Oregon Visitor Profile, April, 1995. Conducted for Oregon Tourism Division, Economic Development Department, by Davidson-Peterson Associates, Inc.

2. It is assumed that the average length of stay for domestic out-of-state visitors will be 9.24 nights.<sup>1</sup>

3. Initial Impact is calculated by multiplying the total expenditure per stay by the projected out-of-state visitors of 12150.<sup>2</sup>

4. This amount reflects average per person lodging expenditure and includes visitors using campground facilities, staying with family/friends or obtaining other, no-charge accommodations.

5. The Retail Trade amount includes tourist and general shopping and liquor purchases.

6. The Entertainment amount includes sport fees, popular event admissions, cultural performance admissions, historic/cultural site admissions, other evening entertainment, other sightseeing/attractions, lottery tickets and gaming.

7. Other includes ground transportation, licenses, permits and all other expenditures.

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<sup>1</sup> Average length of stay for out-of-state, U.S. domestic visitors was derived from calculating the weighted average length of stay of the out-of-state visitor of 9.4 nights (which includes 9% internationals) and the international visitor average length of stay of 11 nights.

$9.4 = (11)(.09) + (X)(.91)$  (where X = average length of stay for out-of-state, U.S. domestic visitors)

$9.4 - (11)(.09) / .91 = 9.24$  nights

<sup>2</sup> Projected out-of-state visitors was determined by the assumptions of:

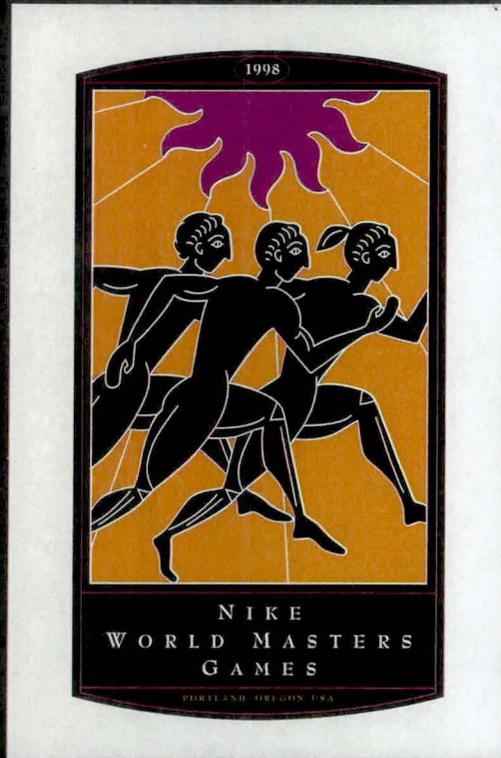
25,000 participants multiplied by .40 (Assumed 40% domestic out-of-state participants from 1998 NIKE World Master Games projections) multiplied by .90 (assumed proportion for whom attending the Games was the deciding factor, based upon Ernst & Young's 1994 NIKE World Masters Games study, p. 22) multiplied by the estimated average group size of 2.16 (based upon average of Brisbane's average group size of 1.51 and Tourism in Oregon's 2.8.  $(1.51 + 2.8) / 2 = 2.16$  (rounded up). Use of higher average group size than the 1994 NIKE World Masters Games study reflects Oregon's geographical location and potential tourism.)



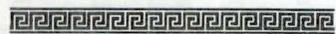
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## EXECUTIVE SUMMARY



022797C-05



1998 NIKE  
WORLD MASTERS GAMES

EXECUTIVE SUMMARY

OCTOBER, 1996

# I

## HISTORY OF THE WORLD MASTERS GAMES



# HISTORY OF THE WORLD MASTERS GAMES

The first World Masters Games were held in Toronto, Canada in 1985. Subsequent Games were hosted by Denmark in 1989 and Brisbane, Australia in 1994.

The World Masters Games is an outstanding international event that embodies the original ideals of the Olympic movement. The Games have grown in size and stature since the first Games were held in Toronto. The 1985 Games attracted 8,300 athletes from 61 nations who competed in 22 sports. In 1994, nearly 24,000 people representing 71 countries competed in 30 sports. The World Masters Games are now the largest participatory multisport competition in the world. In 1998, the Games will bring together 25,000 mature men and women from over 100 countries for the simple joy of challenging themselves and competing with their peers in 25 sports. One-half of the participants will come from outside the United States.

## PORTLAND, OREGON'S SUCCESSFUL BID

The Portland (Oregon) Metropolitan Sports Authority (PMSA) is a private, not-for-profit corporation, established in 1993 to recruit sporting events and related activities to the Portland metropolitan area. After significant research, PMSA board members and staff determined that the World Masters Games were an excellent match for the venues, volunteer base and resources available in Portland and throughout Oregon. The PMSA prepared a proposal to host the 1998 Games and submitted it to the International Masters Games Association (IMGA).

On October 1, 1994, the President of the IMGA announced that Portland, Oregon was awarded the 1998 World Masters Games. On January 7, 1995, World Masters Games 1998, Inc. (WMG) was incorporated under the laws of the State of Oregon as a private, not-for-profit corporation charged with planning, coordinating and executing the fourth staging of the World Masters Games.

The Portland community, with its commitment to international trade and tourism as well as a growing interest in world-class sports, is uniting behind the Games. People throughout Oregon are thrilled with the opportunity to showcase the region and their sports venues to visitors and media from around the globe.

WMG has in place the framework to plan and implement the 1998 Games. NIKE, the world's largest athletic footwear and apparel company, and a name synonymous with athletic excellence around the world, has agreed to become the Games' title sponsor. The WMG's board of directors includes many of Oregon's most respected business and education leaders. The organization has recruited to its staff top event management executives from around the nation, as well as Oregonians with extensive knowledge of the important individuals, businesses and government entities in the state. The organizational structure has been established and key managers have been hired.

WMG has established offices in downtown Portland, close to the corporate headquarters of Oregon's principal utilities, banks and other corporations.



# II

## BACKGROUND AND GOVERNANCE



# BACKGROUND AND GOVERNANCE

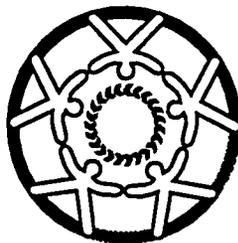
The IMGA, headquartered in Copenhagen, Denmark, administers and oversees the conduct of the World Masters Games. Association members represent 14 international sports federations, as well as prior and current World Masters Games host cities. The IMGA belongs to the General Assembly of International Sports Federations (GAISF). A list of the Board of Governors of the IMGA follows this page.

IMGA's objectives are:

1. To promote and encourage mature individuals of any age from all over the world to practice sports and to participate in the World Masters Games with the awareness that competitive sport can continue throughout life,
2. To establish, every four years, an international multisport festival for mature people of any age, condition or standard called the "World Masters Games,"
3. To promote, through the World Masters Games, friendship and understanding among mature sports people, regardless of age, gender, race, religion or sport status.

The World Masters Games are held every four years. Unlike other international sporting events, the participants represent only themselves. There are no national teams, groups or official national representatives.

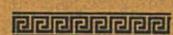
The Games are open to all competitors – past champions, people who have never competed at an elite level and others who are returning to their sport after retiring. No qualifying standards, other than minimum age requirements and membership in a sports association, govern participation.



EXECUTIVE SUMMARY

# III

## MISSION STATEMENT



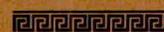
## MISSION STATEMENT

The Mission of the 1998 NIKE World Masters Games is to stage first class competitions in a variety of Olympic-type sports for mature men and women, giving them the opportunity to participate in the largest international combined athletic and cultural event in the world. The citizens of Portland and the state of Oregon will benefit economically and socially from the worldwide exposure and goodwill that the Games will create. The Games will bring together 25,000 masters athletes from over 100 countries, creating bonds of friendship and sportsmanship, with a commitment to lifelong fitness. The 1998 NIKE World Masters Games will be "The Global Celebration Of Sport For Life."



# IV

## PHILOSOPHY AND PRINCIPLES



## PHILOSOPHY AND PRINCIPLES

The successful staging of the 1998 NIKE World Masters Games will have tremendous implications for future Games, and will create exciting opportunities for Portland and Oregon to attract additional international events of all kinds. Throughout the next two years, WMG will conduct all business in accordance with these stated principles, to assure that the process, as well as the outcome, is consistent with the goals and intent of the International Masters Games Association, the participants, the sponsors and the community.

- **Commitment to overall excellence.** The 1998 NIKE World Masters Games will be the finest international masters sports competition ever held. The IMGAWMG, the City of Portland, the state of Oregon and all other involved jurisdictions have committed to conducting a world-class, state-of-the-art international multisport event.
- **Positioning the World Masters Games.** At the 1998 Games' conclusion, the World Masters Games will take their rightful place on the stage of international multisport events. In so doing, they will become an event as sought after as the Goodwill Games, the Special Olympics World Games, and other similar sports events and festivals.
- **Well-run competitive events.** WMG will stage well-run, safe and efficient sports competitions. Quality venues will enhance both athletic performance and participants' enjoyment of the competitions. Athletes will be treated as customers in the sense that WMG will do all that it can to serve and accommodate them.
- **Respect and appreciation.** All employees and volunteers will be valued and appropriately recognized for their contributions.
- **Respect for host communities.** While intending to create benefits for Oregon communities that host aspects of the Games, WMG will also seek to mitigate any potential adverse impacts and inconveniences caused by the Games.
- **Commitment to local suppliers.** WMG will attempt to maximize local economic impact by using homegrown products and talent. Recognizing that Oregon suppliers may not always be able to provide the precise goods and services necessary for specific Games' functions, WMG will seek to buy locally whenever possible.
- **Benefits to the community.** WMG will pursue opportunities to leverage the Games into opportunities for tourism, cultural exchanges and new business opportunities for the region. WMG will build on the opportunity to showcase the area to 25,000 athletes, an estimated 5,000 registered guests and officials, thousands of additional family, spectators and volunteers from outside the area, as well as to an international television audience.
- **International promotion.** WMG will seek to maximize the economic benefit of these Games by establishing a goal of attracting at least 50 percent (12,500) of the athletes from outside the United States and from over 100 countries.

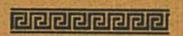


- **Benefit to sponsors.** The single largest source of operating revenues for the 1998 Games will be corporate sponsors. WMG is committed to delivering significant advertising and promotional value to its sponsor partners. The use of television, hospitality, signage, athlete entries and other tools of recognition will be critical to this effort.
- **Applied technology.** The Portland metropolitan area has developed a worldwide reputation in high technology business development. In keeping with Portland's role as a high-tech center, WMG will showcase technological advances in preparing for and conducting the 1998 NIKE World Masters Games. In addition to enhancing the staging of the Games, this strategy will educate other event managers in ways to use technology for events, including the management of registration and other data bases, linking competitions and venues, and processing and communicating results.
- **A local legacy.** Finally, WMG intends to make a significant contribution to the community in terms of an enduring legacy from the 1998 Games. The legacy may be measured financially. It may also be represented by the community's desire and capacity to host additional major events in the future. It may become a rallying point for other community efforts that will further knit the fabric of a region that is already the home to committed, eager volunteers. The 1998 NIKE World Masters Games will leave the City of Portland and the state of Oregon enriched and invigorated by having hosted an event of this magnitude.



# V

## ORGANIZATIONAL OVERVIEW



## ORGANIZATIONAL OVERVIEW

WMG is led by an impressive board of directors, chaired by Fred Buckman, President and Chief Executive Officer of PacifiCorp, a Fortune 500 diversified utility with international and national operations. He is joined by thirty-three additional members, including the Superintendent of the Portland School Board, the State Treasurer, the President of one of the state's largest universities, and many other highly respected Oregonians.

The board meets quarterly. An eight-member executive committee, including the officers of the corporation, meets monthly. Other committees consisting of board members and other experts oversee the management, financing and strategic aspects of the Games' preparation.

WMG's offices are located on the second and third floors of the 1998 NIKE World Masters Games Headquarters Building, at 55 SW Yamhill in downtown Portland. This facility, located along Waterfront Park and near the Portland/Oregon Visitors' Association, the World Trade Center, the Oregon Convention Center, the MAX light rail system and most of the major hotels serving downtown, creates a very visible and strategic presence in the community.

WMG expects to employ approximately thirty-eight full-time people when the organization is completely staffed. For additional assistance, WMG will utilize regional colleges and universities for interns who will assist with the Games' planning. Local corporations will also be asked to provide loaned executives for management purposes.

An event of this magnitude will draw heavily on the area's volunteer traditions. Portland and Oregon share a strong history and commitment to volunteerism. WMG will rely on thousands of volunteers to stage the various athletic competitions as well as other ceremonies, celebrations and festivities that will accompany the Games.

WMG will conclude operations by December 31, 1998, turning over any net proceeds to the IMGA and the PMSA, according to agreed upon terms.

WMG is organized into two major divisions: Marketing and Communications, and Operations and Administration. The following paragraphs outline the major initiatives for each of these areas.



## MARKETING AND COMMUNICATIONS DIVISION

### *Marketing and Sales Department*

WMG's Marketing and Sales group has developed a long-range strategy to sell corporate sponsorships, to maximize ancillary revenue potential, to identify television opportunities that will increase the Games' visibility worldwide, and to promote and enhance participation in the 1998 Games regionally, nationally and internationally. WMG will employ both an international/national marketing agency, a technology group, a travel company and a regional marketing agency to assist in sponsorship sales.

Sponsorship sales efforts are based on the intent to provide potential sponsors with maximum value in exchange for their contributions. This ties in with the goal of encouraging television coverage at many levels. WMG will also license official products for international sales.

During the bid process to host the 1998 Games, the Portland Metropolitan Sports Authority (PMSA) enlisted NIKE's support as title sponsor. Arguably the largest and most diversified company in the sports apparel and equipment industry, NIKE brings resources to the Games that will enhance their success, both financially and artistically.

An Oregon-based company, NIKE's formidable reputation will greatly assist in athlete recruitment and sponsorship solicitation. In addition, PacifiCorp, one of the largest utilities in the United States and one of Oregon's pre-eminent corporations, has made a significant sponsorship commitment to the Games.

### *Events Department*

To assure that the Games are highly visible and to raise interest throughout Oregon, particularly among non-sports enthusiasts, WMG will oversee a number of non-competitive special events. Community leaders and board members are currently researching opportunities for partnerships.

Events will be timed to complement the individual sport competitions and to maximize attendance by athletes, spectators and the general public. WMG will produce special created events, including perhaps a Masters Legends Mile, that will focus worldwide media attention on these specific events, as well as the Games generally.

WMG will utilize the theme "The Global Celebration Of Sport For Life" throughout existing and developed events. An arts and cultural committee will coordinate arts and cultural activities and promote community involvement. Additional committees include special created events, Oregon tourism, ceremonies and leveraged events. A major community-wide welcoming celebration and festival is being planned for the middle weekend of the Games.



### *Communications Department*

WMG will begin its international communications efforts after the 1996 Atlanta Olympics. WMG will contract with a qualified public relations agency to maximize international exposure.

Newsletters and other ongoing communications tools will be developed to keep in touch with key audiences such as the international media, as well as local and internal audiences, during the planning stages.

A design department will assure that communication tools and environmental decoration have a distinct look and character and are easily recognized by various audiences. A coordinated design effort will help establish the credibility and authenticity of the Games early in the process, and will support efforts to obtain sponsorships, licensing partners and media attention.

## OPERATIONS AND ADMINISTRATION DIVISION

### *Sports and Venues Department*

The Sports and Venues Department will support volunteer committees responsible for organizing events in each of the 25 sports featured in the 1998 Games. The department also will coordinate the development and management of all venues for athletic competitions. Finally, it will be the department's responsibility to establish relationships with and coordinate the activities of the various international and national sports governing bodies involved in the Games.

### *Support Services Department*

The Support Services Department will provide all necessary logistical and tactical support to ensure the smooth conduct of the competitions and other aspects of the Games. The department's responsibilities include arranging housing and other accommodations, transportation, medical services, communications, signage, sanitation, security, airport operations, awards and a myriad number of other details relating to Games management.

A central hospitality center will be organized to entertain sponsors, representatives of international sports federations, media and other key VIP's.

### *Volunteer Services Department*

The Volunteer Services Department, working with the Sports and Venues and Support Services Departments, will identify all of the Games' volunteer needs. Staff will recruit, place and train thousands of volunteers, deploying them on the basis of availability, skills and interests. Because the success of any volunteer program is dependent on satisfactory recognition, the department will emphasize acknowledgment through events, merchandise and other mementos.



*Administration Department*

In an event attended by over 25,000 people from nearly 100 different countries, the importance of administrative effectiveness cannot be overstated. WMG is committed to the highest standards of accuracy, accountability and precision in fiscal and business management. To assure these standards are met, WMG is in the process of identifying and installing staff and systems that can accommodate the vast amount of data and demands associated with an event of this magnitude.

The Administration Department is charged with creating and operating the internal business operations structure for the 1998 NIKE World Masters Games. The major areas of involvement are: Budget and Finance, Registration, Office Management, Systems/Technology, and Government Relations.

WMG has established athlete entry policies and registration procedures for the Games. Staff and WMG board members agreed on defined elements after significant discussions and research with sports professionals, a review of past policies, and adoption of the guidelines established by the International Masters Games Association. The policies are designed to assure fairness, diversity and innovation. For example, athletes will be able to register using a worldwide web site to be developed by WMG staff and contractors.



# BOARD OF DIRECTORS

## 1998 NIKE WORLD MASTERS GAMES

### *Chairman*

Frederick W. Buckman  
President & CEO  
PacifiCorp

### *Vice Chairman*

William J. Glasgow  
Co-Chairman  
Shaw, Glasgow & Company

### *Secretary*

Paul Loving  
Attorney at Law  
Stoel Rives LLP

### *Treasurer*

Robert Zagunis  
Managing Director  
Jensen Investment Management

Ron Allen  
President & CEO  
State Games of Oregon

Len Bergstein  
President  
Northwest Strategies, Inc.

Jack Bierwirth  
Superintendent  
Portland Public Schools

Ernest Bloch II  
Executive Director  
PacifiCorp Foundation  
*Ex-Officio*  
*Staff to Mr. Buckman*

Tom Bruggere  
Founder, Mentor Graphics  
Candidate, U.S. Senate

Joan Buck  
Governmental Affairs Director  
RPD Company

Robert Cook, M.D.  
Cook Clinic

Joe D'Alessandro  
Executive Director  
Portland/Oregon Visitors Association

Roscoe Divine  
Owner & President  
Personnel Source

Gerard K. Drummond  
Of Counsel  
Stoel Rives LLP

Gerry Frank  
President  
Gerry's Frankly Speaking, Inc.

Jorge Guerra  
Director  
Oregon Association  
of Minority Enterprises

Paul Hart  
Proprietor  
Rex Hill Vineyards

John Herman  
President  
Duffel Sportswear

The Hon. Jim Hill  
Treasurer  
State of Oregon

Charles Jordan  
Director  
Bureau of Parks & Recreation

Sharon A. Kitzhaber  
First Lady of Oregon

Chuck Lenard  
Vice President - Oregon  
US WEST Communications

Paul Linnman  
News Anchor  
KATU

Drew Mahalic  
Executive Director  
Portland Metropolitan Sports Authority  
*Ex-Officio*

Steve Miller  
Director of Sports Marketing  
NIKE, Inc.  
*Ex-Officio*

Michael O'Rourke  
President & General Manager  
Borders Perrin & Norrander

Judith Ramaley  
President  
Portland State University

Chuck Richards  
Founder/President  
Oregon Sports Academy

Marty Rudolph  
President  
Rudolph Nelson, Inc.

Doug Single  
General Manager & CEO  
1998 NIKE World Masters Games  
*Ex-Officio*

Becky Sisley  
Professor of Physical Education  
University of Oregon

George Spencer  
Attorney at Law  
Tonkon Torp Galen Marmaduke  
& Booth

Jill Thorne  
President & CEO  
Jill Thorne Consulting

Wally Van Valkenburg  
Attorney at Law  
Stoel Rives LLP  
*Ex-Officio*  
*Legal Counsel*



## SENIOR STAFF BIOGRAPHIES

### DOUG SINGLE

**General Manager and CEO.** Doug Single brings extensive sports and non-profit management experience to his role as General Manager and Chief Executive Officer of the 1998 NIKE World Masters Games. Mr. Single was hired in August, 1995, to lead Portland's World Masters Games efforts. Recruited after a nationwide search, Mr. Single was formerly President and CEO of Special Olympics International and athletic director at two major universities. Most recently, he served as Vice President of Intellicall, Inc., a leading telecommunications firm.

Prior to joining Intellicall, Mr. Single was President and CEO of World T.E.A.M. (The Exceptional Athlete Matters) Sports, an international amateur sports organization formed to promote self-sufficiency of athletes with disabilities. He organized World Ride '95, a \$3.2 million, around-the-world bicycle ride covering 13,000 miles through 16 countries. The ride included more than 200 disabled athletes, 300 coaches and thousands of volunteers.

As President and CEO of Special Olympics International, Mr. Single administered the operation of international programs in 122 countries (including 54 U.S. chapters) with an annual operating budget over \$125 million. During his tenure, he managed a worldwide reorganization, streamlined the financial systems and operations (resulting in the first annual operating surpluses in SOI history) and implemented new worldwide fundraising programs. He also oversaw the Special Olympics 1991 International Summer Games — the world's largest sporting event in 1991.

### CRAIG HONEYMAN

**Senior Vice President.** Craig Honeyman is the former Executive Director of the Portland Metropolitan Sports Authority. He has extensive experience in government relations, economic development and community relations. Before joining the PMSA, Mr. Honeyman spent fourteen years in a variety of roles with Northwest Natural Gas Company and five years as a Legislative Assistant to Oregon Senator Mark O. Hatfield in Washington, D.C.

### EVADEE DUTOIT

**Executive Assistant.** Evadee Dutoit is respected throughout Oregon as a highly skilled process and organization manager. Before coming to WMG, she worked for five years in the law and business consulting office of former Governor Neil Goldschmidt, responsible for managing the logistics and details of a busy office engaged in international business and local and national public policy. Ms. Dutoit worked previously in the Intergovernmental Affairs Department of Governor Goldschmidt's office in Salem, and has assisted other businesses and elected officials with office start-up and organization.



## BILL BANKHEAD

**Senior Director of Operations.** Bill Bankhead has a sports/athletic/event management background that spans over forty years. Most recently, he served as Director of International Games for Special Olympics International. Mr. Bankhead was Executive Director of the Amateur Sports Council of Louisiana which ran the U.S.O.C. Sports Festival, Director of the LSU Assembly Center, and held several athletic and facilities management positions at his alma mater, Louisiana State University, where he lettered in track and field.

## JACK ELDER

**Director of Sports and Venues.** Jack Elder has focused most of his career on the development of Olympic sports in Oregon. Until 1988 he led the effort to bring the Olympic Winter Games to Portland. He is President of Oregon Sports Action, was instrumental in creating Oregon Sports Trust, and co-founded what is now known as the Oregon Sports Coalition. A 1972 Olympian in the sport of luge, Mr. Elder was a founding member of the Portland Metropolitan Sports Authority.

## CATHY ZAGUNIS

**Director of Support Services.** Cathy Zagunis came to the 1998 NIKE World Masters Games from her position as charge nurse at Providence Medical Center's Emergency Department, where she supervised more than 40 employees and coordinated staff education and development. In addition to her management abilities, her medical expertise and her ability to work efficiently under high stress conditions, Ms. Zagunis brings a life-long involvement in highly competitive athletics. She was a member of the 1976 U.S. Olympic rowing team, and has participated in numerous international rowing events. She is also a former New England swimming champion.

## LAURIE BLOCH

**Director of Administration.** Laurie Bloch brings nearly two decades of financial management to her role. As Controller for Windermere/Cronin & Caplan Realty Group, Inc. in Portland, she was responsible for financial statements and record keeping, staff hiring and supervision, financial analysis, cash management and record maintenance. Her community involvement includes volunteer work for the Oregon Symphony, the Portland Youth Philharmonic and United Way.



**ROBIN PEARSON**

**Senior Director of Marketing & Sales.** Robin Pearson brings over 10 years of marketing and sales experience to the 1998 NIKE World Masters Games. Most recently, she served as the marketing director for the Atlanta Committee for the Olympic Games (ACOG), where she oversaw sponsorship services, sponsor trademarks and sales proposals for ACOG. Before joining ACOG, Robin worked in similar positions with Foot Locker, the National Basketball Association, Bristol-Myers and Nestle USA.

**RAY AYERS**

**Director of Sports Marketing.** Ray Ayers joins the 1998 NIKE World Masters Games from private consulting for a variety of sports marketing entities. Mr. Ayers has also held marketing and sales positions with Canadian Football Promotions and the Portland Trail Blazers. His radio/television background includes positions with KOIN-TV, KATU-TV and KGON/KYXI Radio.

**ANNE WOLF**

**Director of Event Marketing.** Anne Wolf brings to the 1998 NIKE World Masters Games great depth of experience in all aspects of athletic event management. As Manager of the 1994 and 1995 Palm Desert 5K Men's National Championships, she demonstrated her ability to increase participation and profits for a high profile competition. She created a festival with the Carlsbad 5000, the Tour de North County and other world-class racing events throughout the nation. Ms. Wolf combines four years experience as a banking officer with her sports expertise and an academic background in marketing, communications and business administration.

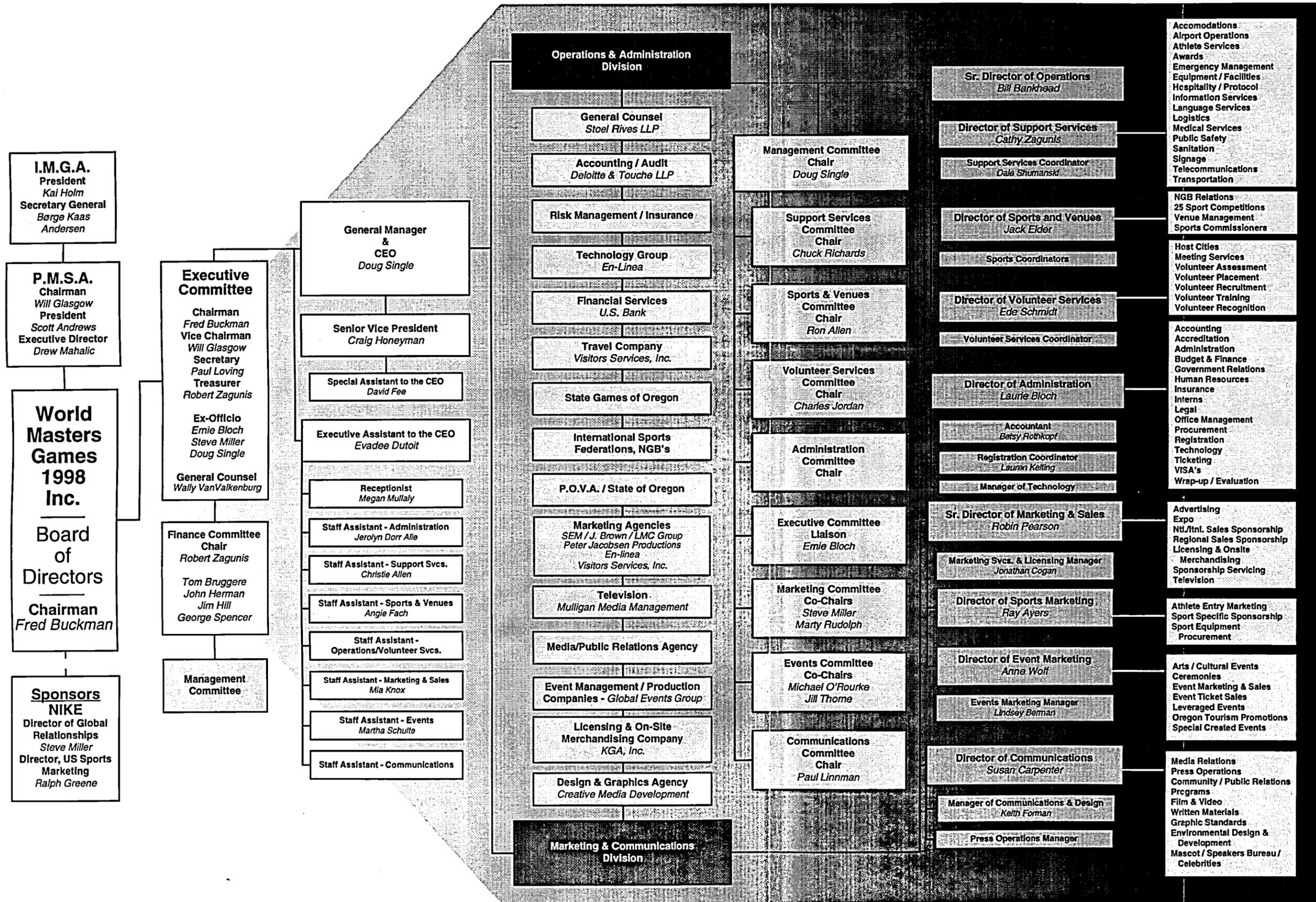
**SUSAN CARPENTER**

**Director of Communication.** Sue arrived at the 1998 NIKE World Masters Games headquarters within days of wrapping up her duties as the venue press chief for the football (soccer) competition at the Olympic Games in Atlanta. Prior to that, she held a similar position for World Cup USA 1994, the world's largest single-sport event. Previous to her World Cup duties, Sue was the public relations director for the Los Angeles Kings of the NHL.

As of October 1, 1996, the remaining senior staff position to be filled is the Director of Volunteer Services.

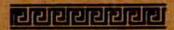


# 1998 NIKE WORLD MASTERS GAMES ORGANIZATION



# VI

## FINANCIAL PLAN



# FINANCIAL PLAN

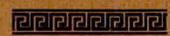
The operating budget for the 1998 NIKE World Masters Games reflects a financial forecast of the largest international participatory multisport event ever held. While no precise model exists for predicting financial outcomes for a competition of this magnitude, consultants and staff created revenue and expense projections of approximately \$22 million based on their experience and assessment of comparable events (USOC Sports Festival, World Cup, 1994 World Masters Games, Special Olympics, etc.).

In general, the budget is designed to support the effort and investment necessary to stage first-class Games. It includes enhancements through special events and cultural celebrations, but does not include the additional elements that television and incremental sponsorship revenues may provide. WMG further characterizes this budget as having flexibility up and down on both the revenue and expense sides, which provide the necessary management opportunities to enhance (or cut back) as necessary over the next two years.

With the anticipation of significant revenues occurring in 1997 and 1998, the Games have secured interim operating funds from U.S. Bank, a major regional financial institution, in the form of a \$1 million line of credit. Projected cash flows will allow repayment in full by December, 1997. The macro-economic view of the Games projects a modest surplus at Games' end, with the potential for greater surplus taking into account a six percent contingency fund.



VII  
LEGACIES



# LEGACIES

The World Masters Games have yet to reach their full potential as a major international sports event. At the same time, the City of Portland and the state of Oregon are eager to demonstrate to the world the great capacity both offer as visitor and sports event destinations.

WMG will assure that the 1998 NIKE World Masters Games receive global recognition as a well-run major, international event. The Games will demonstrate to observers around the world the natural beauty, strong sense of community, fine tourist accommodations and civic pride found in Portland and Oregon.

To ensure that the event takes its rightful place on the international stage of sports competitions, WMG will:

- **Internationalize the event** by attracting a higher percentage of athletes from outside the host country than have ever participated in a World Masters Games.
- **Attract broader media attention**, particularly television coverage of the Games.
- **Establish strong links between the Games and sponsors**, offering mutually beneficial business opportunities.
- **Raise awareness of masters sports competition** among international sports federations and national sports governing bodies.
- **Position the Games as a leader in technological applications**, by utilizing technology in an unprecedented manner across a range of activities, from athlete registration and media relations to competition management and results processing.

WMG anticipates that long after the Games have concluded, their legacy will live on within the Portland metropolitan area and throughout Oregon. The long-term advantages will be measured in the following terms:

- **Economic impact:** Early estimates indicate the Games will bring more than an estimated \$113 million into the community. Portland State University's Economics Department has developed a model that projects economic impact and will measure revenue generation as the Games progress.
- **Internationalizing Portland:** As a result of the Games, Portland and the region will be better known and more "user friendly" to international visitors. Over the years, these advances, including language services and signage, will support increased international tourism and business development, creating ongoing economic opportunities.



- **Television exposure:** International broadcasts and cablecasts will bring television exposure to featured venues and communities on a scale never before achieved.
- **Improved facilities:** Remodeling and improvements to venues will benefit local elite and recreational athletes.
- **Volunteer network:** Several years of organizing in advance of the Games will create a database and personal links among thousands of volunteers throughout the state, establishing an unprecedented volunteer force.
- **Invigorated interest in sports:** A successful series of events will inspire the start and expansion of local sports committees, and provide the confidence and enthusiasm for local organizations and communities to pursue championship events and opportunities in the future.
- **National, international contacts:** The Games will create stronger relationships with national and international sports governing bodies and will enhance Oregon's ability to manage large events.
- **Sponsor relationships:** The 1998 NIKE World Masters Games will raise standards of corporate involvement in athletic events to a new level in Oregon. This will pave the way for further involvement by the Games' sponsors and encourage other companies to participate in future events.
- **Appreciation for the role of sports:** The Games will strengthen local appreciation of the role that sports and sports events play in weaving together the fabric of a community.

These factors will be the lasting legacies of the 1998 NIKE World Masters Games. The overriding goal is that each person who participates – from the thousands of athletes and volunteers, to the sponsors, business partners and other contributors – will experience something special. That pride, knowledge and sense of community will outlive the Games themselves.



# VIII

## APPENDICES



# 1998 NIKE WORLD MASTERS GAMES

## QUICK FACTS

- The fourth World Masters Games will be held in the United States in Portland, Oregon, August 9-22, 1998.
- Upon Portland's selection as the site for the 1998 World Masters Games, the Portland Metropolitan Sports Authority established a Games Organizing Committee, World Masters Games 1998, Inc. This not-for-profit organization is charged with planning and administering the Games under the oversight of the International Masters Games Association. NIKE was recruited as the title sponsor, naming the event the 1998 NIKE World Masters Games.
- The World Masters Games are a quadrennial international event that embodies the original ideals of the Olympic movement. The Games are the largest participatory multisport competition in the world, bringing together 25,000 mature men and women, from over 100 countries, for the simple joy of competing with their peers.
- Previous World Masters Games were held in Brisbane, Australia in 1994, Denmark in 1989, and Toronto, Canada in 1985.
- Twenty-five sports will be featured, including athletics (track & field), badminton, baseball, basketball, bowling, canoe/kayak, cycling, diving, fencing, football (soccer), golf, orienteering, rowing, rugby, sailing/windsurfing, shooting, squash, swimming, softball, table tennis, tennis, triathlon, volleyball, water polo and weightlifting.
- Athletes compete as individuals or as teams and not for their country. It is anticipated that 50% of the athletes will come from outside the United States. Each athlete will be responsible for attending the Games at their own expense and will pay a registration fee that will assist in funding the Games.
- There will be a series of "reunion" competitions in several sports enabling spectators to see their heroes of yesterday compete in person and on television.
- Several thousand volunteers will be mobilized to assist in conducting the Games. It is estimated that the Games will generate over \$113 million in net economic impact to the state of Oregon.
- Arts and cultural celebrations will also be a significant component of the Games. An exciting combination of these events will make up "Celebration Weekend", scheduled to take place during the middle weekend of the Games, August 15 and 16, when most sport competitions have been suspended. A "Masters Ball" and other social events will take place during the two weeks of the Games.



# The Oregonian

## SPORTS

### World Masters Games will be worth millions to city

By KEN WHEELER  
of The Oregonian staff

BEAVERTON — The World Masters Games are expected to bring 25,000 competitors who will deposit \$50 million in the Portland-area economy when the 1998 games are staged in the city.

Officials of the Portland Metropolitan Sports Authority, a private non-profit group that dreamed up the invitation, then saw it through to acceptance, made those projections Tuesday at a news conference on the Nike campus.

The Masters Games involve competitions for athletes 30 years of age and older. Portland was announced as host for the 1998 games last weekend during opening ceremonies for the 1994 games, which are under way at Brisbane, Australia.

Tentative date for the games, which will have a \$7 million budget, is the first two weeks of August. Will Glasgow, sports authority president, said competition will be conducted in 10 sports disciplines selected by his group.

While competition undoubtedly will be held in such traditional



TOM TREICK/The Oregonian

Nike's Phil Knight (left) and Neil Goldschmidt talk with Will Glasgow, president of the group that brought the World Masters Games to Portland.

events as track and field, swimming and cycling, Glasgow said the sports authority might be inclined to in-

clude wind surfing to showcase the world-class conditions in the Columbia Gorge.

#### MASTERS GAMES

- **WHAT:** World Masters Games for participants 30 years of age and older.
- **WHEN:** August 1998.
- **SIZE:** Sponsors expect to have to turn away potential competitors to hold the field to 25,000.
- **WHERE:** Existing venues throughout the Portland area.
- **ECONOMIC IMPACT:** Estimated at \$50 million.
- **WHO IS RESPONSIBLE:** Portland Metropolitan Sports Authority.

Nike will be title sponsor of the games. The Beaverton-based sports shoe and apparel giant contributed \$500,000 toward the sports authority's winning bid.

Richard K. Donahue, Nike vice chairman and vice president of the sports authority, said that when it was determined the group needed additional financial commitment to back its bid, he informed Nike Inc. chairman Phil Knight of the situa-

tion. "Just do it," he quoted Knight as saying, and the need was fulfilled.

"Sports and fitness are our business," Donahue said of the Nike commitment, "and sports and fitness and this community are our life."

Despite the size and potential economic impact of the event, Portland had to beat out only Durban, South Africa, to win the event.

The reason that the competition was so narrow, Glasgow said, was that "the event is not terribly well-known, and the first two were not very well attended and not financially successful."

The inaugural World Masters Games were held at Toronto in 1985 with 8,305 participants. The games were next held in 1989 in Denmark and 5,500 persons participated.

The games then were scheduled to be held at Minneapolis-St. Paul in 1993 but were called off. Brisbane stepped up to hold the games this year, and 23,000 participants from 71 countries are involved.

The Portland sports authority saw the potential of the event and determined it was one it should pursue, Glasgow said.

The bid was submitted in mid-July, he said, with Portland needing four of seven votes to win the event. Members of the selection group were then brought to Portland. From that visit, Glasgow said, "We got two votes and found where our bid was weak."

A supplemental bid that contained increased financial and staff commitments then was presented in mid-September, and Portland was announced as the 1998 host city Saturday.

Although the Portland Metropolitan Sports Authority has concentrated recently on obtaining the World Masters Games, it plans to seek even larger events. Among them is the hope to combine with Seattle and Vancouver, British Columbia, in a joint bid for the Summer Olympics in 2004 or 2008.

## BUSINESS

## Nike backs games for 1998

The Beaverton company and other powerful Portland-area firms give their support to the 1998 World Masters Games

By JEFF MANNING

of The Oregonian staff

A blue-chip crowd of Portland power brokers have thrown their collective clout behind the 1998 World Masters Games, which were quietly awarded to Portland eight months ago.

Organizers have landed PacifiCorp, the Stiel Rives Boley Jones & Grey law firm, US West and several other corporate heavyweights as significant backers.

At a Tuesday breakfast meeting, PacifiCorp Chief Executive Frederick Duckman was introduced as president of World Masters Games 1998, Inc., a new not-for-profit company organizing the local games.

Portland surprised the international amateur athletics establishment in October 1994 when it got the bid for the 1998 games over Durban, South Africa. Now comes the hard part, successfully organizing world-class competitions in 25 sports as well as staging a two-week party for the expected 25,000 athletes and 75,000 fans.



This logo will serve for the 1998 Nike World Masters Games.

"It's definitely the largest sporting event ever held in Portland," said Craig Honeyman, executive director of the Portland Metropolitan Sports Authority, the group that led the pursuit of the Masters event.

The World Masters Games don't command the Olympic Games' visibility or their mega-million-dollar sponsorship and TV deals.

On the upside, the masters event also does not require the host city to pour big bucks into new velodromes and aquatic centers. Nor do they attract political boycotts or terrorists.

And even given the more humble dimensions, the World Masters Games local financial impact will be hefty.

Organizers estimate the visiting contingent of rowers, shot-putters and breast-strokers will drop \$50 million when they're here.

Nike, Inc. was the first company to step up and help Masters Games organizers with real money. The Beaverton company agreed to pony up \$500,000 when Portland was still vying for the games with Durban, South Africa.

In return, organizers gave Nike

Please turn to NIKI, Page C6

## Nike: Support helps delegation outbid Durban

Continued from Page C1

name sponsorship rights to the entire games. The Portland event has been dubbed the 1998 Nike World Masters Games.

Steve Miller, Nike's international marketing director, said the Masters Games, open to competitors 30 years old and up, is an important demographic for the company. Nike also has obtained an option for name sponsorship rights to the 2002 World Masters games.

Organizers intend to seek other corporate sponsors for individual events, Honeyman said.

Nike's support was a key factor when the Portland delegation traveled to Brisbane, Australia, last fall to make its case.

"We put together a very professional bid package," Honeyman said. "But the bottom line is, without Nike, we couldn't have been competitive with Durban."

If Portland can pull off the event, it could mean a lot more than a one-time shot in the arm. A well-organized and, more importantly, a profitable games will help make Portland a contender for future major athletic galas.

The city has met with mixed success in the past. It staged a successful Tournament of the Americas, the international basketball tune-up for the 1994 Olympics in Barcelona.

But it lost out in bids for the NCAA men's basketball regional tournaments, the national ice skating championships and the 1993 World University Games.

"This will be an important notch in our belt," said Will Glasgow, a Portland financier and vice president of the organizing company.

High-profile athletic festivals are by no means slam-dunk financial successes. Ted Turner, for example, took a bath on the 1990 Goodwill Games in Seattle. His Turner Broadcasting System lost an estimated \$26 million on the event, while Seattle organizers claimed they broke even.

The World Masters Games themselves have had their rocky times. The quadrennial games inaugural event in Toronto in 1988 and the 1990 games in Copenhagen, Denmark, were both financial failures.

Things looked no better in 1994, when original host city Minneapolis-St. Paul backed out of the event. Happily, Brisbane stepped in and put on a wildly successful event.

The games were completed under budget, said Barbara Absolon, chief executive of Masters Games organizer Queensland Events Corp. More importantly, the 24,500 people who visited Brisbane spent \$50.6 million, according to an economic impact study commissioned by the state. Absolon added.

## BUSINESS

# Nike Games chief outlines goals Nike: Job hopping is no liability for Single

■ A former football coach whose career has been on a meteoric rise aims to launch the World Masters Games in grand style

By JEFF MANNING  
of The Oregonian staff

Organizers of the 1998 Nike World Masters Games in Portland have taken the next big step toward making the event a reality: hiring a general manager.

Doug Single, a former president of Special Olympics International and athletic director at two major universities, was recruited after a nationwide search. The 44-year-old former Stanford University football player and coach will be in charge of running what organizers hope will be the most significant athletic event in the city's history.

The Olympics-style games, for athletes ages 30 and older, should bring about 25,000 participants from all over the world to town. The games, which will feature 25 sports at venues ranging from Portland to Eugene to Hood River, will commence in August 1998.

"We're extraordinarily fortunate to have Doug on board," said Will Glasgow, a Portland venture capitalist and vice president of World Masters Games 1998 Inc., the organizing body. "It's not often in life you get your first choice. He couldn't have a better skill set or experience base."



DOUG BEGTEL/The Oregonian

Doug Single, general manager of the 1998 Nike World Masters Games, will place the swimming portion at the Mt. Hood Community College aquatics pool.

Single, who most recently worked for Intellicall Inc., a Dallas, Texas, telecommunications company, is spending his first full week in Portland this week. In an interview, he displayed the infectious enthusiasm of the experienced football coach for the event.

"It's not my purpose to run good

games; it's my purpose to run fabulous games," Single said.

The charismatic and intense Single swiftly has climbed the sports adminis-

Please turn to  
NIKE, Page D5

■ Continued from Page D1  
tration career ladder, oftentimes changing jobs at a madcap pace.

After finishing his football career at Stanford, he worked as an assistant football coach under former head Coach Bill Walsh. By the time Single left Stanford, he also was associate athletic director.

In 1980, at age 29, Single was hired as athletic director at Northwestern University in Evanston, Ill.

It was Single who hired Denny Green as Northwestern's head football coach. Green, a fellow assistant at Stanford, was one of the first black head coaches in major college football.

Today head coach of the NFL's Minnesota Vikings, Green finished his first campaign at Northwestern 0-11. "We had some interesting times in Evanston after that first year," Single recalls with a laugh.

Single moved on to Dallas in 1987 to become athletic director at Southern Methodist University.

In 1990, he resigned and took the job of president and chief executive of Special Olympics International. He oversaw a \$125 million annual operating budget and coordinated all aspects of the 1991 Special Olympics World Games in Minneapolis.

"He took the Special Olympics to a new level," said Ruth Nelson, a senior-level co-worker of Single's at the Special Olympics and Intellicall.

But Single said he experienced his share of differences with Sargent and Eunice Shriver, the politically prominent couple who have been involved in the Special Olympics movement for over a decade. After three years, he was ready to leave.

Single was recruited to launch World T.E.A.M. Sports, a Charlotte, N.C.-based sports program for people with disabilities. Though Single is still on the nonprofit entity's board of directors, he left his full-time job after only 18 months to join Intellicall, a publicly traded telecommunications operation.

Single agreed to take on the World Masters Games in August, 14 months after he joined Intellicall.

Single's rapid job hopping did nothing to dissuade the local organizing committee that he was the right guy for the job. "In the corporate world, you see a guy moving every two years, you raise your eyebrows," Glasgow said. "In the world of sports, that's not uncommon."

One of Single's most pressing chores will be convincing corporate Portland to back the games.

One of the great things about the master's games is that participants pay their own way to the event and are responsible for their food and lodging once they get here. They even pay a small registration fee to boot.

Still, for the ambitious, summer-long series of athletic and cultural events Masters Games organizers are envisioning, private-sector support is a must.

In preliminary budgets, organizers have called for \$7 million in cash contributions from the private sector and at least that much in "in-kind" goods and services.

Nike's role as lead sponsor of the event is sure to make fund raising less of a challenge. The dominant athletic shoe and apparel maker in the world, Nike's presence will help

legitimize the World Masters Games in the eyes of other potential sponsors.

In fact, it already has. A shiny roster of corporate and political luminaries attended a kickoff breakfast in May at the Multnomah Athletic Club. Nike unveiled the logo one of its designers created for the event to ringing applause.

"This is an event in our backyard with our name in the title," said Keith Peters, a Nike spokesman. "We will, within reason, do everything that is asked of us to help them pull it off."

PacifiCorp, Oregon's largest utility, also has pledged its support. PacifiCorp Chairman and Chief Executive Fred Buckman also is chairman of the organizing committee.

# The Business Journal

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AUGUST 9, 1996

• <http://www.amcity.com/pportland> •

VOLUME 13, NUMBER 24

## World Games to bid \$15 million in subcontracts

By MICHAEL ROSE

Businesses may take home the gold from the 1998 Nike World Masters Games.

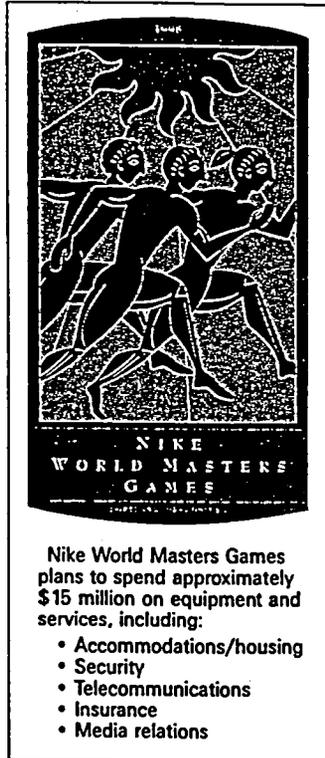
A study done by Portland State University's economics department concludes the World Masters Games, an athletic competition for people 30 years of age and older, will pump about \$113 million into Oregon's economy. Hotels, restaurants and a myriad of other businesses could rake in the cash from the two-week event.

The games begin Aug. 9, 1998, in several Oregon cities, ranging from Eugene to Bend. But Portland will host the majority of the events and get the lion's share of the economic benefits.

"We have a strong commitment here, whenever possible, to have Portland and Oregon companies involved in the staging of these games," said Doug Single, general manager and chief executive officer of the World Masters Games.

Sponsored by sneaker king Nike, the World Masters Games expect to spend about \$15 million for various contracts and supplies. Organizers are looking for contractors to provide everything from telecommunications to sanitation.

Between the spending by the World Masters Games and by visitors in town for the event, Single said there's plenty of opportunity for local businesses. Hotels and restaurants, which are usually busy in August, will be even busier, he said. The World Masters



Games rank as the largest sporting event held in Oregon's history. Participants will compete in 25 events and they could attract 25,000 athletes and another 50,000 visitors.

About one-third of the World Masters Games contracts have already been awarded, but the rest are up for grabs.

Entrepreneurs must bid for the business through a formal request for proposals. Craig Honeyman, senior vice president of the World Masters Games, is overseeing that process.

Single said the World Masters Games are looking for con-

See GAMES, page 35

## Games to draw 25,000 athletes

Continued from page 1

tractors to manage special events, handle ticket sales, arrange food services and provide medical services. Insurance and risk management and security contracts are also open for bid. The World Masters Games will take security issues seriously, although Single doesn't believe they will be a target for terrorists. A contract for graphic-arts work is close to being awarded.

Three travel companies, World Travel Partners of Atlanta, Visitors Services Inc. of St. Petersburg, Fla., and Carlson Travel of Minneapolis, are now vying for a huge travel account. The winner could walk away with \$60 million to \$70 million worth of business, Single said.

More than 1,000 people have submitted resumes in hopes of landing a job with the World Masters Games office in Portland, Single said. The office, however, will only have 40 full-time jobs and another 80 part-time and contract positions.

Single is a former president and chief executive officer of Special Olympics International as well as a former athletic director for Northwestern University and Stanford University.

About 25,000 athletes from around the world are expected to compete at

the World Masters Games, creating immense logistic problems for Single and his associates. That's more than twice the number of athletes that took part in the recent Olympics. Breaking the events down by age categories will also complicate things.

*More than 1,000 people have submitted resumes in hopes of landing a job with the World Masters Games office.*

"To give you an idea of how complex these games are, there were 650 medal ceremonies at the Olympics. There will be in excess of 6,000 medal ceremonies here," Single said.

One of the worries is finding lodging for the visitors. At its peak, an estimated 16,000 rooms will be needed. Hotel rooms will be in short supply, causing Single to explore using all available college dorm rooms and other creative alternatives.

"We're looking at cruise ships, we're looking at home-stay programs," Single said. He expects most of the athletes will want to stay in the Rose City for about nine to 11 days.

Transportation also ranks high on Single's list of concerns. Plans have been built around the completion of the Westside MAX line to move participants and spectators to events in Washington County. He concedes the World Masters Games planners are counting on the light-rail line to be completed on schedule.



EXECUTIVE SUMMARY

# The Business Journal

Serving Greater Portland

AUGUST 16, 1996

• <http://www.amcity.com/portland> •

## EDITORIAL

### Masters of the game

*Portland can benefit by developing its prowess at sports marketing*

**T**he World Masters Games offer Portland a chance to hone its sports-marketing skills in partnership with one of the biggest names in the business: Nike.

Some would dismiss the Masters Games as yet another Nike marketing ploy—a gimmicky competition for the over-achieving, over-30 crowd. This audience, however, is more than a target market for Nike. The 25,000 athletes and 50,000 spectators will be among the world's most dedicated women and men in sports. They will come prepared to compete—and to judge the quality of service this city can provide. The Rose Quarter is a world-class arena. The games provide a chance for other Portland businesses to show they are world-class as well.

Organizers need contractors to manage special events, handle ticket sales and arrange food and medical services. Insurance, risk management and security services will be performed by contractors, too. This work shouldn't go to distant companies. Portland businesses should bid for the work and organizers of the games need to give locals a shot at the contracts whenever possible.

More than civic boosterism, keeping the work at home will help Portland develop a broader base of sports-marketing ability. A cadre of skilled contractors can help even muscular companies such as Nike or the Trail Blazers organization mount big events with ease. Developing local sports-marketing companies might also help Nike's image by sharing some of its wealth with its neighbors.

Already Portland is preparing a bid to host the U.S. Figure Skating Association Championships in 1999. Bids for more sporting events are in the wings.

Whether you were dazzled or dazed by Atlanta's performance hosting the Olympics, it should be clear that marketing sporting events puts a city on the world stage. Not every city can, or even wants to, host an Olympics. But the benefits of hosting smaller-scale events of national prestige are more affordable and may pay bigger dividends.

Portland business can help put the city in the race for major national sporting events and profit from it at the same time. To do that, we've got to start training now. This isn't a sprint, it's a relay. One we can win together.



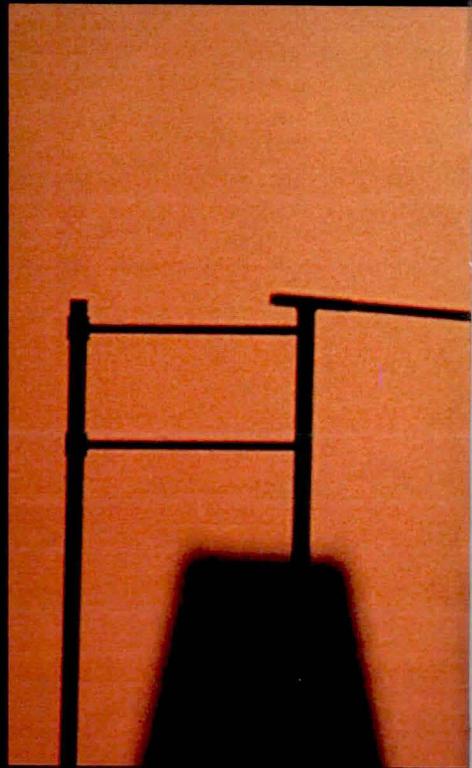
EXECUTIVE SUMMARY

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1998  
NIKE WORLD  
MASTERS GAMES

AUGUST 9-22 PORTLAND OREGON USA





# THE GAMES

EVERY FOUR YEARS, THE WORLD MASTERS GAMES BRING TOGETHER THOUSANDS OF ATHLETES FROM ACROSS THE GLOBE FOR THE LARGEST PARTICIPATORY MULTISPORT COMPETITION IN THE WORLD. INSPIRED BY THE IDEALS OF THE ORIGINAL OLYMPIC MOVEMENT, THE GAMES CELEBRATE THE SIMPLE JOY OF ATHLETIC COMPETITION.

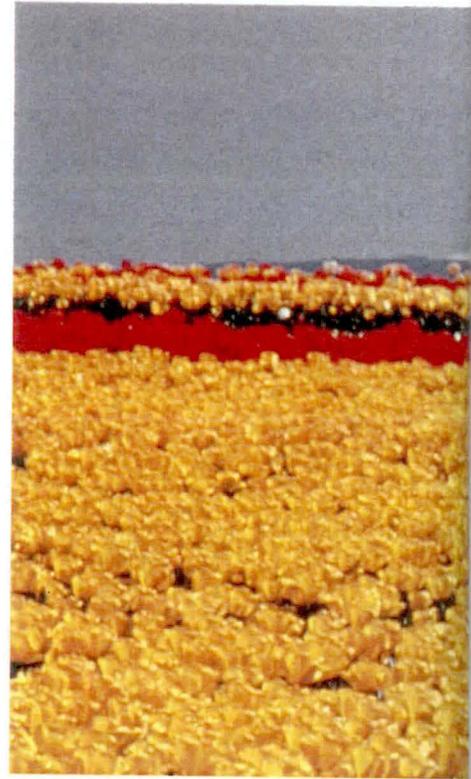
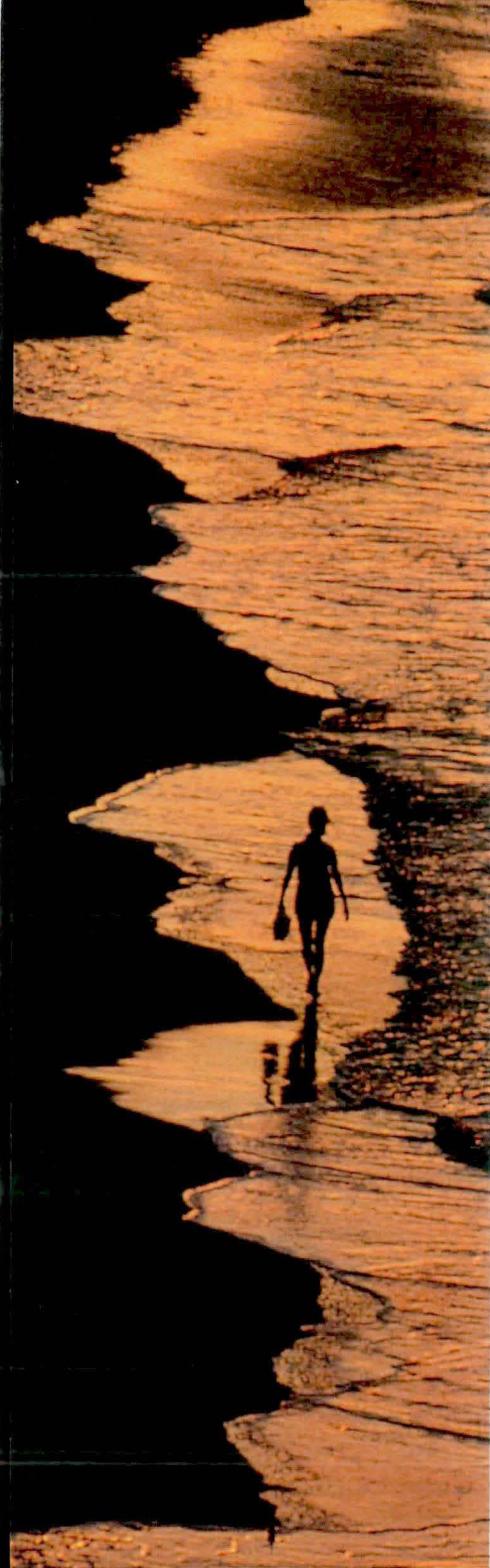
The Games are open to all competitors — past champions, people who have never competed at an elite level and others who are returning to their sport after retiring. Athletes compete as individuals or as teams and not for their country.

NIKE, known to athletes the world over and a name synonymous with athletic excellence, is the official title sponsor of the 1998 Games. NIKE, the City of Portland and the State of Oregon have committed to conducting a world-class, state-of-the-art international multisport event where the athlete comes first.

The 1998 NIKE World Masters Games in Portland will mark the fourth time this exciting event has been held. The first Masters Games were held in 1985 in Toronto, Canada. Subsequent Games have been held in Denmark in 1989 and Brisbane, Australia in 1994. At the Australia Games, the competition drew an amazing 24,000 men and women from 71 countries. In 1998, 25,000 athletes from more than 100 countries are expected to attend.

In addition to Olympic-quality competition in 25 sports, the 1998 Games will also feature "reunion" competitions in several sports to give spectators a chance to watch their heroes of yesterday compete. During the weekend of August 15 and 16, most competitions will be suspended so athletes and spectators alike can attend the numerous art, cultural and social events during "Celebration Weekend."

The Portland (Oregon) Metropolitan Sports Authority (PMSA) is a private, not-for-profit corporation established in 1993 to recruit sporting events and related activities to the Portland metropolitan area. After conducting research, PMSA board members and staff determined that the World Masters Games were an excellent match for the venues, volunteer base and resources available in Portland and throughout Oregon. The PMSA made a formal proposal to the International Masters Games Association (IMGA) to host the 1998 Games. On October 1, 1994, the IMGA announced that Portland, Oregon was awarded the 1998 World Masters Games. The Portland community, with its commitment to international trade and tourism, as well as a growing interest in world-class sports, is uniting behind the Games.





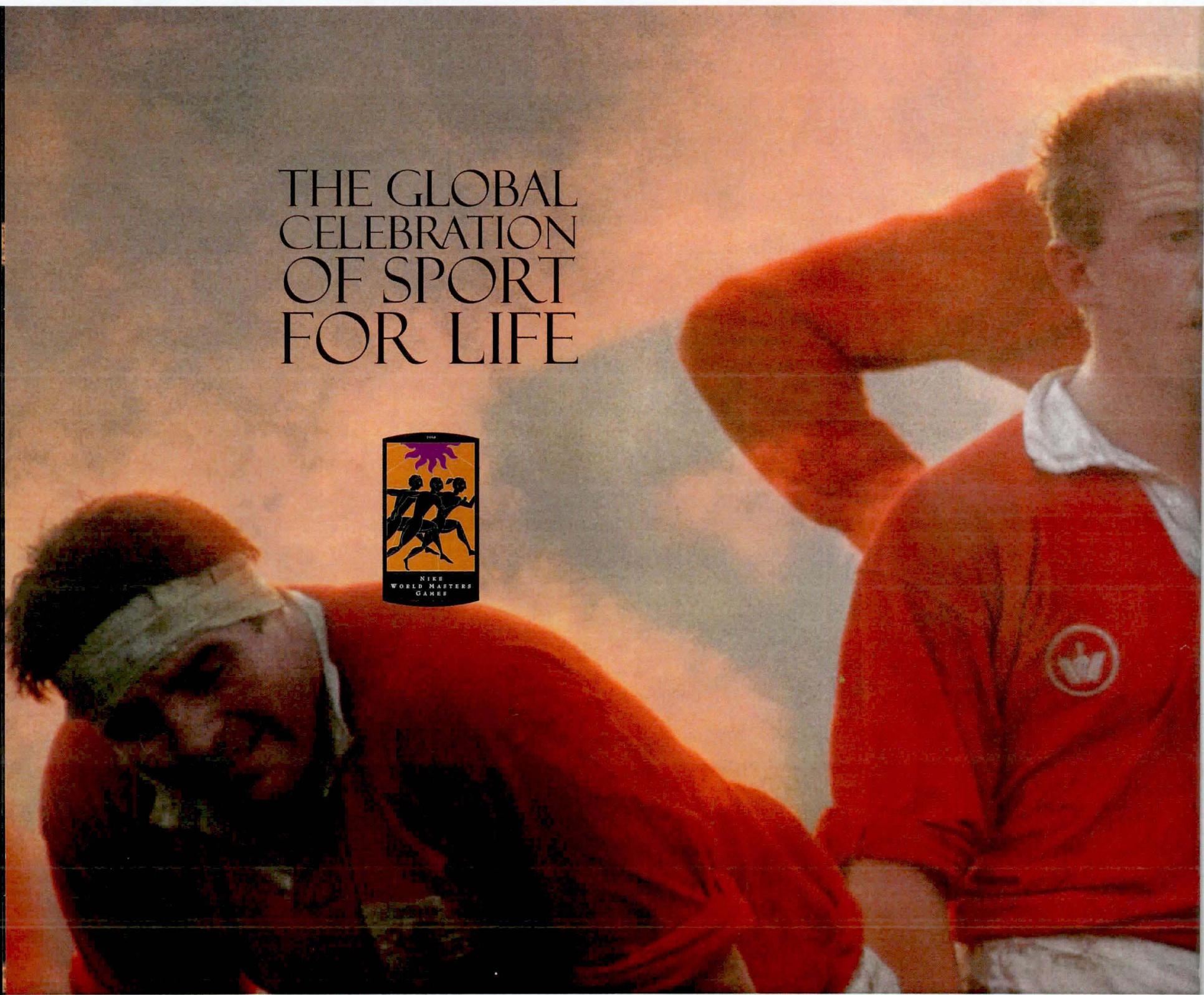
# PORTLAND, OREGON

PORTLAND, THE "CITY OF ROSES," COMBINES A PASSION FOR SPORTS AND RECREATION WITH AN INTERNATIONAL REPUTATION FOR LIVABILITY AND BREATHTAKING SCENERY. WITH 1.6 MILLION RESIDENTS, THE PORTLAND METROPOLITAN AREA IS ALSO FAMOUS FOR NOTED ATTRACTIONS SUCH AS THE INTERNATIONAL ROSE TEST GARDEN, THE WASHINGTON PARK ZOO, THE JAPANESE GARDENS AND THE PERFORMING ARTS CENTER, WHICH RANKS AMONG THE U.S.'S TOP FIVE IN ATTENDANCE.

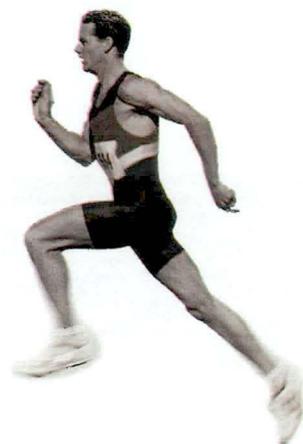
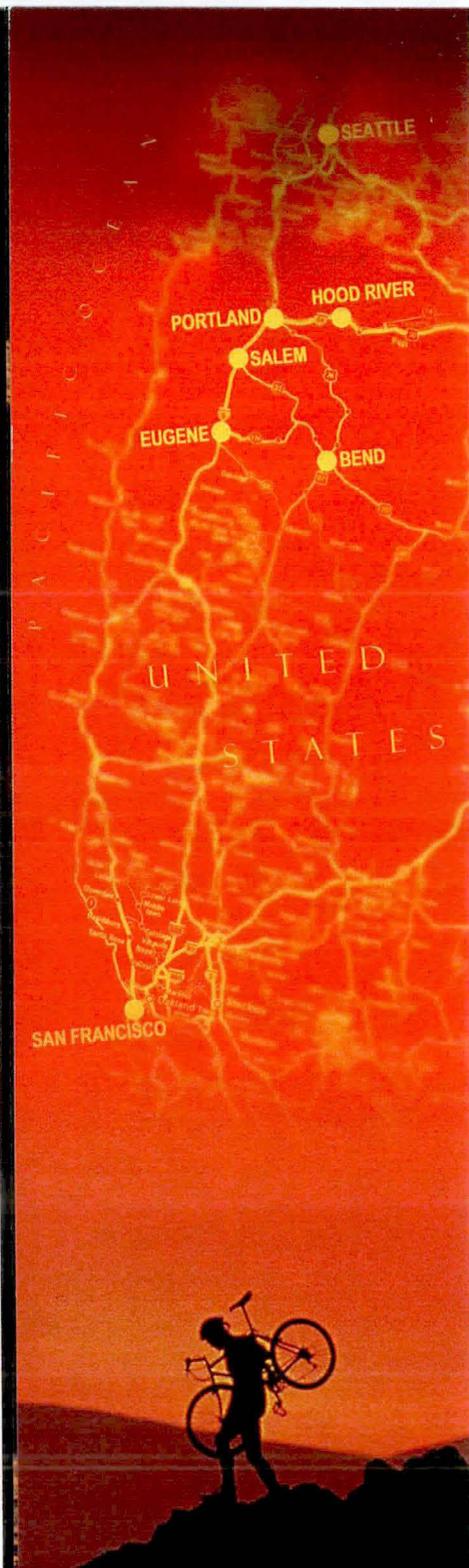
Walking along Portland's streets, you'll find more than 50 art galleries, 20 museums, countless coffeehouses and thousands of places to shop, including POWELL'S — the nation's largest bookstore.

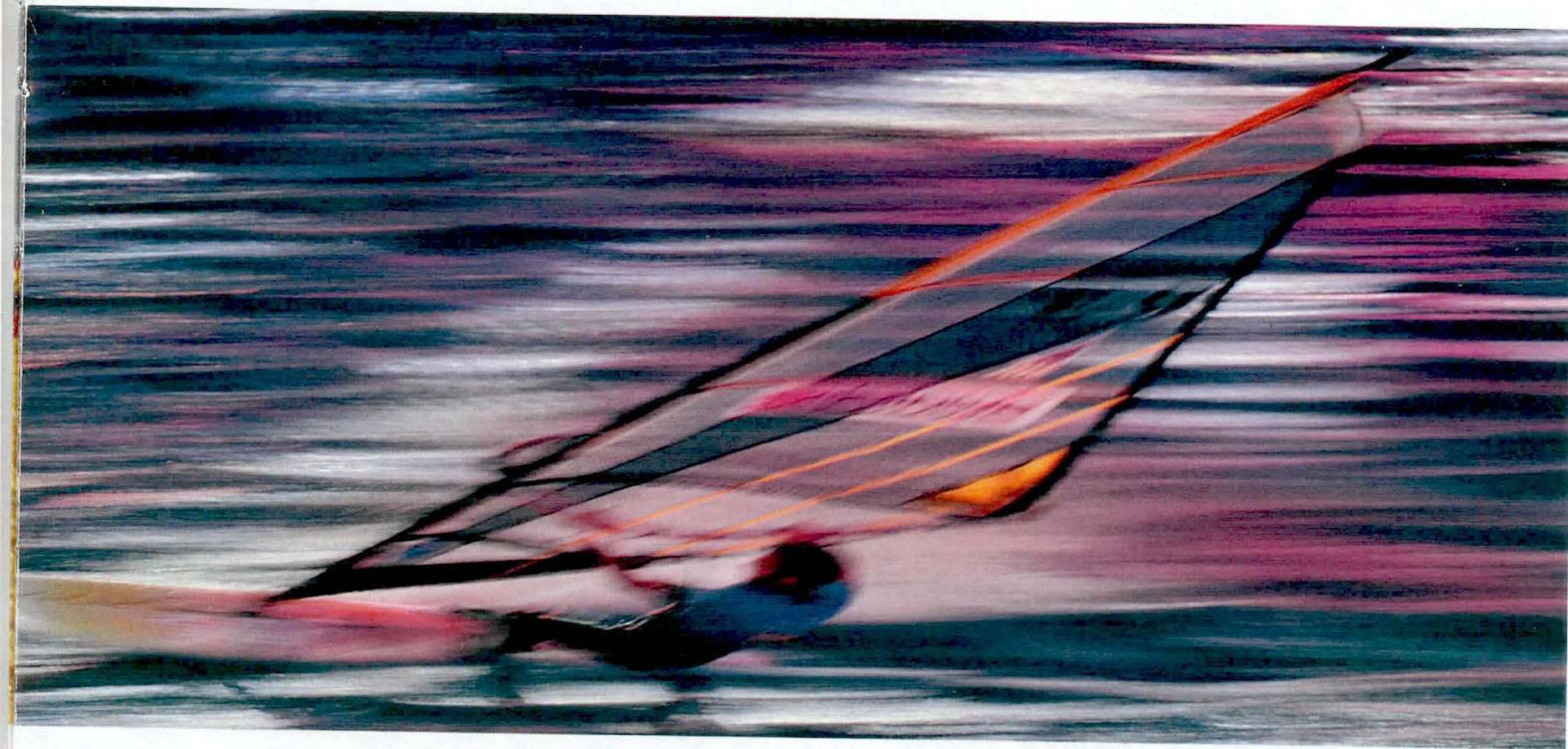
With the beautiful Oregon coast, majestic mountain ranges, green valleys and high desert all an hour or two away, Portland and Oregon are the perfect place for athletes and families to enjoy their "Moment in the Sun" at the 1998 NIKE World Masters Games.

THE GLOBAL  
CELEBRATION  
OF SPORT  
FOR LIFE









## BEND/EUGENE/SALEM

SIXTY MILES EAST OF PORTLAND, THE SNOW-COVERED SLOPES OF MT. HOOD DOMINATE THE CITY'S SKYLINE AND PROVIDE THE SUMMER TRAINING GROUND FOR THE U.S. OLYMPIC SKI TEAM. IN THE FORESTS BELOW, YOU CAN STILL SEE RUTS MADE 150 YEARS AGO BY WAGON TRAINS CROSSING TO THE WILLAMETTE VALLEY.

East of Mt. Hood, the Central Oregon desert begins, featuring the world-famous Deschutes River's miles of whitewater and winding canyons. Near Bend, home to the 1998 Games' Kayak and Canoe events, 6,000-year-old lava caves hint at the region's volcanic origins, with several peaks of the Cascade Range visible in the distance.

Other notable Oregon event venues for the 1998 Games include Eugene — home to the University of Oregon and known as the "Track and Field Capital of the World," where such famous athletes as Steve Prefontaine, Alberto Salazar and Mary Decker-Slaney have lived and trained — and Salem, Oregon's state capital (for baseball events).



# IMGA

THE INTERNATIONAL MASTERS GAMES ASSOCIATION, HEADQUARTERED IN COPENHAGEN, DENMARK, ADMINISTERS AND OVERSEES THE CONDUCT OF THE WORLD MASTERS GAMES. ASSOCIATION MEMBERS REPRESENT 14 INTERNATIONAL SPORTS FEDERATIONS, AS WELL AS PRIOR AND CURRENT WORLD MASTERS GAMES HOST CITIES. THE IMGA BELONGS TO THE GENERAL ASSEMBLY OF INTERNATIONAL SPORTS FEDERATIONS (GAISF).

The IMGA's objectives are:

- ▼ To promote and encourage individuals of any age from all over the world to practice sports and to participate in the World Masters Games with the awareness that competitive sport can continue through life.
- ▼ To establish, every four years, an international multisport festival for mature people of any age, condition or standard called the "World Masters Games."
- ▼ To promote, through the World Masters Games, friendship and understanding among mature sports people, regardless of age, gender, race, religion or sport status.

## SPORTS & EVENTS

SPORT	EVENT	MIN. AGE*	SPORT	EVENT	MIN. AGE*
ATHLETICS	TRACK & FIELD, CROSS COUNTRY	30	SAILING/WINDSURFING	LASER, LONG DISTANCE, SLALOM, COURSE	35
BADMINTON	SINGLES, DOUBLES, MIXED DOUBLES	30	SHOOTING	SHOTGUN, PISTOL, SMALL BORE, AIR	35
BASEBALL	ROUND ROBIN POOL PLAY SINGLE ELIMINATION FINAL	30	SOFTBALL	FASTPITCH	35
BASKETBALL	ROUND ROBIN POOL PLAY SINGLE ELIMINATION FINAL	35 (M) 30 (W)		SLOWPITCH	40 (M) 35 (W)
BOWLING — TEN PIN	SINGLES, DOUBLES, TEAMS	30	SQUASH	SINGLES, DOUBLES	30
CANOE/KAYAK	WHITEWATER, SPRINT, MARATHON	30	SWIMMING	ALL DISTANCES (DISTANCE RELAYS YET TO BE DECIDED)	25
CYCLING	ROAD, TRACK, MOUNTAIN	30	TABLE TENNIS	SINGLES, DOUBLES, MIXED DOUBLES	30
DIVING	SPRINGBOARD, PLATFORM	25	TENNIS	SINGLES, DOUBLES, MIXED DOUBLES	30
FENCING	EPEE, FOIL, SABRE	40	TRIATHLON	1.5 KM SWIM, 40 KM BIKE, 10 KM RUN	40 (M) 35 (W)
FOOTBALL (SOCCER)	ROUND ROBIN POOL PLAY SINGLE ELIMINATION FINAL	30	VOLLEYBALL	INDOOR 6-MEMBER TEAMS OUTDOOR 4-MEMBER TEAMS	30
GOLF	SCRATCH, HANDICAP	40	WATER POLO	ROUND ROBIN POOL PLAY SINGLE ELIMINATION FINAL	30
ORIENTEERING	A & B COURSE	35	WEIGHTLIFTING	SNATCH, CLEAN & JERK	35
ROWING	LIGHTWEIGHTS, MIXED, OPEN INDOOR ROWING UNDER CONSIDERATION	27			
RUGBY	ROUND ROBIN POOL PLAY HONG KONG FORMAT FINAL	35			

All Sports are Open to Men & Women Except Baseball — Men Only.

\*Minimum Age as of August 9, 1998.



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# INFORMATION

I AM INTERESTED IN THE FOLLOWING INFORMATION RELATED TO THE 1998 NIKE WORLD MASTERS GAMES.

GOLD MEDAL ATHLETE TRAVEL AND REGISTRATION

PRE AND POST EVENT TRAVEL OPPORTUNITIES

VOLUNTEER OPPORTUNITIES

SPORT(S) \_\_\_\_\_

STANDARD ATHLETE REGISTRATION

CULTURAL AND SOCIAL EVENTS

SPORT(S) \_\_\_\_\_

NAME

AGE

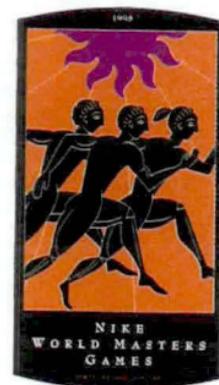
STREET ADDRESS

CITY/STATE/PROVINCE

ZIP/POSTAL CODE

COUNTRY

PHONE/FAX



# REGISTRATION / TRAVEL

## GOLD MEDAL ATHLETE TRAVEL AND REGISTRATION

The 1998 NIKE World Masters Games has created an exclusive registration/travel program for athletes and accompanying companions and friends. Our "GOLD MEDAL PASSPORT" TRAVEL PROGRAM provides 1998 World Masters Games registrants with personalized service, lowest available rates and significant dollar savings. To participate in this program, you must call the Official Games worldwide toll-free number 1-800-98-GAMES (1-800-984-2637). Travel counselors are available to take your calls 24 hours a day, 365 days a year. Instant registration, confirmation and travel is all done in one easy step. Call toll-free from anywhere in the world (using your country's AT&T access code), or ask your operator for assistance. We'll take care of the rest.

Call 1-800-98-GAMES (1-800-984-2637) to purchase the official 1998 NIKE World Masters Games Gold Medal Passport Travel/Registration Package. For a total of \$299 (U.S.) for athletes and \$149 (U.S.) for accompanying companions and friends, you'll receive the following benefits:

- ▼ Immediate Athlete Registration and Confirmation
- ▼ Guaranteed Priority Housing
- ▼ Airline and Ground Transportation Arrangements
- ▼ Special "Passport Perks" Entrances and Seating at Events
- ▼ Discounts at Museums, Cultural Attractions and Retail Stores
- ▼ Free Welcome Gift
- ▼ Special Tour/Travel Packages

*Only by calling 1-800-98-GAMES (1-800-984-2637) can you receive the Gold Medal Travel/Registration Package at this guaranteed price.*

## STANDARD ATHLETE/COMPANION REGISTRATION

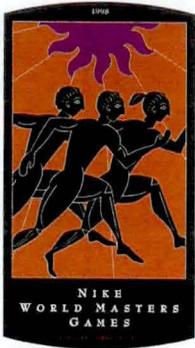
Standard Athlete Registration is \$200 (U.S.)

Standard Companion Registration is \$100 (U.S.)

Call 1-800-98-GAMES to request Athlete and Companion Registration Forms.

Entries into the Games are limited, and priority is based on the date of receipt of your registration materials. Each sport has a limited number of competitors based on age, gender and other considerations.

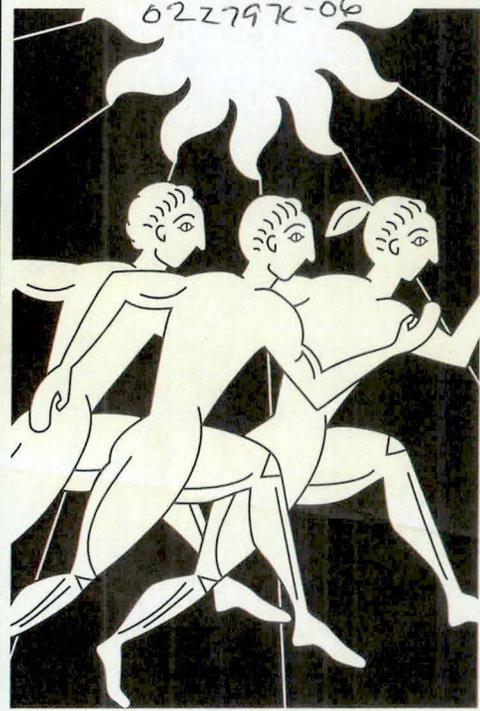
1998 NIKE World Masters Games 55 SW Yamhill • Portland, Oregon USA 97204 • <http://www.worldmasters.org>



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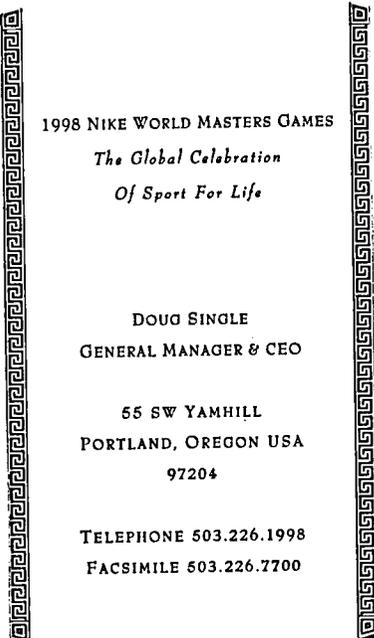
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NIKE  
WORLD MASTERS  
GAMES

PORTLAND, OREGON USA



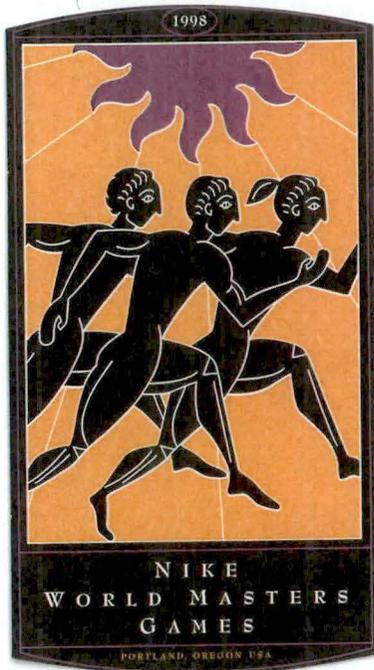
1998 NIKE WORLD MASTERS GAMES

*The Global Celebration  
Of Sport For Life*

DOUG SINGLE  
GENERAL MANAGER & CEO

55 SW YAMHILL  
PORTLAND, OREGON USA  
97204

TELEPHONE 503.226.1998  
FACSIMILE 503.226.7700





# MOMENTS IN THE SUN

THE OFFICIAL NEWSLETTER OF THE 1998 NIKE WORLD MASTERS GAMES

## 1998 NIKE WORLD MASTERS GAMES TAKE MONACO BY STORM—PRINCE MAY PARTICIPATE



Over 100 federation officials and other sports executives mingle at the NIKE-hosted reception and luncheon during the recent GAISF conference in Monte Carlo.

The 1998 NIKE World Masters Games sent a large delegation to Monte Carlo in October 1996 to attend three important international sports meetings. The International Masters Games Association (IMGA) held a meeting of its Board of Directors and the annual meeting of its member international sports federations. The 1998 NIKE World Masters Games were featured during a presentation by Kai Holm, President of the IMGA, to the general assembly of GAISF (General Association of International Sports Federations), where over 250 delegates were in attendance. Mr. Holm reported on our progress and encouraged all federations whose sports are to be featured at the Games to become involved. The result was greater exposure for the Games and broader interest in Portland as an international sports event destination. GAISF, which groups 88 international sports federations, brought together executives representing most of the world's major sports governing bodies, including the International Olympic Committee and Olympic bid cities.

SPORTEL is the annual international sports media symposium and trade show. The 1998 NIKE World Masters Games were showcased at SPORTEL by an extraordinary trade show booth and video. This event, the only one of its kind in the world, annually draws over 800 participants from over 60 countries. It brings together the decision makers connected with event organizations, sports federations, sponsors, programming partners and television.

Many international media executives and other sports officials visited the Games' booth, giving the staff an opportunity to publicize the Games generally as well as to make contact with individuals important to our Games' marketing efforts — especially relating to television. Interest was very high in the 1998 NIKE World Masters Games at SPORTEL. Discussions were held with hundreds of individuals interested in obtaining international broadcast rights, highlight packages, etc., as well as with European agents interested in brokering the Games.



Doug Single, 1998 NIKE World Masters Games General Manager and CEO, presents a gift to H.S.H. Prince Albert of Monaco during his visit to the Games' booth at the recent SPORTEL conference in Monte Carlo. Prince Albert may participate in the Games himself (fencing and tennis events).

The highlight of SPORTEL for the delegation was when H.S.H. Prince Albert of Monaco visited the booth and discussed the Games with General Manager and CEO, Doug Single. Prince Albert was genuinely interested in participating in the Games (fencing and tennis) and was very appreciative of the commemorative gift he received from the Games.

In addition to the many meetings that were held, the 1998 NIKE World Masters Games held a reception and luncheon for international sports federations and other dignitaries attending the GAISF meetings. The event was hosted by NIKE, and over 100 federation officials and other sports executives attended the finest social event of the week. The luncheon helped to further enhance the Games', Portland's and NIKE's leadership within the international sports community.

## A DESPERATE DASH FOR VICTORY (AND THAT'S JUST REGISTRATION)

Official registration for athletes, companions and friends for the 1998 NIKE World Masters Games is now open. By calling the Games' worldwide toll-free number, 1-800-98-GAMES (1-800-984-2637), participants can receive instant registration confirmation and travel arrangements.

Entries into the Games are limited, and priority is based on the date of receipt of the registration materials. Each sport will accommodate a limited number of competitors based on age, gender and other considerations.

An exclusive registration and travel program for athletes and accompanying companions and friends has been developed. The "Gold Medal Passport" program provides registrants with personalized service, lowest available rates and significant dollar savings. Travel counselors are available 24 hours a day, 365 days a year (and in 26 languages!).

The first two "official" Gold Medal athletes were registered at SPORTEL in October 1996. They are Mr. Karri Kivela, a windsurfer from Lahti, Finland, and Ms. Catherine Davies, a track and field athlete from London, England.



Doug Single, 1998 NIKE World Masters Games General Manager and CEO, welcomes the first two "Gold Medal Passport" package registrants for the Games — a windsurfer from Finland and a long distance runner from England.



THE GLOBAL CELEBRATION OF SPORT

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**MARTY RUDOLPH** — PRESIDENT, RUDOLPH NELSON, INC.

**DOUG SINGLE** — GENERAL MANAGER & CEO, 1998 NIKE WORLD MASTERS GAMES\*

**BECKY SISLEY** — PROFESSOR OF PHYSICAL EDUCATION, UNIVERSITY OF OREGON

**GEORGE SPENCER** — ATTORNEY AT LAW, TONKON TORP GALEN MARMADUKE & BOOTH

**JILL THORNE** — PRESIDENT & CEO, JILL THORNE CONSULTING

**WALLY VAN VALKENBURG** — ATTORNEY AT LAW, STOEL RIVES LLP\*\*

**TIFF WOOD** — CONSULTING ACTUARY (FORMER OLYMPIC ROWER)

\*EX-OFFICIO

\*\*EX-OFFICIO LEGAL COUNSEL

# 1998



## SO, WHO'S RESPONSIBLE FOR ALL THIS FUN AND EXCITEMENT, ANYWAY?



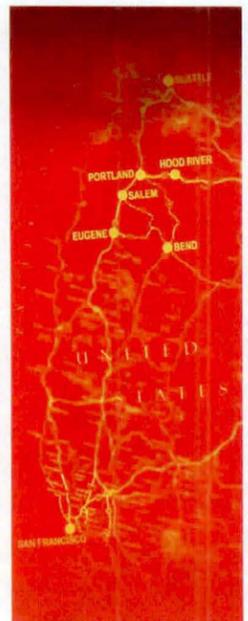
The Portland Metropolitan Sports Authority (PMSA) was established in 1993 as a private, not-for-profit corporation to recruit sporting events and related activities to the Portland metropolitan area. The PMSA has helped attract over 39 sports events to the region. Its mission is to make the Portland region the preferred location for world-class amateur and professional sports events and related activities, to stimulate the local economy and enhance the quality of life for the region's citizens. The PMSA works with the National Governing Bodies of sport, local amateur sports organizations, facility managers, hotels and corporate sponsors to bring regional, national and international events to Portland.

The PMSA learned about the World Masters Games from extensive research into international sporting events. From the athlete's perspective, the World Masters Games is a world-class event, but without adequate public or sponsorship dollars behind it. After attracting NIKE as the official title sponsor, the PMSA determined that the World Masters Games were an attractive match for the venues, volunteer base and resources available in Portland and throughout the state of Oregon. The PMSA was awarded the bid at the 1994 World Masters Games held in Brisbane, Australia. Overseeing the PMSA is Executive Director, Drew Mahalic, and newly-elected President, Scott Andrews.

The 1998 NIKE World Masters Games will host 25,000 athletes from over 100 countries for two weeks in August. The number of people expected to attend the Games is over 100,000.

The success of the 1998 NIKE World Masters Games will enhance the ability of Portland and the state of Oregon to host regional and national championships, as well as positioning Portland to host international championships.

FOR ADDITIONAL INFORMATION ON PMSA, PLEASE CALL (503) 234-4500.



# FOR LIFE.™ THE GLOBAL CELEBRATION



# staff

Each issue, we profile a few key members of the 1998 NIKE World Masters Games staff. Since the International Masters Games Association focuses first on the athlete, in this issue we'll concentrate on the department that will provide world-class venues and competition for the athletes and the Games — Operations.



## Bill Bankhead *Senior Director of Operations*

Bill's most recent position in an event-management career that spans over 40 years was Director of International Games for Special Olympics International. Prior to that, he served as Executive Director of the Amateur Sports Council of Louisiana, which ran the 1985 USOC Sports Festival, and held several athletic- and facilities-management positions at Louisiana State University.



## Jack Elder *Director of Sports and Venues*

An Olympian himself (Luge, 1972), Jack has focused his career on the development of Olympic sports in Oregon. He is President of Oregon Sports Action, created the Oregon Sports Trust and is co-founder of the Oregon Sports Coalition.



## Cathy Zagunis *Director of Support Services*

Cathy, also an Olympian (Rowing, 1976), joins the 1998 NIKE World Masters Games after serving as charge nurse at Providence Medical Center's Emergency Department, where she supervised more than 40 employees while coordinating staff education and development.



## Ede Schmidt *Director of Volunteer Services*

Ede will join the 1998 NIKE World Masters Games in February after finishing her duties as the State Director for retired U.S. Senator Mark O. Hatfield. Her background in politics spans almost 19 years, having worked in numerous capacities for members of the U.S. House of Representatives, the U.S. Senate and in the Governor's office.



## 1998 NIKE WORLD MASTERS GAMES DIRECTORY

### HEADQUARTERS:

55 SW YAMHILL  
PORTLAND, OR 97204-3312  
PHONE: (503) 226-1998 or  
1-800-98-GAMES  
FAX: (503) 226-7700  
[www.worldmasters.org](http://www.worldmasters.org)

### EXECUTIVE

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GENERAL MANAGER & CEO

**CRAIG HONEYMAN** —  
SENIOR VICE PRESIDENT

**EVADEE DUTOIT** —  
EXECUTIVE ASSISTANT TO THE CEO

**DAVID FEE** —  
EXECUTIVE MANAGER

**MEGAN MULLALLY** —  
RECEPTIONIST

### OPERATIONS

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SENIOR DIRECTOR OF OPERATIONS

**JACK ELDER** —  
DIRECTOR OF SPORTS & VENUES

**CATHY ZAGUNIS** —  
DIRECTOR OF SUPPORT SERVICES

**EDE SCHMIDT** —  
DIRECTOR OF VOLUNTEER SERVICES

**DALE SHUMANSKI** —  
SUPPORT SERVICES COORDINATOR

**CHRISTIE ALLEN** —  
STAFF ASSISTANT — SUPPORT SERVICES

**ANGIE FACH** —  
STAFF ASSISTANT — SPORTS & VENUES

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**LAURIE BLOCH** —  
DIRECTOR OF ADMINISTRATION

**BETSY ROTHKOPF** —  
ACCOUNTANT

**LAUREN KELLING** —  
REGISTRATION COORDINATOR

**JEROLYN DORR ALIE** —  
STAFF ASSISTANT — ADMINISTRATION

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**ANNE WOLF** —  
DIRECTOR OF EVENT MARKETING

**RAY AYERS** —  
DIRECTOR OF SPORTS MARKETING

**LINDSEY BERMAN** —  
EVENTS MARKETING MANAGER

**JONATHAN COGAN** —  
MARKETING SERVICES & LICENSING MANAGER

**MIA KNOX** —  
STAFF ASSISTANT — MARKETING & SALES

### COMMUNICATIONS

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DIRECTOR OF COMMUNICATIONS

**KEITH FORMAN** —  
COMMUNICATIONS MANAGER

**MARTHA SCHULTE** —  
STAFF ASSISTANT — EVENTS &  
COMMUNICATIONS

THE MISSION OF THE 1998 NIKE WORLD MASTERS GAMES IS TO STAGE FIRST CLASS COMPETITIONS IN A VARIETY OF OLYMPIC-TYPE SPORTS FOR MATURE MEN AND WOMEN, GIVING THEM THE OPPORTUNITY TO PARTICIPATE IN THE LARGEST INTERNATIONAL COMBINED ATHLETIC AND CULTURAL EVENT IN THE WORLD. THE CITIZENS OF PORTLAND AND THE STATE OF OREGON WILL BENEFIT ECONOMICALLY AND SOCIALLY FROM THE WORLDWIDE EXPOSURE AND GOODWILL THAT THE GAMES WILL CREATE. THE GAMES WILL BRING TOGETHER 25,000 MASTERS ATHLETES FROM OVER 100 COUNTRIES, CREATING BONDS OF FRIENDSHIP AND SPORTSMANSHIP, WITH A COMMITMENT TO LIFELONG FITNESS. THE 1998 NIKE WORLD MASTERS GAMES WILL BE "THE GLOBAL CELEBRATION OF SPORT FOR LIFE."



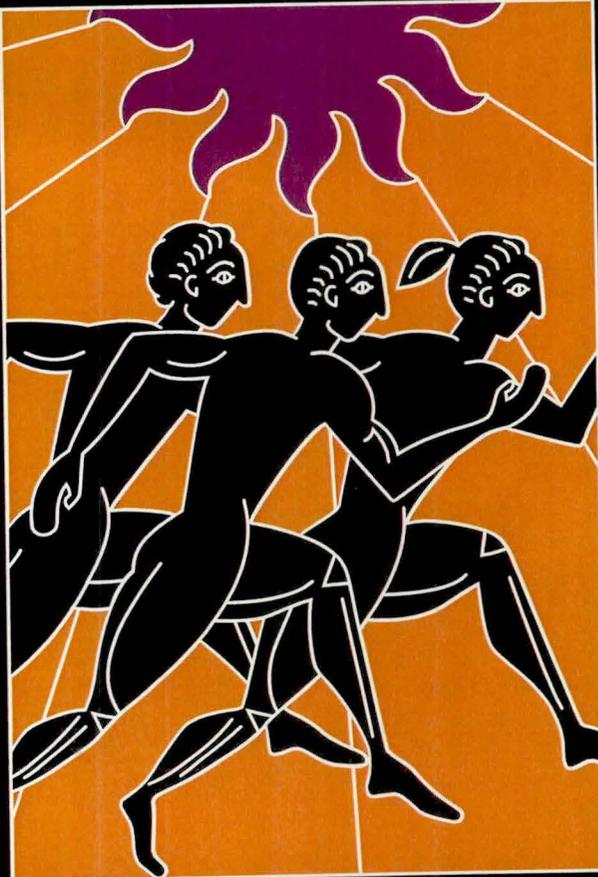
International Masters Games Association

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For information, call 1.800.98.GAMES 503.226.1998 FAX 503.226.7700 <http://www.worldmasters.org>



# EBRATION OF SPORT FOR LIFE.™

1998



NIKE  
WORLD MASTERS  
GAMES

PORTLAND, OREGON USA

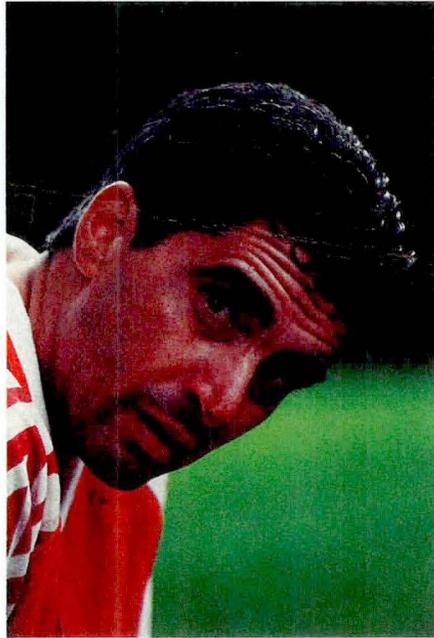
## 1998 NIKE WORLD MASTERS GAMES

*The Global Celebration Of Sport For Life*

- The fourth World Masters Games will be held in the United States in Portland, Oregon, August 9 - 22, 1998.
- Upon Portland's selection as the site for the 1998 World Masters Games, the Portland Metropolitan Sports Authority established a Games Organizing Committee, World Masters Games 1998, Inc. This not-for-profit organization is charged with planning and administering the Games. NIKE was recruited as the title sponsor, naming the event the 1998 NIKE World Masters Games.
- The World Masters Games are a quadrennial international event that embodies the original ideals of the Olympic movement. The Games are the largest participatory multi-sport competition in the world, bringing together 25,000 men and women aged 30 and above, from over 100 countries, for the simple joy of competing with their peers.
- Previous World Masters Games were held in Brisbane, Australia in 1994, Denmark in 1989 and Toronto, Canada in 1985.
- Twenty-five sports will be featured, including athletics (track & field), badminton, basketball, baseball, bowling, canoe/kayak, cycling, diving, fencing, golf, orienteering, rowing, rugby, sailing/windsurfing, shooting, soccer, softball, squash, swimming, table tennis, tennis, triathlon, volleyball, water polo and weightlifting.
- Athletes compete as individuals or as teams and not for their country. Our goal is that 50% of the athletes will come from outside the United States. Each athlete will be responsible for attending the Games at their own expense and will pay a registration fee that will assist in funding the Games.
- Arts and cultural celebrations will be a significant component of the Games.
- Several thousand volunteers will be mobilized to assist in conducting the Games. It is anticipated that the Games will generate over \$100 million in net economic impact to the State of Oregon.
- The 1998 NIKE World Masters Games are headquartered at 55 SW Yamhill, Portland, Oregon USA, 97204.
- Instant athlete registration is available by calling 1-800-98-GAMES (1-800-984-2637).



International Masters Games Association



## YOUR ATHLETES DESERVE TO GO.

THIS IS THE BIG ONE. THE LARGEST MULTISPORT PARTICIPATORY EVENT IN THE WORLD.

The 1998 NIKE World Masters Games. 25 sports.  
25,000 Masters athletes. All centered in Portland, Oregon  
— one of America's most beautiful places to visit.



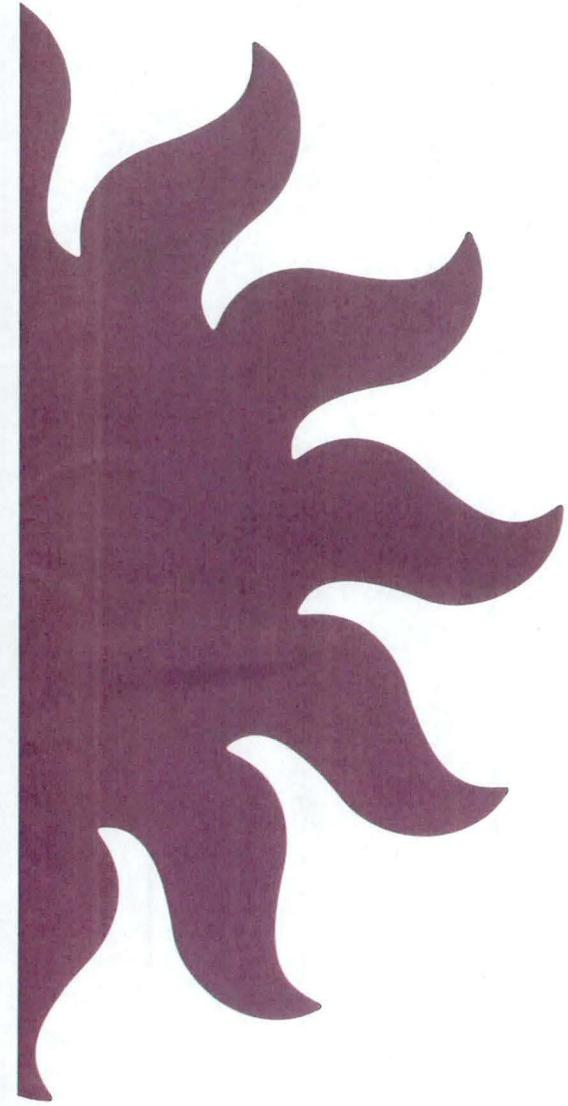
THE GLOBAL CELEBRATION OF SPORT FOR LIFE.

**CALL 1-800-98-GAMES — ATHLETE REGISTRATION BEGINS JANUARY 10, 1997.**

FOR MORE INFORMATION AND TO REQUEST ATHLETE REGISTRATION AND TRAVEL PACKETS, CALL 503 226 1998 • FAX 503 226 7700  
1998 NIKE WORLD MASTERS GAMES • 55 SW YAMHILL PORTLAND, OREGON USA 97204 • <http://www.worldmasters.org>



International Masters Games Association



ATHLETE REGISTRATION  
1998 NIKE WORLD MASTERS GAMES  
PORTLAND, OREGON USA





## DEAR COMPETITORS AND COMPANIONS:

As the General Manager and CEO of the 1998 NIKE World Masters Games, I'd like to personally extend my deep appreciation for your interest and support in this world-class athletic and cultural event.

The World Masters Games is the largest multisport competition in the world, embodying the original Olympic ideals of personal satisfaction, achievement, friendship and sportsmanship. The Games are truly about the simple joy of competing — the personal commitment to lifelong fitness that each of you shares every day.

The citizens of Portland and Oregon are ready to welcome you and your families to America's beautiful Pacific Northwest to join 25,000 of the world's most dedicated athletes for this once-in-a-lifetime event. As your host, we're already making special preparations to help each of you enjoy your personal "Moment in the Sun" in 1998.

Completing the enclosed registration materials is the first step towards taking part in this special event. Entries in all sports are limited and available on a first-come, first-served basis, so please return your registration forms as soon as possible.

We look forward to receiving your registration materials and reserving your place in the 1998 NIKE World Masters Games — "The Global Celebration of Sport for Life."

See you in Portland!

Sincerely,

Doug Single

General Manager/CEO

1998 NIKE World Masters Games



International Masters Games Association

# OFFICIAL TRAVEL PROGRAM & PACKAGES FOR THE 1998 NIKE WORLD MASTERS GAMES

THE 1998 NIKE WORLD MASTERS GAMES has created an exclusive travel/registration package for athletes and accompanying companions and friends. Our "GOLD MEDAL PASSPORT" TRAVEL PACKAGE provides 1998 NIKE World Masters Games registrants with personalized service, lowest available rates and significant dollar savings. To participate in this program, you must call the Official Games worldwide toll-free number 1-800-98-GAMES (1-800-984-2637). Travel counselors are available to take your calls 24 hours a day, 365 days a year. Instant registration, confirmation and travel is all done in one easy step. Call toll free from anywhere in the world, using your country's AT&T access code, or ask your operator for assistance. We'll take care of the rest.

Call 1-800-98-GAMES (1-800-984-2637) to purchase the **OFFICIAL 1998 NIKE WORLD MASTERS GAMES GOLD MEDAL PASSPORT TRAVEL/REGISTRATION PACKAGE**. For a total of \$299 U.S. for athletes and \$149 U.S. for companions and friends, you will receive the following benefits of the **GOLD MEDAL PASSPORT PACKAGE**:

**IMMEDIATE ATHLETE REGISTRATION PROCESSING AND CONFIRMATION** through 30 April 1997.

After this date, priority wait list status should your sport be unavailable (based on meeting 1998 NIKE WORLD MASTERS GAMES athlete qualifications). Standard athlete registration is \$200 U.S., standard companion registration is \$100 U.S.

**GUARANTEED PRIORITY HOUSING** at lowest available rates. Includes hotel, motel and alternative housing (campsites, hostel/dorm accommodations, homestay) in close proximity to your sport venue.

**AIRLINE & GROUND TRANSPORTATION ARRANGEMENTS** at lowest available rates.

**SPECIAL GOLD MEDAL PASSPORT CONCIERGE SERVICE.**

**FREE ADMITTANCE** to all 1998 NIKE World Masters Games competitions.

**FREE** Official 1998 NIKE World Masters Games apparel.

**SPECIAL GOLD MEDAL PASSPORT ENTRANCES** at 1998 NIKE World Masters Games competitions where possible.

**PREFERRED SEATING** at 1998 NIKE World Masters Games competitions where possible.

**DISCOUNTS** at participating 1998 NIKE World Masters Games Oregon museums and cultural attractions.

**DISCOUNTS** at participating 1998 NIKE World Masters Games retail stores in Oregon.

**FREE WELCOME GIFT** upon arrival.

**ADDITIONAL PASSPORT BENEFITS TO BE ANNOUNCED.**

**THE \$299 GOLD MEDAL PASSPORT TRAVEL/REGISTRATION PACKAGE OFFERS OVER \$1,000 (U.S.) IN BENEFITS AND INCLUDES THE \$200 REGISTRATION FEE.**

FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!





# OFFICIAL TRAVEL PROGRAM & PACKAGES FOR THE 1998 NIKE WORLD MASTERS GAMES

## **AIRLINE RESERVATIONS FOR PASSPORT PARTICIPANTS**

Airline reservation requests will be taken at this time by our 1998 NIKE World Masters Games travel counselors by calling 1-800-98-GAMES (1-800-984-2637). Due to airline regulations, confirmation and pricing are not available until 331 days prior to your travel date.

As soon as airline schedules are announced for 1998, you will be contacted with details of discounted airline fares. At that time, our counselors will advise you of special airline arrangements for transporting your sports equipment.

Well in advance of the Games, we will send you a personalized travel itinerary that includes your airline tickets, car rental and accommodations confirmations.

Your Gold Medal Passport Identification will be included in your athlete credential packet to be picked up in Portland upon your arrival at the 1998 NIKE World Masters Games Registration Center (or designated registration center).

## **ACCOMMODATIONS**

Gold Medal Passport Travel Package participants are GUARANTEED priority accommodations while at the 1998 NIKE World Masters Games. Special discount hotel, motel and alternative housing rates have been contracted throughout the state of Oregon by the Organizing Committee. Travel counselors will inform you of all available housing options and price ranges in close proximity to your events. Alternative accommodations include hostel/dorm rooms, recreational vehicle and campsites, in addition to private homestays. **Call 1-800-98-GAMES (1-800-984-2637) for details.**

## **CAR RENTALS**

Gold Medal Passport Travel Package participants will be given a range of discounted car rental options for short or extended periods. Let us know your needs — we'll take care of the details to make sure the appropriate vehicle will be waiting for your arrival. Confirmation will be included in your travel itinerary.

## **SPECIAL PASSPORT TRAVEL/TOUR PACKAGES**

Call 1-800-98-GAMES (1-800-984-2637) and ask about special sightseeing travel packages that are available before or after participating in the 1998 NIKE World Masters Games. Whether you want to experience the wonders of Oregon, the Northwest and Alaska or see the magic of Southern California or the music of Nashville, we have discount packages available to popular U.S. destinations. While at the Games, we encourage your participation in our many one- and two-day tours, enjoying the beauty and cultural attractions of Oregon.

## **1998 NIKE WORLD MASTERS GAMES AFFINITY CREDIT CARD PROGRAM**

If you are interested in receiving information and an application for your own 1998 NIKE World Masters Games Affinity credit card...call 1-800-98-GAMES (1-800-984-2637) for details.

**"CALL 1-800-98-GAMES (1-800-984-2637) TODAY TO ORDER YOUR GOLD MEDAL PASSPORT TRAVEL PACKAGE...WITH THE SECURITY OF KNOWING YOU WILL HAVE INSTANT ATHLETE REGISTRATION CONFIRMATION."**

**FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!**



# REGISTRATION

# info

## DATES OF GAMES

The 1998 NIKE World Masters Games will take place between 9 and 22 August 1998. Except in some sports, where it is unavoidable, there will be no competition on Saturday, 15 August and Sunday, 16 August. This is planned to allow the participants to attend the Welcoming Ceremonies on Saturday and to relax and enjoy Portland and the surrounding area on Sunday.

## PRACTICE SESSIONS

Most venues will be open at least one day prior to the start of competition for non-scheduled individual practice. For scheduled practice time, the team manager/coach should contact the specific Sport Commissioner after on-site registration.

## RULES

Each competition will be conducted under the rules established by the governing body of each sport as they relate to Masters Athletes. In sports for which specific rules for Masters competition do not exist, the competition will be governed by the general sport rules of the international governing body for that particular sport.

## AGE POLICY

Unless otherwise stipulated on the Sport Entry Form, the minimum age for each sport will be thirty (30) years old determined by 9 August 1998, the first day of event competition. Proof of age will be required before receiving credentials at registration upon arrival at the Games.

## AGE GROUPS

Each Sport Entry Form lists the specific age groups that will be contested in that sport. These groups will normally span five years unless otherwise stipulated on the Sport Entry Form.

## AWARDS

Gold, silver and bronze medals will be presented in each age group for each event contested during the Games. Each registered athlete and companion will receive a commemorative certificate indicating their role at the Games. In addition, any registered athlete who competes in an event will be eligible to purchase, at a nominal fee, a replica of the Games medal which they may have engraved.

## HOW TO ENTER

Each registrant must complete and return the following forms:

- The Athlete and/or Companion Registration Form(s)
- The Sport Entry Form (Individual and/or Team)
- The Terms and Conditions Form

Return your completed forms to: 1998 NIKE WORLD MASTERS GAMES • 55 SW Yamhill • Portland, Oregon, USA 97204-3312

These forms must be accompanied by the registration fee and other payments due.

FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!





# REGISTRATION info

## NUMBER OF SPORTS AND COST

Participants may enter a maximum of two sports. The cost for the first sport is \$200 U.S. and the cost for the second sport is \$100 U.S.

For fairness to all participants, no one will be guaranteed a spot in a second sport until all first choices are satisfied. At that time, any unused spots not allocated as a first choice will be assigned on a first-come, first-served basis (based on receipt of paid registration) to those wanting to enter a second sport.

## NUMBER OF EVENTS WITHIN A SPORT AND COST

Unless specified by the organizing committee of a particular sport, participants will be allowed to enter as many events within a sport as desired with no additional charge.

## REGISTERED COMPANIONS/FRIENDS

Family members, non-playing coaches, friends and other non-competing individuals accompanying the athletes may register for the Games in order to receive the same entry package and privileges granted to competitors, with the exception of the right to compete. The cost for this Companion/Friends Registration is \$100 U.S. for adults.

## ACCREDITATION

Registered athletes and companions will receive accreditation which will uniquely identify them and allow them entry into specific sites and use of various facilities and services.

## THE GAMES

The roster of athletic events is broad and exciting, and will include the finest competitors in twenty-five sports: Athletics (Track & Field, Cross Country), Badminton, Baseball, Basketball, Bowling (Ten Pin), Canoe/Kayak, Cycling, Diving, Fencing, Football (Soccer), Golf, Orienteering, Rowing, Rugby, Sailing/Windsurfing, Shooting, Softball, Squash, Swimming, Table Tennis, Tennis, Triathlon, Volleyball, Water Polo and Weightlifting.

## ADDITIONAL ENTRY FORMS

Additional entry forms may be obtained from the 1998 NIKE World Masters Games headquarters in Portland, Oregon, USA:

Phone: 1-800-98-GAMES (1-800-984-2637)

Fax: 1-813-897-4032

Website: <http://www.worldmasters.org>

Mail: 55 SW Yamhill • Portland, Oregon, USA 97204-3312

## EXPEDITE NOW

Entries into the 1998 NIKE World Masters Games are limited and priority is based on the date of receipt of your registration materials. Each sport has a limited number of competitors based on age, gender and other considerations. So, to compete with the Masters in 1998, do not delay. Promptly send your registration today.

FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!



# 1998 SPECIAL EVENTS & ACTIVITIES

TO HELP OUR PLANNING EFFORTS, PLEASE INDICATE YOUR INTEREST IN PARTICIPATING IN THE FOLLOWING CELEBRATIONS, SOCIAL EVENTS AND ACTIVITIES DURING THE 1998 NIKE WORLD MASTERS GAMES BY CHECKING THE APPROPRIATE BOXES AND RETURNING THE FORM WITH YOUR REGISTRATION.

## CEREMONIES

- OPENING CEREMONY** — Sunday, 9 August 1998 (Portland) — FREE  
Portland welcomes athletes and visitors from around the world with local food and entertainment.
- WELCOMING CEREMONY** — Saturday, 15 August 1998 (Portland) — FREE  
Transportation will be available for athletes staying in Eugene.  
Enjoy your "Moment in the Sun" as we salute you, the athletes of the 1998 NIKE World Masters Games. The evening will start with an athlete tribute followed by a concert featuring America's favorite artists. The evening will finish with a fantastic fireworks display. To help us choose the musical artist, please circle your musical preference: (Country & Western, Pop, Rock & Roll, Jazz/Blues, Other \_\_\_\_\_, Favorite Artist \_\_\_\_\_).
- CLOSING CEREMONY** — Saturday, 22 August 1998 (Portland) — FREE  
One last opportunity to have a great time with new friends from around the world.

## SOCIAL EVENTS

While athletes staying in Eugene are welcome to attend Portland social events, transportation will not be provided.

- SEMI-FORMAL DINNER AND DANCING** — 14 August 1998 (Portland) — approximately \$65 U.S. per ticket  
An evening of revelry as athletes and guests savor the fine cuisine of the Pacific Northwest and mingle on the dance floor.
- MOTOWN CONCERT** — 14 August 1998 (Portland) — approximately \$30 U.S. per ticket  
The Rose City's hottest rhythm and blues musicians shake the city with that sweet Motown sound.
- PORTLAND, OREGON WESTERN BARBECUE/SALMON BAKE** — 14 August 1998 — approximately \$30 U.S. per ticket  
A real taste of the West with a special Oregon flavor: world-famous Pacific Northwest salmon.
- EUGENE, OREGON WESTERN BARBECUE/SALMON BAKE** — 14 August 1998 — approximately \$30 U.S. per ticket  
A real taste of the West with a special Oregon flavor: world-famous Pacific Northwest salmon.

FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!





# 1998 SPECIAL EVENTS & ACTIVITIES

## OTHER EVENTS/ACTIVITIES

- "A TASTE OF OREGON"**  
A day in Oregon's picturesque, internationally renowned wine country, featuring equestrian exhibitions.
- OREGON DAY TOURS**  
From the beautiful Cascade mountain range to the Oregon coast, see the spectacular natural beauty, attractions and communities of northwestern Oregon.
- SEMINARS/SYMPOSIUMS**  
Conferences on personal performance and professional development.
- CHILD CARE/KIDS ART CAMPS**  
Supervision and fun — hands-on activities for our younger visitors.
- INDOOR ROWING**  
A non-official competition — medals will be given for those of you who want to row without having to get on the water!
- "URBAN ORIENTEERING"**  
See some of the great sights of downtown Portland in this huge scavenger hunt — Sunday, 16 August 1998.

**NOTE:** This is not a registration or order form; Information and Ticket Order Forms will be sent to confirmed athletes.  
Thank you for your participation in this planning effort.

FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!



# games

## TERMS AND CONDITIONS OF ENTRY

**THIS "TERMS AND CONDITIONS OF ENTRY" FORM MUST BE SIGNED AND SUBMITTED WITH YOUR REGISTRATION FORMS AND PAYMENT IN ORDER TO COMPLETE YOUR APPLICATION FOR PARTICIPATION IN THE GAMES.**

### DECLARATION OF HEALTH

I declare that I am in good physical condition to compete in the 1998 NIKE World Masters Games (the "Games") and in the number and type of events in which I have entered. I acknowledge that I am aware of all the risks inherent in Masters training and competition, including possible permanent disability or death, and agree to assume all of those risks.

### MEDICAL RELEASE

In the event I should sustain an injury or illness while participating in the Games, I hereby authorize attending medical personnel to perform and administer such emergency or non-emergency medical attention as they, in their absolute discretion, deem necessary or desirable. I also consent to emergency and non-emergency treatment for me and authorize attending medical personnel to delegate any necessary treatment to any other medical practitioner nominated for that purpose. I hereby release all attending medical personnel from any and all claims, damages, and liability arising out of any acts or omissions in connection with delivery of emergency or non-emergency medical treatment to me.

### MEDIA RELEASE

I hereby grant World Masters Games 1998, Inc. ("WMG") and its licensees the unconditional right to use, record, publish, broadcast and otherwise exploit at its discretion in any form of media, art, advertising, trade, visual documentary, promotional material, merchandise or film coverage of any kind my performance in the Games and to use my name, likeness, voice and biographical information in connection therewith without compensation to me. I also waive the right to inspect and/or approve the finished product or the copy that may be used in connection therewith, or the use to which it may be applied.

### DRUG TESTING

I understand that drug testing may be conducted for athletes who compete in some sports and that detection of a banned substance would be cause for suspension from the Games. I am consenting to be subject to drug testing if selected and its penalties if declared positive for a banned substance. If selected, I am aware that failure to comply with the drug test will be cause for the same penalties as for those who are tested positive for a banned substance. I realize that there are medications that may contain banned substances and that it is my responsibility to ensure that I do not inadvertently take any medication that contains a banned substance.

### OBSERVANCE OF RULES

I agree to abide by all rules and regulations issued by WMG in connection with the Games, and to observe all written and oral instructions given by authorized personnel at the Games. I agree that failure to comply with the designated rules may result in my disqualification from the Games.

**FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!**





# games

## TERMS AND CONDITIONS OF ENTRY

### PROOF OF AGE

I acknowledge and agree that, unless otherwise stipulated by the rules and regulations applicable to the sport I enter, the minimum age for entry into the Games is 30 years old and that the date for determining the proper age group will be 9 August 1998. Furthermore, I accept that I will be required to provide proof of age in order to receive my credentials and participate in the competition.

### GENERAL WAIVER

As a condition of my participation in the Games, I hereby waive, on my own behalf and on behalf of my estate or personal representative, any and all claims for loss or damages arising out of my participation in the Games, including all claims for loss or damages caused by the negligence, active or passive, of the following: International Masters Games Association; International Sports Federations; National Governing Bodies; World Masters Games 1998, Inc.; any officers, directors, agents, representatives, volunteers or employees of the foregoing; or the clubs, host facilities, meet sponsors, meet committees, drug testing laboratories and facilities, attending medical personnel, or any individuals officiating at the meets or supervising such activities.

I hereby certify that I have read and understand the above Terms and Conditions of Entry into the 1998 NIKE World Masters Games, and that I will abide by said Terms and Conditions.

PRINT NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**THIS "TERMS AND CONDITIONS OF ENTRY" FORM MUST BE SIGNED AND SUBMITTED WITH YOUR REGISTRATION FORMS AND PAYMENT IN ORDER TO COMPLETE YOUR APPLICATION FOR PARTICIPATION IN THE GAMES.**



**FOR INSTANT ATHLETE REGISTRATION AND CONFIRMATION,  
CALL 1-800-98-GAMES (1-800-984-2637) TODAY!**





REGISTRATION NUMBER  
(to be completed by WMG personnel)

# ATHLETE REGISTRATION FORM

(PLEASE PRINT CLEARLY AND IN ENGLISH)

## PERSONAL INFORMATION:

LAST (FAMILY) NAME:

FIRST NAME:  MIDDLE INITIAL:

STREET ADDRESS:

CITY:

STATE/PROVINCE:  COUNTRY:

ZIP/POSTAL CODE:  DATE OF BIRTH:     
(E.G., 22 AUG 1998) DAY MONTH YEAR

DAYTIME TELEPHONE NO. (WITH COUNTRY CODE):

CURRENT COUNTRY OF CITIZENSHIP:

## GENDER:

MALE   FEMALE 

## PLEASE PROVIDE ONE OF THE FOLLOWING:

PASSPORT NUMBER :  COUNTRY:

IDENTIFICATION CARD:  COUNTRY:

CANADIAN OR U.S. DRIVER'S LICENSE NO:  PROVINCE OR U.S. STATE OF ISSUE:

## PREFERRED LANGUAGE (CHECK ONE):

ENGLISH  FRENCH  GERMAN  SPANISH  JAPANESE

## CLUB, ASSOCIATION OR ORGANIZATION TO WHICH YOU BELONG AND YOUR LEVEL OF COMPETITION:

NAME OF AFFILIATION:

COMPETITION LEVEL:

U.S. SHIRT SIZE (PLEASE CIRCLE ONE): S M L XL XXL



[Empty box for registration number]

REGISTRATION NUMBER  
(to be completed by WMG personnel)

# COMPANION REGISTRATION FORM

(INCLUDES ALL NON-ATHLETE AND NON-PLAYING TEAM MANAGERS OR COACHES)  
(PLEASE PRINT CLEARLY AND IN ENGLISH)

## PERSONAL INFORMATION:

LAST (FAMILY) NAME: [Grid]

FIRST NAME: [Grid] MIDDLE INITIAL: [Grid]

STREET ADDRESS: [Grid]  
[Grid]

CITY: [Grid]

STATE/PROVINCE: [Grid] COUNTRY: [Grid]

ZIP/POSTAL CODE: [Grid] DATE OF BIRTH: [Grid] [Grid] [Grid]  
(E.G., 22 AUG 1998) DAY MONTH YEAR

DAYTIME TELEPHONE NO. (WITH COUNTRY CODE): [Grid]

CURRENT COUNTRY OF CITIZENSHIP: [Grid]

## GENDER:

MALE   FEMALE 

## PLEASE PROVIDE ONE OF THE FOLLOWING:

PASSPORT NUMBER : [Grid]

COUNTRY: [Grid]

IDENTIFICATION CARD: [Grid]

COUNTRY: [Grid]

CANADIAN OR U.S. DRIVER'S LICENSE NO: [Grid]

PROVINCE OR U.S. STATE OF ISSUE: [Grid]

## PREFERRED LANGUAGE (CHECK ONE):

ENGLISH  FRENCH  GERMAN  SPANISH  JAPANESE

## COMPANION AFFILIATION:

NAME OF SPORT: \_\_\_\_\_

FEE (\$100 U.S.): \_\_\_\_\_

NAME OF ATHLETE: \_\_\_\_\_

GOLD MEDAL PASSPORT PACKAGE

FEE (\$49 U.S.): \_\_\_\_\_

TOTAL: \_\_\_\_\_



# list CHECKLIST

## **EXPEDITE NOW**

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## **DID YOU READ EACH PAGE IN THIS BOOKLET?**

### **DID YOU CONSIDER PURCHASING THE GOLD MEDAL PASSPORT PACKAGE AND REGISTERING BY PHONE?**

For an additional \$99 (\$49 for Companions) you can register, arrange your travel and book your housing all by phone.

In addition, the package saves you hundreds of dollars in personalized service and discounts.

Just call 1-800-98-GAMES (1-800-984-2637). The operator does the rest.

### **IF YOU DO NOT PURCHASE THE GOLD MEDAL PASSPORT PACKAGE AND DO NOT REGISTER BY PHONE, YOU MUST:**

Complete and return the Athlete and/or Companion Registration Forms.

Complete and return the Sport Entry Form.

If registering in a Team Sport, have your team Coach/Manager return your completed Athlete Registration Form and Sport Entry Form along with all forms for your team members. Badminton also has a team form for those entering team play, which must be completed and returned by a member of the team.

If rowing as a crew, complete and return a Crew Information Form.

If swimming on a relay team, complete and either return or submit at the site of the competition a copy of the Swimming Relay Form.

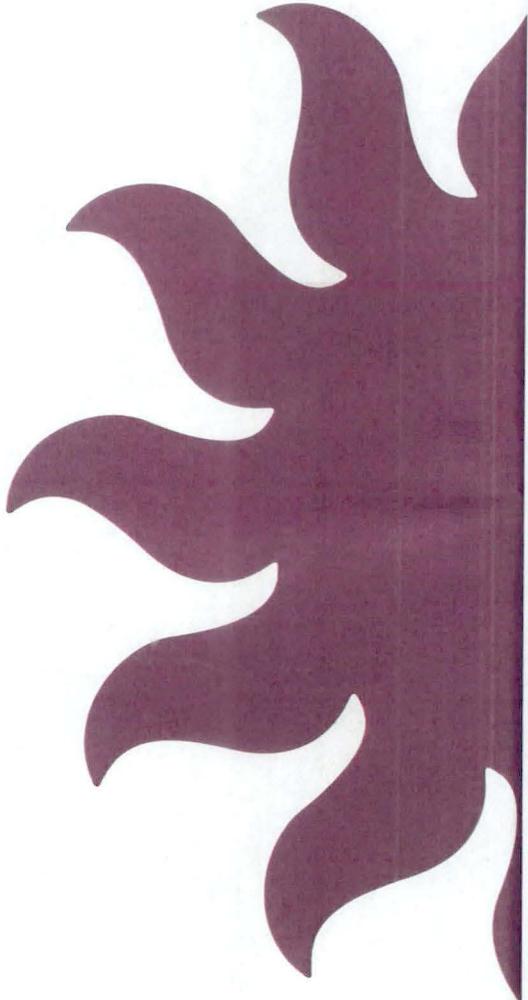
Complete and return the Special Events & Activities form to indicate your interest in participating in the Games Celebrations and Social Activities. Note this is not an order form. If you show interest, you will be sent further information and ticket order forms at a later date.

Include payment for all registration fees and payments due.

### **WHETHER YOU REGISTER BY PHONE OR NOT, YOU MUST SIGN AND RETURN THE TERMS AND CONDITIONS OF ENTRY RELEASE.**

**IF YOU ARE REGISTERING IN SWIMMING, YOU MUST ALSO SIGN AND RETURN THE U.S. MASTERS SWIMMING LIABILITY RELEASE FOUND ON THE LAST PAGE OF THE SWIMMING ENTRY FORM ALONG WITH A COPY OF YOUR SWIMMER'S REGISTRATION CARD (USMS OR INTERNATIONAL TRAVEL PERMIT FROM YOUR COUNTRY'S GOVERNING BODY).**





International Masters Games Association