

2020



Arctic Winter Games International Committee STAGING MANUAL

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The requirements outlined in this Staging Manual and its Companion Manuals are subject to change from time to time. Host Communities and participating contingent Chefs de Mission should consult with the AWGIC by contacting operations@arcticwintergames.org for any questions or clarification.

Where documents or plans are to be submitted to the AWGIC for approval all such documents and plans are to be submitted to the AWGIC Operations Coordinator (operations@arcticwintergames.org) who will ensure the same are provided to the AWGIC Directors.

COMPANION MANUALS/RESOURCE MANUALS:

- AWGIC Bid Manual**
- AWGIC Policy Manual**
- AWGIC Logo/Branding Graphic Standards Manual**
- AWGIC Arctic Sports Competition Manual**
- AWGIC Dene Games Competition Manual**
- AWGIC Glossary of Terms**

ARCTIC WINTER GAMES

Staging Manual

1.0 INTRODUCTION

The Arctic Winter Games is a high-profile circumpolar sport competition and multi-cultural exposition for the circumpolar world. The Games provide an opportunity to strengthen sport development in participating jurisdictions; to promote fair play, the benefits of sport and healthy lifestyles; to build partnerships; and to promote cultural diversity awareness and understanding.

The Games celebrate sport, social exchange, and culture while providing an opportunity for the developing athlete to participate in friendly competition and share cultural values across the northern regions of the world.

SPORT DEVELOPMENT/ATHLETE DEVELOPMENT

The fundamental purpose of the Games is to encourage maximum participation by all cultures in a broad range of athletic activity. Increasing level of skill is expected to result from, rather than be, the primary driver of participation

CULTURAL & SOCIAL EXCHANGE

The Arctic Winter Games are common ground for promoting cultural and social interchange among northern peoples; and for providing a vehicle for education, understanding, and friendship between the peoples from the circumpolar world. The exchanges through athletic and cultural participation, as well as opportunities for social exchanges among contingents are intended to complement rather than replace other opportunities.

1.1 Purpose and Overview

The purpose of the Staging Manual, its Companion Manuals and the Sport Technical Packages:

- is to establish the minimum standards required when hosting an Arctic Winter Games
- to provide information and requirements for participating contingents.

These resources are prepared as reference manuals for Host Societies, participating Contingents and Participants to ensure that they all have the information and tools required to host and participate in an Arctic Winter Games.

It is the responsibility of Host Society President(s), Host Society General Manager, and contingent Chefs de Mission to ensure that key members of their teams including staff and volunteers are familiar with these documents. The Arctic Winter Games International Committee remains the final authority in all decisions related to the Arctic Winter Games.

THE AWGIC recommends that Host Societies appoint at least two directors and at least two staff members to review the AWGIC Manuals to help disseminate the information to staff and volunteers throughout the planning process and execution of the Games.

1.2 Arctic Winter Games International Committee

The Arctic Winter Games International Committee (AWGIC) is a federally registered non-profit corporation in Canada, (January 1968). It is also incorporated under legislation in the jurisdictions of Alberta, Alaska, Northwest Territories, Nunavut, and Yukon. The AWGIC is made up of representatives from each of the permanent partners (Alberta, Alaska, Greenland, Northwest Territories, Nunavut and Yukon) and is responsible for implementing policies and providing leadership to the Games. Each permanent partner can nominate two representatives from their jurisdiction, one of which is a Government representative and one a private sector representative. In addition to the permanent partners, a number of guest units can participate in the Games.

The AWGIC and the political leaders from each permanent partner jurisdiction hold meetings as required, and at the very least meet every two years at the beginning of a Games week. Within each jurisdiction, the responsibility is with the AWGIC government representative to keep their respective Minister informed in advance of important decisions, while working with local sport groups to seek their input and advise them on AWG issues.

The AWGIC elects a President and Vice President at the AWGIC Annual General Meeting directly following the Games. Their terms last through one Games cycle (2 years). The Secretary, Treasurer, and Board Technical Director are appointed by the President and ratified by the AWGIC membership. The AWGIC bylaws are available on the Arctic Winter Games Website.

The AWGIC provides leadership through the implementation of policy, cooperation with participating Governments and the promotion of the Games, thereby building effective partnerships to address the needs of host communities, international partners and the Games sponsors. The AWGIC provides support and direction to Host Societies and Participating Contingents as they prepare for the Games.

1.2.1 AWGIC Role and Responsibilities

The AWGIC ensures the development and implementation of the Games by:

- Acting as guardian and stewards of the general philosophy, policies, and requirements of the Games;
- Promoting positive sport values
- Inviting and reviewing host bids for the Games
- Entering into a formal agreement with the Host Community and Host Society
- Assisting/supporting Host Societies with preparations for the Games
- Reviewing and establishing Arctic Winter Games policies and procedures
- Preparing a set of technical packages for each sport in the Games, which include categories, events, team composition, medals to be awarded, competition format and tie breaking procedures. There is also a technical package for the Cultural Participant program which outlines the requirements of this program
- Providing a Staging Manual, Policy Manual and other reference materials as may be created from time to time, to the Host Society and participating contingents, to give sufficient information and guidance to enable them to prepare, plan, organize and host an international multi-sport event
- Promoting and safeguarding the Arctic Winter Games visual image; i.e., logo, flags, etc.

- Ensuring that the Host Society gives full consideration to facilities of the highest practical standard
- Ensuring the Host Society receives the official games flag
- Accepting and disseminating the official Games Report from the Host Society and Chefs de Mission and considering the content and recommendations for the future planning of the next Games
- Managing the day-to-day affairs of the Arctic Winter Games International Committee corporate and business matters
- Hiring contractors, legal representatives, accounting personnel, and others as may be deemed necessary, to assist with the management of the Arctic Winter Games International Committee business and corporate matters and to provide support to Host Societies as well as the Contingents.

The **AWGIC Technical Director** or his appointee is responsible for establishing the appropriate communication protocols with Participating Contingents, their Chefs and each Host Society.

The **AWGIC Technical Coordinator** and **Operations Coordinator** are responsible for assisting the Host Societies and Participating Contingents with their preparations for the Games by providing support including, but not limited to:

- documents and forms
- direction based on past Games and the AWGIC policies and manuals
- approvals in relation to technical packages, sport schedules, logo and graphic design.

The AWGIC has requirements for certain deliverables from the Host Society, these are noted throughout this manual and listed in Section 4. While not all Host Society plans and policies are required to be submitted for AWGIC approval, the AWGIC, as stewards of the Arctic Winter Games, may request to view plans or require reports on various items from time to time.

1.2.2 Funding - Arctic Winter Games International Committee

The AWGIC is funded by an annual levy to the participating governments that have representatives on the Board of Directors. An annual fee is also paid by participating Guest Contingents. Current guest units include Nunavik, Sampi, (northern Finland, Sweden and Norway), and Yamal.

1.2.3 Funding - Arctic Winter Games Host Societies

Host Societies normally fund the Games in a variety of ways depending upon they type of government in the host jurisdiction.

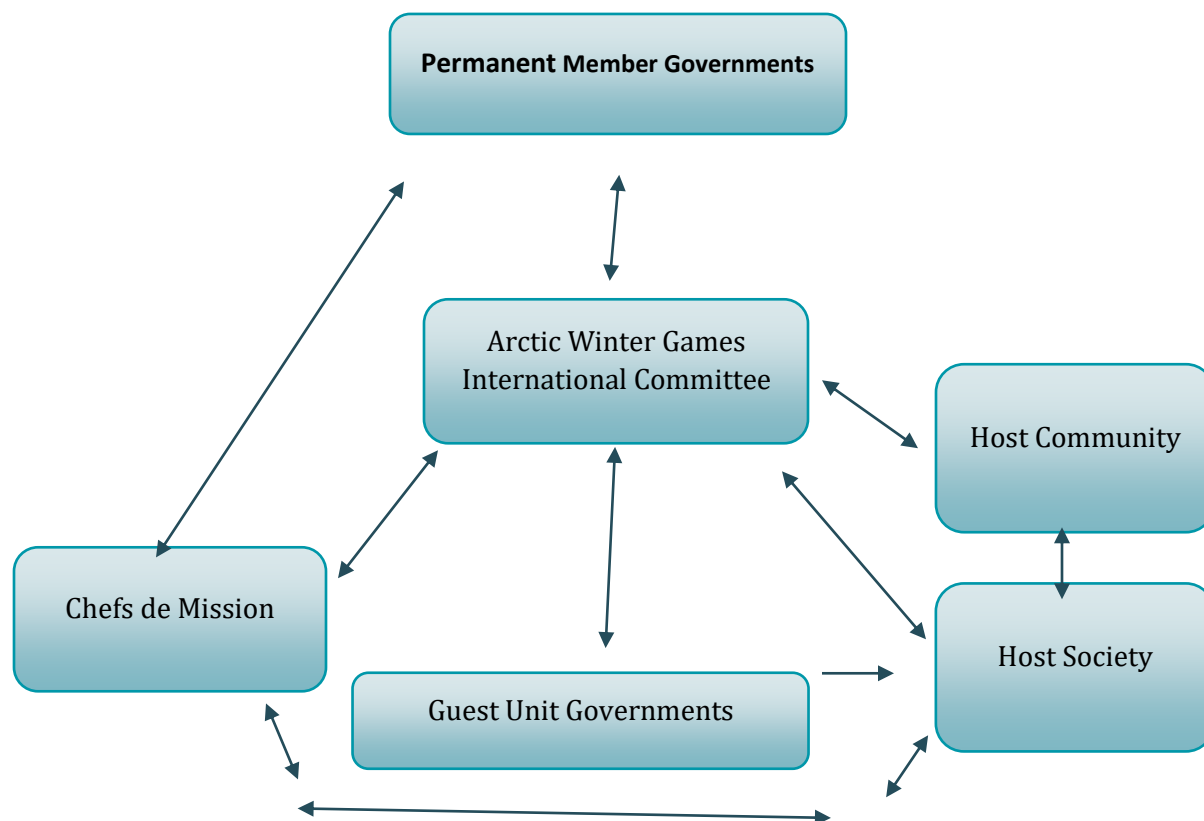
- Territorial Governments – grants from the Government of Canada (Heritage Canada, Sport Canada, and culture or arts grants), the territorial governments, and the host municipalities through an application process. The latter two also may provide donations in kind.

- Alaska – the state and municipal/borough governments normally provide funding, again through an application process
- Alberta North – the Games are funded by grants from the Province of Alberta, Government of Canada (Heritage Canada, Sport Canada, and culture or arts grants) and the Host Community
- Greenland – the Host Society receives financial support from the Government of Greenland and the Host Municipality

In all jurisdictions private sector donations are required to meet budget obligations through a sponsorship program established by the Host Society. These contributions are usually very significant and increasingly important to the operation of the Games. Cash and value in kind (gift in kind) contributions are secured through the sponsorship program that meet Games budget requirements

1.2.4 Arctic Winter Games – Organization Flow Chart

The delivery of the Games is a partnership between the AWGIC and the Host Community. It is an opportunity to showcase the Host Community to the circumpolar north. Due to the size and scope of the Arctic Winter Games, municipal and local government support is critical to the success of the event. The partnerships formed between the Governments, AWGIC, and Participating Contingents are an integral piece to the success of the Games.



1.3 The Host Community

Through a competitive bid process, the AWGIC selects the Host Community approximately three and a half to four years in advance of an Arctic Winter Games. The Host Community enters into a formal contract with the AWGIC to ensure that the Games are staged to an acceptable standard and for the purpose intended by the AWGIC. Once a Host Community has signed a contract to stage the Arctic Winter Games, they form a non-profit Host Society to conduct the event on their behalf. The Host Society then signs onto the Hosting Agreement as a third party. The agreement can be signed by the municipality and the AWGIC (and the Host Society), or both the municipality and the jurisdictional government and the AWGIC (and the Host Society).

1.4 The Host Society

This is the non-profit body (usually incorporated as a Society) that is created for the purpose of staging a particular set of Games. Traditionally it is brought into existence shortly after a community is awarded the Games and is dissolved within six months of their conclusion.

1.5 The Participating Contingents

There are six (6) permanent participating contingents:

Alaska (AK)
Alberta North (ABN)
Greenland (GL)
Nunavut (NU)
Northwest Territories (NT)
Yukon (YK)

and three (3) guest contingents:

Nunavik (NQ)
Sápmi (SA)
Yamal (YL)

All Participating Contingents have an organization responsible for conducting team selection trials, providing uniforms, selecting the Chef de Mission and Mission Staff, organizing aircraft charters and generally dealing with all matters necessary to send their teams to the Games.

1.6 Contingent Chef de Mission

Each contingent appoints a Chef de Mission who will be responsible for the respective preparation and management of athletes, coaches and cultural delegates. The Chef de Mission shall be the contingent lead at the Games and the primary contact for the AWGIC and the Host Society on all Team related matters.

The Chef de Mission may be assisted in his/her duties by an Assistant Chef de Mission. Each contingent shall advise the AWGIC of the Chef's appointment from that unit at least 22 months prior to the opening day of the AWG. The Chef de Mission's primary contact with the AWGIC shall be through the Technical Director and the Technical Coordinator.

The Chef de Mission coordinates the overall selection, preparation, supervision and management of the contingent by:

- sitting as an ex-officio member on the Host Society Board of Directors acting as a liaison with the Host Society and the other Contingent Chefs de Mission
- Ensuring the selection of team members meets AWGIC policies, procedures and eligibility criteria
- Ensuring that athletes, coaches, cultural delegates and mission staff are aware of and adequately discharge their responsibilities
- Managing all Team related matters at the Games including but not limited to internal team policies and other matters related to Host Society, AWGIC and other Teams
- Coordinating transportation for athletes, coaches, cultural delegates and mission staff of the Games Team to and from the site of the Games;
- Maintaining liaison with the office of the Host Society and the AWGIC respecting the overall arrangements affecting the contingent's representation
- Ensuring the proper conduct of athletes and cultural delegates at the Games
- Operating a Mission office during the period of the Games
- Making recommendations to the AWGIC with respect to matters relating to the AWG
- Participating in the AWGIC meetings chaired by the AWG Technical Director prior to and during the Games
- Collaborating with the AWGIC
- Preparing a final report in a format prescribed by the AWGIC within 60 days of the conclusion of the Games
- Following the policies as set down by the AWGIC
- The Chef de Mission of the host jurisdiction sits as an ex-officio member on the Host Society Board of Directors and acts as a liaison between the Host Society and the other Contingent Chefs de Mission.

1.7 Contingent Mission Staff

Each contingent may appoint Mission Staff who will be responsible to the Chef de Mission to provide administrative and logistical support to the Contingent during the Games. The AWGIC establishes the size of the Contingent Mission Staffs.

The Mission Staff monitor the sport, cultural and social activities of the Contingent to effectively represent the interests of the jurisdiction as delegated by the Chef-de-Mission by. Mission Staff duties include:

- Coordinating activities with Contingent representatives and Participants
- Attending sport meetings and events as directed by the Chef-de-Mission
- Assisting sport and cultural teams to obtain equipment, supplies, practice space and time, etc.
- Assuming regular shift duties at the Mission office as assigned by the Chef
- Maintaining the log book of mission activities
- Distributing and collecting pertinent information to/from Contingent Members
- Assisting in setting up the Mission office and ensuring it is clearly identifiable
- Coordinating activities with other mission staff
- Taking action to resolve individual Participant issues and requests (lost tickets, lost I.D., etc.)

- Ensuring that athletes and cultural delegates are properly attired for competitions and official ceremonies
- Managing the sale and/or distribution of items at the Mission office as directed by the Chef-de-Mission
- Ensuring that Participants comply with curfews, Games codes of conduct and discipline
- Acting as ambassadors of the Contingent
- Assisting with transportation for Participants to and/or from Games sites and during the Games as directed by the Chef-de-Mission.

2.0 HOST SOCIETY ORGANIZATION

Typically, the Host Society will have as many as 15 - 25 directors and between 1,500 and 2,500 other volunteers, as well as a number of salaried employees. It stages the Games in accordance with the Arctic Winter Games Staging Manual, Policy Manual and other reference materials as may be provided by the AWGIC, as well as the terms of the contract signed by the Host Community, the Arctic Winter Games International Committee and the Host Society. The Board of Directors and key staff must be familiar with the contents of the Hosting Contract and the AWGIC Resource Manuals. The general responsibilities of the Host Society are:

- To establish and maintain the Games office
- To raise all funds required to stage the sporting, cultural and social events, to house and feed the Participants, and to support all aspects of the Games
- To hire and oversee the General Manager, Marketing Manager, Sport Manager, Cultural Manager, Sponsorship Manager and other staff required to stage the Games in accordance with the standards and requirements set by the AWGIC
- To appoint and organize, those committees required to stage successful Games
- To provide a regular accounting, from both a programming and financial perspective of the progress of the Games to the AWGIC and all levels of government
- To assure that the good will of the community is maintained and fostered throughout the staging of the Arctic Winter Games
- To transfer knowledge in the form of documents and reports to the next Host Community/Host Society
- To include representatives from the Indigenous and business communities, all levels of government, media, legal, accounting, sporting, and cultural communities in organizing the Games.

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Board of Directors – Volunteer

The Board of Directors sets policy and approves major decisions in accordance with AWGIC policies and minimum standards. The Board includes 15 – 25 members, each with responsibility for several committees or units that handle various aspects of the Games; the AWGIC strongly urges Host Societies to appoint Assistant Directors or Co-Directors to each division (Appendix B – Sample Board Structure)

The AWGIC Director(s) in the hosting jurisdiction is (are) ex-officio member(s) on the Board of Directors and as such are to receive meeting notices and copies of all agendas and minutes.

The Host Contingent Chef de Mission is an ex-officio member on the Board of Directors and as such is to receive meeting notices and copies of all agendas and minutes

The AWGIC Operations Coordinator and AWGIC Technical Coordinator provide support to the Host Society and sit in on Host Society monthly Board of Directors meetings, in person if possible or if not then by other technological virtual means as may be organized by the Host Society

2.1.1 Host Society Board (Governance Structure)

Considerations in the selection of management volunteers:

Host Societies may find it appropriate to combine or separate functions depending on the skills and abilities of the personnel available. Host Societies should also be prepared to change, add or delete committees as required to maintain an efficient management structure.

- The president and vice-president team should have skill sets that compliment and support each other
- Board members must bring a combination of management abilities suitable to the committees they are being asked to manage and be team players committed to the overall success of the Games
- Executive Committee members usually include the President, Vice-President, Finance Chair and one or two other administrative committee board members and the General Manager
- Committee chairs must be experts in their area of responsibility and be team players committed to the overall success of the Games
- It is important that management volunteer replacement plan be established for all key positions
- Establish sub-Committees or operational units with defined responsibilities for a particular service or aspect of the Games to take on the operations of each division (i.e., medical committee, sport committee, etc.). Sub-Committee chairs receive direction from their Directors and support from Host Society Staff.

2.1.2 Host Society Staff

Considerations in the selection of a General Manager and other staff:

- This General Manager is a key staff position and must have demonstrated ability to effectively manage large complex programs involving volunteers and staff. A General Manager is typically hired about 2 ½ years in advance of the Games to allow for proper planning and the participation of this individual in key planning functions.
- Other staff employed by past Host Societies is listed below. The establishment of an effective work plan/budget will guide decision making on these staff and other requirements. Some Host Societies have contracted out some of these functions:
 - A Fundraising Manager/Coordinator
 - A Merchandizing/Marketing/Communications Manager/Coordinator
 - A Sport Manager/Coordinator
 - A Logistics Manager/Coordinator
 - A Cultural Manager/Coordinator
 - A Volunteer Manager/Coordinator
 - An office manager and related clerical/support staff/retail staff

3.0 THE GAMES OFFICE (ADMINISTRATION, FINANCE, SPONSOR)

The Host Society Games office should be open at least two years prior to the start of the Games and it is recommended that the office stay open at least six weeks following the Games Closing Ceremony.

3.1 General

3.1.1 Considerations/Recommendations

- A downtown central location
- Ground floor access for the public and for moving equipment and supplies
- Adequate parking and delivery door
- A large, clearly visible sign identifying the Games headquarters,
- Flagpoles displaying flags of participating Contingents are a desirable feature to promote the international flavour of the Arctic Winter Games
- If Host Societies decide to sell merchandise and or tickets from their office consideration should be given to customer traffic and storage requirements
- Will this space become the Games Operation Centre (GOC) during Games time?

3.1.2 Layout

- One large central office reception area
- Work stations / offices for staff
- On site access to meeting room(s) – meeting room should be large enough to accommodate full Board of Directors and break out rooms for smaller meetings
- Storage, coffee room and photocopying/work area
- At least 275 square meters (3000 square feet) with adjacent or nearby 450 - 900 square meters (5000 to 10,000 square feet) of storage
- Appropriate washroom facilities
- Kitchen/Coffee room facilities including refrigerator

3.1.3 Storage and Warehouse Space

- Storage and Warehouse space is to be available to receive and store items from the previous Games (the previous Games Host Society will be shipping Flags and other items as they decommission their Games)
- Warehouse space adjacent to the Games office or at least in close proximity is recommended (approximately 450 - 900 square meters / 5000 – 10,000 square feet)
- Climate controlled long-term storage space will be required for items such as beds and bedding many months prior to the Games
- Loading ramp access is desirable
- Should be easily and efficiently secured

3.1.4 Office Equipment

- One large capacity colour photocopier / scanner / printer
- Computer workstations and associated software
- Kitchen equipment
- Desks and office work station equipment as necessary
- Filing cabinets, book shelves as necessary
- A public service counter
- Telephone system with numerous lines and/or in the alternative mobile devices for staff

3.2 Management and Planning

3.2.1 Planning Parameters

Host Society Boards are to establish their vision, mission, goals, and 'goals as a group' as soon as possible after the incorporation of the organization and ensure the same are in line with the AWG Strategic Plan (Appendix E). Such guiding principles help the community and sponsors understand what the Games will bring to the Host Community. They also help guide the board, staff and volunteers through the many important decisions required throughout the Games cycle.

3.2.2 Roles and Responsibilities

Clear roles and responsibilities for volunteers and staff through written job descriptions will help avoid duplication of effort, improve communications and result in a more effective organization. These should be revisited, at strategic points throughout the planning process.

Board of Directors and Staff must all be aware of and understand the responsibilities of each of the Host Society, the AWGIC Directors, the AWGIC Operations Coordinator, the AWGIC Technical Coordinator and the Chefs de Mission.

3.2.3 Insurance and Risk Management

Host Societies are responsible for establishing a comprehensive risk assessment and management plan and obtaining appropriate insurances including general liability, board, facility, vehicle and other insurance coverage. Host Societies should consider specialty insurance in relation to abuse/harassment liability coverage. The Host Society is responsible for ensuring that medical personnel have the proper insurance in place while volunteering at the Games.

Participating Contingents are responsible for their own general liability, medical and travel insurance.

Host Society Risk Management Plans are to be presented to and reviewed with the AWGIC and Chefs de Mission at the first Mission Meeting (M1).

3.2.4 Internal Communications and Interdependency Model

A typical Host Society has 50 – 60 working volunteers committees / project groups, 5 – 10 staff and the Board of Directors. Each of these must rely heavily on each other to effectively complete their tasks.

Effective internal communications and the establishment of an interdependency model are critical steps in ensuring that:

- Board decisions are disseminated throughout the organization and understood by those impacted,
- All volunteers and staff feel as if they are contributing and that they have an opportunity to provide input,
- All committees understand, appreciate and take advantage of the supports that other groups can provide them,
- Important support structures for Contingent Participants and guests are in place at Games time.

Effective communication amongst committees is essential. Host Societies have utilized the following successful examples in past Games:

- Information Sharing Cafés – structure social events where committees exchange information with one another (i.e., trade show model)
- Venue tours for all committee chairs – complete venue walk-throughs to provide all committees with an opportunity to review and understand their role not only on their committee but as it relates to the Games as a whole
- Event Planning Guides – electronic or hard copy programs to track the progress of committees and to smooth the transition between committee chairs if that occurs
- Dot Exercises – table top venue walk through exercises where committee chairs comment on requirements and services at all critical venue locations to ensure that committees are not duplicating each other's work
- Venue Management Model – a mechanism that brings all committees with responsibilities at a particular sport, accommodation and other venues together to cooperate on programs and services at that venue (Appendix A)

These events bring Host Society personnel together regularly to discuss and resolve planning matters, support common objectives, avoid duplication, identify potential problems and solutions and other issues.

The establishment of an interdependency model is a management philosophy that constantly reinforces the need for and desirability of committees to work together and rely on one another to understand the joint efforts are greater than the sum of stand alone or isolated committees. The Arctic Winter Games offer Participants and communities the full Games experience. The Games are not simply a set of sport competitions. It is imperative that all divisions work together to create a cohesive successful Games.

3.2.5 Finance

The Host Society is responsible for all financial aspects of the Games and will establish a committee to design and implement a financial management system that ensures the viability and integrity of the Games. The budget and Host Society plans must also be responsible to future Hosts of the Games.

The Host Society's Games budget must be approved by the AWGIC 20 months prior to the Games. The Host Society's budget must be submitted with the quarterly reports and the AWGIC and the Host Society Board of Directors must approve any substantial changes.

3.2.5.1 Contingent Financial Responsibilities

Participating Contingents are responsible for the following:

- All costs of Contingent Participants transportation, accommodation and meals to and from the Games site unless otherwise agreed upon
- Contingent preparation and selection costs
- All Contingent member costs in the Host Community up to 36 hours before the Opening Ceremonies and more than 24 hours after the Closing Ceremonies,
- Uniform costs
- Extra Vehicle rental costs
- Long Distance telephone charges incurred on any mobile device provided by the Host Society
- Contingent specific publications and documents
- Contingent specific team rallies and/or receptions

3.2.5.2 Host Society Responsibilities

The Host Society is responsible for raising all funds required to stage the Games sporting, social, cultural events and special events and to house, feed and care for Participants beginning 36 hours prior to the Games and ending 24 hours following the Games Closing Ceremony.

The AWGIC encourages Host Societies to work in conjunction with the municipal accounting system. It is critical to the Host Society that detailed municipal government charges be listed before the budget is accepted. Any deviation from established budget details, whether in the area of expenditure or level of expenditure, must be formally approved by the Host Society prior to being charged as an Arctic Winter Games expense.

A finance chairperson of the committee, usually the board treasurer, should be appointed approximately 30 months or earlier, prior to the Games. The committee should be made up of knowledgeable individuals and one member should have a recognized designation such as a Chartered Accountant (CA), Certified Management Accountant (CMA), Certified General Accountant (CGA), Certified Public Accountant (CPA) or should be the Chief Financial Officer of the municipality

3.2.6 Fundraising/Sponsorship

The Arctic Winter Games cannot operate without the generous support of the business community at all levels. Host Societies and Contingents both count on sponsorship to ensure the best possible Games experience for Participants. The AWGIC does not court nor does it receive any sponsorship support in an effort to allow Host Societies and Contingents full access to available business sponsors.

The relationships developed between the Host Society and Games sponsors will have a major impact on the Host Society's ability to attract other sponsors and upon future host societies to succeed in attracting sponsors.

3.2.6.1 Host Society Fundraising Committee

The Host Society Fundraising Committee is responsible to ensure that enough money is raised to run the Games.

The Committee takes leadership by establishing a fundraising plan and goals related to raising sufficient funds through:

- Government contributions
- Corporate or institutional sponsorship (cash and in-kind)
- Tickets and merchandise sales
- Private citizen donations
- Community organization donations
- Other sources

Planning documents should include

- Timelines and Budgets
- Fundraising plan which provides opportunities for business, community organizations and private citizens to become involved
- Sponsorship recognition program
- Fundraising procedures and policies
- Recognizing contributors by:
 - Providing an opportunity for businesses, other organizations and private citizens to become involved in the Games
 - Ensuring that Games sponsors at all levels are thanked and receive public recognition for their contributions (Sponsor Recognition Program and Sponsor Care Plan).

3.2.6.2 Fundraising – The People

The Committee Chair should be a prominent member of the community with access to business and community leaders; a 'door opener' and someone with experience raising money.

Committee Members should be prominent area business people, politicians and others who can influence fundraising campaigns.

The Fundraising/Sponsorship Staff Coordinator

- Experienced at raising funds
- Accompanies the Committee Chair or other Committee members on fundraising calls

- Follows up on all commitments, agreements, and manages a sponsor care program
- Works with the AWGIC Operations Coordinator or other AWGIC designate to coordinate sponsor contact information in relation to the AWGIC Sponsor Recognition Event
- Assists with registration of Sponsors in GEMS
- Works with AWGIC Operations Coordinator and Special Guest Hotel to coordinate rooms for out-of-town sponsors
- Works with the Registration and Accreditation committee to ensure Sponsors are properly registered for Accreditation
- Works with the Special Guest Committee to ensure Sponsors are included in Special Guest events and programs

3.2.6.3 Fundraising – The Basics

Step 1: Identification of the total amount needed	Identify the total amount of cash and/or gifts in kind that need to be raised for the Games. Use reports from previous Games and adjust for local conditions to establish an initial estimate.
Step 2: Develop a Detailed Revenue Budget	Develop a detailed revenue budget by establishing fundraising goals for each of the areas, i.e., Government, Sponsorships, Cash Donations, Gifts in Kind, or each fundraising project (e.g., raffle, auction).
Step 3: Marketable Sponsorship	Determine marketable sponsorship opportunities and establish values for each (e.g., Opening ceremonies, individual sport events, etc.). Appendix K
Step 4: Detailed Expense Budget	Develop a detailed expenditure budget for each area in the fund-raising committee. (Note: Identify quantities, as well as costs for each item.)
Step 5: Identification of Gifts in Kind	Review committee budgets with chairs to identify how goods and services required can be obtained through donations and what opportunities might be available for sponsorship.
Step 6: Consolidation of Budgets from Committee Budgets	Work with the Finance Committee to consolidate all detailed committee budgets into a consolidated Games budget format.
Step 7: Timeline and Budget Review	Establish a fundraising and budget review timeline. Continually monitor progress on both. Several budget review meetings with all chairs and the Fundraising Committee are scheduled to ensure cash and gifts in kind budgets are on target.

3.2.6.4 Fundraising – Government Sources

Government contributions are an important part of the base funding requirements for every Arctic Winter Games. These are often identified as part of the bid process and then confirmed early in the planning cycle through agreements between the Host Society and the various levels of government.

In Canada, the municipal, Territorial / Provincial and Federal Governments have all historically contributed to hosting the Games. In addition to core grants, many Host Societies have also successfully obtained special purpose contributions from these governments for cultural programs, special equipment and other unique needs. The Host Society should ensure it explores and applies for any applicable provincial, territorial or federal grants.

In Greenland and Alaska, the municipal and national / State governments have historically contributed core funding to host the Games. Host Societies have also successfully obtained special purpose contributions from these for other unique needs.

3.2.6.5 Fundraising – Corporate and Institutional Support

Sponsor Recognition Program	<p>Examples of Games sponsorship programs are available from previous Host Societies and the AWGIC.</p> <p>Establish a program that recognizes corporate (cash and in-kind) separately from government and institutional sponsors (i.e., schools).</p> <p>Prior to initiating a fundraising campaign, Games literature, including the Sponsor Recognition Program should be completed. Care should be taken that realistic Games expense levels are finalized before event values are determined. The program should be drafted to permit recognition flexibility as special circumstances arise.</p> <p>The Sponsor Recognition Program/Plan is to be submitted to the AWGIC for review and comment.</p>
Cash / Gifts in Kind Soliciting Gifts in Kind	<p>Cash donations are the most flexible gift a sponsor can provide. Gifts in kind that offer real budget relief are just as valuable when managed effectively.</p> <p>When soliciting a contribution from an individual or company, be cognizant of the fact that their contribution of a gift in kind might be more realistic from their particular economic position and may be as good as or better than cash from the Host Society's perspective.</p> <p>Develop and distribute a Gifts in Kind Needed Form to obtain requirements from all committees. See Appendix K.</p> <p>If tax receipts are required, the Host Society may be able to ask the host municipality to receipt contributions for them and issue the appropriate receipts.</p> <p>As part of the Sponsor Recognition Program develop a list of sponsorship opportunities such as facilities, signage, clothing</p> <p>Review budgets periodically with all chairs to update requirements and to eliminate or add items. Cross-reference all lists to ensure there is no duplication.</p> <p>Review gift in-kind opportunities with suppliers.</p>

Sponsor Care and Fundraising Database	<p>Sponsor recognition standards and 'sponsor care' program should be established prior to soliciting support as part of the Sponsor Recognition Program</p> <p>Sponsorship tracking should be managed with a database facilitating recording of all sponsor information including communications.</p> <p>All commitments by the sponsor and by the Host Society should be identified in the database to be tracked and ensured all are met.</p>
Common Messages	<p>It is advisable to prepare common messages and template correspondence to minimize the effort of individual "asks", however, each "ask" should be personalized to have maximum impact. Enlist the Market/Communications division for assistance on the messaging.</p>
Coordination	<p>It is recommended that committee members soliciting sponsorships, cash donations or gifts in kind be assigned responsibility to the specific categories, e.g., major businesses, small businesses, clubs and organizations or in the case of gifts in kind, office equipment and supplies, building materials, etc. or to work with specific committees, i.e., Sport, Food Services, Medical, etc. Consider requesting labour and building services from municipalities (medal podiums, signs etc.)</p> <p>It is important that all fundraising efforts are centrally coordinated so that potential sponsors are not asked to contribute by different people or for donations greater or less than they might be willing to contribute. This is particularly true of in-kind donations that merchants may be in a position to contribute. These need to be carefully matched with Host Society needs.</p> <p>Consider establishing a system whereby contributors provide their contribution over several years (including after the Games) and have this cash flow through the host municipality.</p>

3.2.6.6 Fundraising – Fundraising Projects

Host Society fundraising projects can raise cash for the Host Society and be an important part of raising public awareness of the Games. The range and variety of fundraising opportunities are numerous. Each Host Society will need to determine which are appropriate to their goals and requirements. Host Societies are encouraged to review past Games Host Society final reports.

3.2.6.7 Fundraising – Sponsor Recognition

Sponsor recognition is one of the most critical elements of the fundraising challenge.

It is strongly recommended that the Director of Sponsorship work with a Sponsor Recognition Committee to manage a sponsor recognition plan/sponsor care program, including but not limited to:

- Sponsor recognition including ensuring that all sponsor contacts are recorded in the database and that all commitments to sponsors are met in a timely fashion
- Thank you letters for all sponsors, including templates for revision and signature by the appropriate Host Society personnel. Consideration should be given to the recruiter of the particular sponsor signing the thank you letter, possibly with the addition of the Fundraising Director or Host Society President
- The production of thank you plaques, sponsor pins, certificates or other similar items
- Thank you events*
- Signage and other public recognition items; ensure they are installed correctly, in a timely fashion and according to the agreement between the Host Society and the sponsor. This includes coordinating with sport / venue managers and owners/managers of Games facilities to plan the placement of signage for maximum exposure, and to schedule the placement of signage as early as possible providing sponsor's maximum duration recognition.
- Manage other sponsor entitlements or work closely with Committees with those responsibilities such as:
 - Access to cultural events
 - Access to lounges, including a welcome and registration/accreditation lounge
 - Special transportation arrangements
 - Special clothing

*The AWGIC Hosts a recognition reception on the Monday evening of Games Week to recognize Sponsors, Mission Staff and the Host Society Volunteers and Staff

"International Corporate Sponsor Honor Roll" gives SPECIAL recognition to the private sector corporations that have continued to contribute more than \$20,000.00 to sponsor the Games in more than one jurisdiction and in more than two Arctic Winter Games.

A LEGACY SPONSOR IS AN INTERNATIONAL CORPORATE HONOR ROLE SPONSOR WHO HAS SPONSORED IN MORE THAN FIVE ARCTIC WINTER GAMES AND HAS CONTRIBUTED MORE THAN \$350,000.00 IN SUPPORT AT ANY GAMES

At least two months before the Opening Ceremonies, the Host Society will provide to the AWGIC Operations Coordinator a list of its sponsors, with contact information, eligible to be recognized at this reception (based on the Host Society Sponsorship Package)



3.3 Interdependencies Administration/Finance and Sponsorship/Fundraising

The Administration/Finance and Sponsorship/Fundraising divisions must work closely with all the Games divisions, and more specifically with

Volunteers & Protocol

Guest Services

Awards and Ceremonies

Medals Committee

Sport

Tickets

Security

Marketing and Public Relations Graphics and signage, Publications, advertising

Welcome and Send-Off Welcome packages

Facilities and Venues

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4.0 HOST SOCIETY DOCUMENTS AND PLANS

As stewards of the Arctic Winter Games the International Committee reviews and approves certain documents and plans of the Host Society to ensure minimum standards are being met and that Participants will experience a Games consistent with Arctic Winter Games values.

4.1.1 Host Society Documents/Plans for AWGIC for Approval

Any variations on AWGIC approved Host Society plans must be submitted in writing to the AWGIC prior to a Host Society putting the plans into motion.

Budget	20 months out
Broadcast Agreement(s)	Prior to signing
Host Society Branding/Logo Guidelines	When developed
Tri-Party Agreement (Host Society/Kimik iT/AWGIC)	18 months out
Sponsorship Package	18 months out
Venues/Facilities for Arctic Sports	18 months out
Venues/Facilities for Dene Games	18 months out
Venues/Facilities for Opening Ceremonies	18 months out
Venues/Facilities for Closing Ceremonies	18 months out
Full Draft Menu for Participant Cafeteria	18 months out
Off-Site Feeding Plans	18 months out
Sleeping Bags/Cots/Beds plans	18 months out
Preliminary Cultural Program for Cultural Participants	18 months out
Security Plan – including passport storage/security	12 months out
Dormitory and Curfew Rules	12 months out
Final Accommodations Plans, Shower/Toilet Plans, lockers	12 months out
Full Accommodation Plan including Mission Staff, Officials, Media, Chefs de Mission, AWGIC, Special Guests	12 months out
Cultural Medallion	12 months out
Medical Plan including plans for general education and prevention of illness/injury, quarantine contingency. Medical Plan must also state who, on behalf of the HS, can declare a Participant medically unfit for competition (designation of medical professional)	12 months out
Host Society Website	12 months out
Participant Access Policy (Media)	12 months out
Score Sheets/Results Sheets	12 months out
Sport Schedules – first Draft	12 months out
Detailed transportation/storage plan for Rifles and ammunition	12 months out
Final Games Transportation Plan – Participant and Equipment including bus loop maps	9 months out
Detailed arrival and departure plans including contingency for early arrival and late departures	2 months out
Weather Delay protocols	2 months out
Sport Schedules – Final	2 months out
Medal Podium designs and Medal Podium Logos	Prior to building
Opening Ceremonies Script	24 hours before Ceremony
Closing Ceremonies Script	24 hours before Ceremony

4.1.2 Host Society Documents/Plans for AWGIC Review and Comment

Board of Directors Governance Model	When developed
Board of Directors Volunteer replacement plan	When developed
Host Society Staffing Plan/Staff Manual	When developed
Sponsorship Package/Recognition Plan	When developed
Financial Operating Statement (s)	Monthly
All Host Society Policies	As developed and prior to HS Board approval
Detailed Risk Management Plan	M1
Critical Incident Plan	M1
Mission Headquarters Plan including meeting space for Daily Chefs Meetings at Games Time	12 months
Progress Report(s) – including a report from all Host Society Divisions	3 weeks in advance of each major meeting with the AWGIC including M1 and M2
Agendas for In-Person/Virtual Major meetings set out in section 5	2 weeks prior to the start of the meeting
Games Time Communication plans for <ul style="list-style-type: none"> General Information to AWGIC and Chefs de Mission Changes in Sport Schedules or venue changes Critical Incidents Local Emergency/Road Closures/weather advisories 	6 months prior to Opening Ceremonies
Ticket Plan	12 months out
Host Society Special Guest List – as prepared and updated – Coordinate with Operations Coordinator	6 months out
Participant Social Program	2 months out
Medal Presentation Plans	2 months out

4.1.3 Host Society Documents/Information to be shared with AWGIC

Sponsor lists with levels and contact information – coordinate with Operations Coordinator
Security Information Booklet for Paid Contract Security personnel
Host Society Telephone Directory – if possible, provide IT assistance to load the electronic directory onto AWGIC and Chefs de Mission personal mobile telephone
List of approved vendors for Chefs de Mission and AWGIC
Following the Games - Digital Print Friendly copy of the Games results including a summary of Ulu winners by sport and a summary of all finishes in all sports – the AWGIC will circulate this report to the Chefs de Mission
Sport One-Pagers – first draft provided to AWGIC and Chefs at M2 Meetings
Games week photographs (digital copies)

Where documents or plans are to be submitted to the AWGIC for approval all such documents and plans are to be submitted to the AWGIC Operations Coordinator who will ensure the same are provided to the AWGIC Directors.

4.1.5 Host Society must forward to the Next Host Society

All Games Flags and a written inventory of the Flags being forwarded – a copy of the Flag Inventory is to be provided to the AWGIC
The official Games Torch
Signs which may be re-used (i.e., no year or community name on the sign)

The current Host Society is also encouraged to offer supplies/items for sale to the next Host Society.

One full set of Host Society pins is to be gifted to the Alaska State Museum.

5.0 MEETINGS

The Arctic Winter Games International Committee (AWGIC) establishes a series of planning meetings with each Host Society and Chefs de Mission for each Contingent in advance of the Games. These include:

- Chefs, AWGIC and Host Society meetings
- AWGIC and Host Society meetings
- AWGIC Technical Director, Chefs and Host Society Conference Calls
- AWGIC Technical Director, Chefs and Host Society in person meetings at the Games
- AWGIC Directors, Host Society representatives and Chefs de Mission breakout meetings
- AWGIC and Chefs de Mission

It is best if meetings are held in-person, but exceptions can be made to hold virtual meetings as may be required, as well as combination in-person/virtual. Virtual meeting agendas will be developed by the Host Society in coordination with the AWGIC Operations Coordinator and the AWGIC Technical Coordinator.

5.1.1 AWGIC and Host Society

The AWGIC schedules separate planning meetings with the Host Society.

An introductory meeting approximately 4 months following the awarding of the Games. This meeting is an in-person meeting, if possible, with the municipality who has been awarded the Games.

Two other meetings approximately 12 months and 2 months before the Games. It is preferable that these meetings be 'in-person' meetings, but can also be held virtually. In person meetings are two days and virtual meetings should be scheduled for a minimum of 4 hours.

The purpose of these meetings is to give the Host Society an opportunity to ask questions, update the AWGIC on the activities it has undertaken in preparing for the Games and to receive input on this work.

As set out in the Hosting Contract the Host Society is responsible for booking and costs of hotel rooms and arranging and costs of transportation/car rentals for the AWGIC.

Process

- The AWGIC will establish the dates of these meetings in consultation with the Host Society. Additional meetings may also be scheduled with the Host Society as and when required by the AWGIC or the President of the Host Society.
- The Host Society will prepare a report on its progress in all major areas using the timelines identified in Appendix D.
- The Host Society may include other information in its report that it deems appropriate. The report is to be provided electronically to the AWGIC at least three weeks prior to the start of the meetings.
- In-person meetings will be scheduled as follows:
 - Day 1 – Participant Care and Comfort Review with Host Society Chairs, Board of Directors and Host Society staff
 - Day 1 – Evening – mixer event with Host Society Board of Directors, volunteers, staff, local indigenous representatives and local municipal representatives
 - Day 2 – Administration, Finance, Fundraising with Board of Directors representatives and staff

The AWGIC President, Operations Coordinator, Technical Director and Technical Coordinator will review the agenda with the Games President and General Manager prior to its approval and distribution. Agendas for the meetings are to be completed at least two (2) weeks in advance of the meeting start date.

- All meetings will be chaired by the President of the AWGIC or his designate with assistance from the President of the Host Society.
- During the meetings the Host Society Committee Chair for each area should make a short presentation (5 minutes) on their activities, future actions and challenges. They may also ask questions of the AWGIC if they are not clear on various matters. The AWGIC may have questions for the Committee Chairs.
- The AWGIC President will provide a letter to the Host Society following up on each of these meetings.

5.1.2 Chefs, AWGIC and Host Society

The AWGIC schedules planning meetings with the Host Society and Chefs de Mission approximately 12 months and 6 months before the Games. These are commonly referred to as the M1 and M2 meetings.

When the Games are hosted in Greenland or a jurisdiction outside of North America, there is only one Mission Meeting (M2).

These meetings have a twofold purpose: first to give the Host Society an opportunity to update the Chefs de Mission for each Contingent and the AWGIC on the activities it has undertaken in preparing for the Games and to receive input from both groups on this work; second to provide Chefs and opportunity to familiarize themselves with the host community, the key members of the Host Society and the facilities to be used during the Games.

Process

- The AWGIC will establish the dates of the M1 and M2 meetings in consultation with the Host Society and the Chefs de Mission.
- The Host Society will prepare a report on its progress in all major areas using the timelines in Appendix D.
- The Host Society shall also include other information in its report that it deems appropriate, i.e., schematic diagrams of the venues, diagrams/drawings of ski trail systems, services in the community etc. The report is to be provided electronically to Chefs and the AWGIC at least three weeks prior to the start of the meetings.
- The M1 and M2 meetings will be scheduled as follows:
 - Day 1 – Venue tour (It may be appropriate to have Sport Chairs and or other venue specific committee chairs present to Chefs / AWGIC during this tour.
 - Day 2 – Participant Care and Comfort Review
 - Day 3 – Administration and Other Matters for Host Society and AWGIC Only (Finance, Fund Raising and other matters)

The AWGIC President, Operations Coordinator, Technical Director and Technical Coordinator will review the agenda with the Games President and General Manager prior to its approval and distribution. Agendas for the meetings are to be completed and provided to AWGIC and Chefs de Mission at least two (2) weeks in advance of the meeting start date.

- All meetings will be chaired by the President of the AWGIC or his designate with assistance from the President of the Host Society
- During the meetings the Host Society Committee Chair for each area should make a short presentation (approximately 5 minutes) on their activities, challenges and future actions. They may also ask questions of the Chefs and AWGIC if they are not clear on various matters. The Chefs and AWGIC may have questions for the Committee Chair
- The AWGIC President will provide a letter with recommendations to the Host Society following up on each of these meetings.

The Arctic Winter Games Resource Manuals and Technical Packages are the source of advice and policy on the Games. Host Society personnel and Chefs de Mission are encouraged to continually refer to these documents and/or request clarification from the AWGIC Technical Director, Operations Coordinator and Technical Coordinator if they need additional information or clarification on various matters.

Issues related to Arctic Winter Games Policy are often raised during M1 and M2 meetings. While Chefs may have advice in these areas, the AWGIC will provide final decisions on all policy related matters. Once a policy decision has been made, further discussion on it will only be considered if the Host Society President makes a formal request to the AWGIC President.

5.1.3 AWGIC Technical Directors, Chefs and Host Society Virtual Meetings

The AWGIC Technical Director schedules monthly virtual meetings with the Host Society and Chefs beginning approximately 21 months prior to the Games. The frequency of these increase to bi-weekly in the January before the Games.

Purpose

The purpose of these meetings is to give the Host Society an opportunity to update the Chefs on the activities it has undertaken in preparing for the Games and to receive input on this work. The Technical Director also uses these meetings to provide Chefs and the Host Society with updates and receive input on the development of the Games Technical Packages and updates to the Staging Manual and Companion Manuals.

A post Games evaluation virtual meeting will also be scheduled approximately one month after the Games for feedback from the Chefs and Host Society.

Process

- The Technical Director will establish the dates of these meetings in consultation with the Host Society and Chefs.
- The Operations Coordinator and the Technical Coordinator in coordination with the Technical Director and the Host Society General Manager will provide the Agenda for each meeting at least 3 days prior to the scheduled call date.
- The Technical Director will chair these meetings.
- The Host Society will prepare a verbal report on its progress for these meetings and may use this opportunity to ask questions of the AWGIC or the Chefs de Mission.
- The Operations Coordinator or Technical Coordinator takes meetings notes and distributes the same following each call.

5.1.4 AWGIC Technical Director, Chefs and Host Society Meetings at Games

The AWGIC Technical Director schedules daily, early morning, in person meetings with the Host Society and Chefs beginning on the Thursday prior to the Games and continuing through to the day of the Closing Ceremonies.

Purpose

The purpose of these meetings is to review important issues and activities that may arise on a daily basis at the Games. The Technical Director will chair these meetings.

Process

- The Technical Director will establish the time and location of these meetings in consultation with the Host Society.
- The Technical Director will establish the agenda for these meetings. Typically, it includes the following items:
 - Arrival / Departure Information
 - Registration/Accreditation (problems and solutions)
 - Security Report (problems and solutions)
 - Medical Report (major issues and solutions). Daily Medical Report includes
 - Any incidents or suspected incidents of illness that can/might be spread from participant to participant, i.e., flu etc., what is being done and reminders related to prevention
 - Any major injury incidents, particularly venue locations so that Chefs/Coaches are aware – note chefs may have advice on safety issues related to venues
 - Any other items that the medical team feel are necessary to report to help Chefs keep coaches informed or take preventative action
 - Accommodations Report (beds, showers and other, major issues and solutions)
 - Food Services Report (problems, schedule, quality, quantity, solutions)
 - Transportation Report (problems, solutions)
 - Culture and Ceremonies (schedule, logistics, solutions)
 - Sport Technical (venues and competitions, schedules, issues, solutions)
 - Host Society – Other
 - Chefs – Other
 - AWGIC - Other
- The Host Society Committee Chair or Board Member in charge of these areas shall attend and deliver a brief report. The Host Society President and General Manager shall also attend and report as appropriate.
- Others attending these meetings include: Host Society personnel supporting the above volunteers and staff, other AWGIC members, Chefs de Mission and their Assistants, future Host Society representatives.
- **These daily meetings are not open to the public or media.**
- The following sub-group meetings will be held immediately following these daily meetings:
 - Food Services – Host Society Food Services liaison and Contingent Food Services representatives.
 - Medical Services – Host Society Medical Services liaison and Contingent Medical Services representatives.
 - Opening Ceremonies and Arrivals – Host Society Opening Ceremonies and Arrivals personnel and the appropriate Contingent Personnel (for each of the 3/4 days prior to Arrivals and Opening Ceremonies).
 - Closing Ceremonies and Departures – Host Society Closing Ceremonies and Departures personnel and the appropriate Contingent Personnel (for each of 3 days prior to the Closing Ceremonies and Departures).

The purpose of these meetings is share information; discuss logistical arrangements in greater detail than is required at the main morning meetings.

5.1.5 AWGIC and Chefs

The AWGIC and the Chefs meet, at a mutually agreed time and place,

- Following the conclusion of M1 meetings
- Following the conclusion of M2 meetings
- At the end of the Games Week prior to the Closing Ceremonies

These are informal meetings providing the Chefs de Mission and the AWGIC an opportunity to debrief and review what went well and any issues or challenges which arose. It is also an opportunity for Chefs to provide input on AWGIC policies, procedures and manuals. The Operations Coordinator will take notes and provide the Chefs de Mission with a copy of the notes following the meeting(s).

5.1.6 Other Meetings – Games Week

- AWGIC and Permanent Partner Political Leaders – Monday Morning
By invitation only and is the responsibility of the AWGIC. The Host Society is responsible for providing a full set of Flags and flag stand delivered to the meeting room
- Technical Director/Technical Coordinator meeting with the Head Officials (Head Officials Briefing) - Sunday. This meeting is scheduled by the Host Society. AWGIC will speak to Hodgson Trophy and Fair Play.
- HS Media Chair/AWGIC President or designate/Operations Coordinator/all Media (media briefing) - Saturday morning prior to Opening Ceremonies. This meeting is scheduled by the Host Society. AWGIC will speak to the Hodgson Trophy and Fair Play.
- AWGIC President/Operations Coordinator separately with each of the Guest Contingent Chefs and their political representative.
- AWGIC Sport Technical Review Meetings. Scheduled towards the end of the week. SEE Appendix M.

6.0 CARE AND COMFORT

Chefs de Mission/Contingent

Assign Participants to accommodation rooms using GEMS.pro when directed to do so by the Host Society

Ensure Participants provide their own pillows and locks (Participants Village)

Chefs should advise Participants that single person showers may not be available

Ensure there is no damage to Participants' Village(s) and if damage occurs, facilitate payment for any repairs

6.1.1 Accommodations and Mission Offices/Services

6.1.1.1 In-Person Meetings in the Host Community prior to Games

The Host Society is required:

- to provide to the AWGIC, at no cost, hotel accommodations and 1 meeting space
- to provide to the AWGIC, at no cost, a minimum of 3 vehicles and fuel
- to book accommodations for the Chefs de Mission, at the Contingent's expense
- to provide transportation for the Chefs to and from the airport to the accommodation, at no cost
- to provide venue tour transportation to the Chefs de Mission and the AWGIC, at no cost

6.1.1.2 Games Time in the Host Community

The Host Society is required:

- to accommodate all Participants
- to provide accommodations for contingents up to 36 hours before the Opening Ceremonies and up to 24 hours after the Closing Ceremonies
- to provide each Participant being accommodated in the Participant Village (athlete, cultural delegate, coach, manager, chaperone) with a sleeping bag or other suitable sleeping linen and blankets
- Hotel Accommodations for Chefs de Mission and AWGIC 72 hours prior to the Opening Ceremonies and up to 24 hours after the Closing Ceremonies
- Hotel Accommodations for Mission Staff, and Officials up to 36 hours before the Opening Ceremonies and up to 24 hours after the Closing Ceremonies
- To have a contingency plan for the housing and feeding of Participants that are delayed in departing from the Host Community beyond the 24-hour period due to unforeseen circumstances.

6.1.2 Accommodations – Participants Village

Participants are generally accommodated in a dormitory style Participant Village. The number of venues should be kept to a minimum, but the total space requirements, as outlined by the AWGIC must be met. All Participants must be accommodated in one community, unless written approval is provided by AWGIC.

Contingents will be held financially responsible for damages to Host Society property and accommodations. If a number of contingents share a room and damage cannot be attributed to one or another, repair costs shall be divided equally between all contingents sharing the room.

Set up and take down of the Participants Village, including setting up beds, is extremely time consuming. Plan to have plenty of volunteers available with the appropriate tools and moving equipment. Consider assigning a manager for each dormitory who normally works in or is familiar with that building.

6.1.2.1 Room Assignments - Participants' Village

Room assignments are the responsibility of the Chefs de Mission. The Host Society shall provide a block of rooms for each Chef dependent on the number of Participants they have registered. Chefs then assign these rooms during the registration process on GEMS.pro.

The following General requirements must be met:

- Genders must be segregated
- Each room must have an assigned adult supervisor (coach, manager or chaperone)
- Coaches who are responsible for teams of the opposite gender must be housed in different areas, but allowance must be made for common areas so that team meetings can occur
- If a coach is the same gender as their team Participants they must stay in the same room as their team
- Room assignments should be finalized at least 30 days prior to the Games
- The Host Society should establish a check-in/check-out procedure for each Contingent on a predetermined schedule (allow for arrival and departure delays). Participants are only allowed access to their sleeping areas, not those of other Participants.

6.1.2.2 Beds and Bedding – Participant Village

- Participants must be assigned their own bed, mattress and sleeping linen (or bag)
- Bunk beds are acceptable. Rails must be in place for both sides of the top bed
- If bunk beds are utilized, the space requirements are 8 square meters per two persons (86 square feet)
- If air mattresses are used automatic air pumps and patching or replacement services must be provided.
- If fold out cots are utilized, no restraining bars or cords are allowed under the mattress area.
- 10 to 15 oversize beds must be available for larger / taller Participants
- Floor mattresses, gymnastics mats or other similar arrangements are not acceptable.

6.1.2.3 Shower and Toilet Facilities - Participants

The development of a shower utilization plan is a must. Take into consideration:

- Use of showers at accommodation or sport venues,
- Sport and entertainment schedules,
- The requirement to provide all Participants with recommended shower use timelines, i.e., "showers will be made available to all basketball competitors at the competition venue for up to 60 minutes after the end of each competition."

Toilet, sink, and shower standards:

- 1 toilet per 10 males, 1 toilet per 8 females
- 1 sink per 12 persons
- 1 urinal per 25 males (in addition to toilets)
- 1 shower per 10 persons (at accommodation or competition venue)
- Separate showers for coaches, managers, chaperones and any adult Participants
- Separate showers by gender
- Hot water capacity of showers must be sufficient to accommodate all Participants on a daily or per competition basis

6.1.2.4 Participants' Village and Rooms

- Provide a Village Mayors office and Security Station(s)
- Provide the ability to secure and darken sleeping areas
- 20 people maximum per dormitory room
- Dormitory Rooms must have proper ventilation and no exterior access doors
- 5 square meters (54 square feet) of space per person based on:
 - A single bed per person, dimensions 2.1 x 1.2 meters (7 x 4 feet) or larger,
 - 2.5 meters of personal / storage space
 - 1 bed, 1 mattress and 1 sleeping bag or set of linen/blankets per person
- Ratio of lockers or other secure storage: 1 for every 3 Participants
- Twice daily janitorial attention for common areas
- Adequate garbage and recycling containers per room
- A light snack/grazing station at all accommodation venues for Participants
- 1 meeting room for each contingent in an area accessible to female and male Participants – large enough to accommodate a full sport team OR shared meeting rooms which can be pre-booked by Teams
- Co-ed lounging areas for Participants to congregate and coaches to meet with Participants
- Social Area/Television(s)/Games/Computer Stations
- A separate coaches' lounge

Other considerations in development of Accommodation facility plans

- Bulletin/Message boards and directional signs (international symbols)
- Concessions and vending machines offering healthy snacks
- Adequate equipment storage and drying rooms that can be secured
- Access to cellular or land lines for long distance calling, telephone charging stations
- An emergency evacuation plan.

Host Society is to be prepared for a large volume of garbage and recyclables. Trash and recyclables to be picked up daily

Participants are responsible for keeping their own sleeping areas clean but must be provided with adequate trash receptacles and recycle bins.

6.1.2.5 Participants' Village Security

Participant Village Security – Village security is an important element of the Games. Participants need to be safe inside their dormitories but security cannot be so strict that it takes away from the Games atmosphere. The section on Security provides more details. In preparing the specific security plan for the Participant Village consider the following:

- Security offices should be visible and accessible at all times
- Security posts should be located to control all unlocked access point to the Participant Village
- Facility evacuation plans must be posted throughout the Participant Village

6.1.2.6 Participants' Village – Village Mayor/Venue Manager

A village mayor's office should be established in each facility for general inquiries and to give the Accommodations Committee a base of operations during the Games. Its placement should be central and accessible. The office should provide assistance with the following:

- Late night snack services
- Emergency transportation desk
- Emergency 24-hour security desk
- Lost and found
- Merchandise kiosk if appropriate

The village mayor and supporting volunteers must be knowledgeable about the Games and community as Participants and coaches will look to the office for this type of information. The hours for the village mayor's office are generally from when the dining area opens to when it closes. The mayor should be able to contact maintenance staff 24 hours per day and have access to all parts of the Participant Village. The mayor's office may be assigned responsibility to review Participant Village facilities before, at regular intervals during and after the Games to assess any damage that may have occurred.

6.1.3 Accommodations – Other

Chefs de Mission/Mission Staff, Sport Officials (Host Society Cost)

- Hotel accommodations
- Mission Staff ratio: 2 per room maximum
- Sport Officials ratio: 2 per room maximum
- Single room accommodations for Chefs and Assistant Chefs (72 hours before the start of the Games and up to 24 hours after the Closing Ceremonies)
- Secure storage for uniforms and related Contingent supplies
- Internet access for all
- Mission Staff should be accommodated at the same location in each community
- Hospitality Lounge OR Access to the Special Guest Lounge

Arctic Winter Games International Committee (Host Society Cost) – 72 hours before the start of the Games and up to 24 hours after the Closing Ceremonies

- Hotel accommodations (single rooms) – up to 14 rooms maximum
- Internet access
- 1 meeting/hospitality/storage room with Kitchenette
- 1 meeting/board room large enough to accommodate 20 people

The AWGIC is responsible for any catering costs to meeting rooms or room service charges.

Guests

Host Societies are responsible for negotiating a contract for a special guest Hotel with sufficient accommodation and meeting space to accommodate the AWGIC, Special Guests, Sponsors and Observers. The Host Society is not responsible for these costs but must ensure that rooms are made available for use during the Games. Contingent Governments will require 5-10 hotel rooms for political leaders and guests. The AWGIC Operations Coordinator works with the Special Guest Hotel and the Special Guest committee to secure and manage the bookings for these rooms.

The Host Society must provide a special guest lounge/welcome centre for guests, in a centrally located area, in the same venue as the Special Guest accommodations. This hospitality lounge, staffed by Host Society volunteers must operate for a minimum of 12 hours per day on the first two days of the Games and the last two days of the Games.

Media

Host Societies are responsible for negotiating a contract for a media Hotel with appropriate facilities required for media outlets. The Host Society is not responsible for these costs but may want to work with local hotels to facilitate access and services for media attending the Games.

Media accommodations should be separate from mission staff, AWGIC and special guests' accommodation.

6.1.4 Mission Offices/Services

The Host Society is required to establish a mission office so that Contingents can establish a base of operations for Games week. Office configuration should ensure separation between Contingents. The mission office should be in a central location either in the Participant Village or immediately adjacent to it and near the location of the daily morning meetings.

The General Mission Office:

- If in the Participant Village, the mission office may be combined with the village mayor's office but the general information function (mayor's office) should be kept outside the main mission office area to avoid confusion between general inquiries and those from mission staff.
- Must provide Contingents with normal office supplies including access to a good quality high-speed photocopier/printer. Contingents can be asked to pay for large photocopying expenses.

Each Contingent's area:

- Must be separated from the main office and other Contingents by privacy screens or other suitable separation
- Must be visible and accessible for coaches and all Mission Staff (centrally located)
- Must be accessible 24 hrs a day
- Must be large enough to contain a minimum of 2 desks, meeting table, bulletin boards and storage areas for each Contingent
- Must provide one full use computer for each Contingent (with Microsoft Word and Excel programs) with access to email, Internet and scanning/printing services
- Access to High-Speed colour printers/photocopiers
- Must provide access to Internet services for additional Contingent computers
- Must provide 2 phone lines for each Contingent with a roll over function and voice mail and several local phone books. Phone lines must have long distance capacity including the ability to make international calls. Contingents will be required to pay long distance charges
- Must provide mailboxes for coaches and mission staff
- Must provide a minimum of four electrical outlets
- Kitchen or food service preparation area including refrigerator (can be shared between contingents)

The Host Society may consider providing volunteers with office administration skills to each Contingent for general office support.

Access to the Mission area must be restricted to authorized personnel only.

The Host Society must make this space available to Chefs on the Thursday morning before the Games begin. Teams must vacate this space within 12 hours of their Contingent's last flight leaving the Host Community.

6.1.5 Interdependencies Accommodations and Mission Offices/Services

Finance and Sponsorship

Security plans, access and policies

Food Services regarding vending machines/refreshments for village and Mission headquarters

Volunteers and Special Guest Services

Sport accommodations for mission staff and officials' hotel rooms

Transportation regarding transportation office and schedules for cars/buses/rental vehicles

Signage and Decorations regarding directional signs and decorations for the Participant Village

Welcome and Send-off with respect Participant welcome gifts/bag, arrivals and departure logistics

Communications and IT regarding telephone/computer access plans for Participants and IT equipment needs for the Participant Village as well as Mission offices

6.2.1 Security

Chefs de Mission/Contingents

Chefs de Mission, coaches and mission staff have a responsibility for assisting with Games security.

Chefs de Mission are responsible for ensuring that all Contingent personnel (staff and volunteers) are subjected to security clearance procedures approved by the law enforcement agency in their jurisdiction.

The AWGIC strongly recommends that Participants (athletes or cultural delegates) over the age of 18 be required to submit to the Chef de Mission a clear vulnerable sector clearance or similar type of clearance from their jurisdiction.

Each Contingent must have its own Code of Conduct and Discipline Policy. These must be coordinated with the AWGIC and Host Society Policies. Chefs de Mission are normally responsible for Contingent member discipline in accordance with Contingent Codes of Conduct

Chefs work with Host Society on a Passport Security/Storage Plan

The Host Society is responsible for providing all necessary security arrangements and security personnel (volunteers and contract) during Games week, for establishing a critical incident plan with the appropriate local agencies and implementing a risk management plan.

It is important that security arrangements be adequate to ensure a safe and enjoyable atmosphere for the Participants, spectators and guests but not to interfere with the goodwill of the Games. As the primary role of the Chefs de Mission and mission staff is the care and discipline of their respective Participants, the committee responsible for security should work closely with these individuals during the Games.

6.2.1.1 Security Plan

The Host Society is responsible for establishing an overall security plan for the Games (including early arrivals and late departures). Security needs are usually coordinated by a committee of volunteers with representatives from local police, security firms plus military personnel if available. Volunteers cover some staffing needs while others are contracted out to local security firms. It is important that plans clearly identify the roles and responsibilities of security volunteers and staff and the related agencies.

The Security plan must include:

- Coordination with Chefs de Mission (or their designates) including a protocol for various levels of security related issues
- A Critical Incident Plan
- Dormitory security
- Evacuation plans
- Crowd control
- Traffic control
- Coordination with local law enforcement and local emergency services
- Coordination with Customs and Airport Security
- Firearms and ammunition control/storage
- Sport/Cultural equipment and storage

- Security of art exhibits
- Coordination of security clearances for Host Society staff, volunteers and facility staff
- Coordination with Police/State Policy over security of VIPs (Prime Minister, Governor etc.)
- All security personnel must be screened by local law enforcement as to their suitability to work in this area (vulnerable sector and criminal record clearances)

The dormitory security plan must include the following elements:

- Evacuation plans
- Access to dormitories for residents and approved personnel only
- A security office should be set up in the Participant Village, preferably close to the dining center
- Security stations must be set up at all unsecured entrances to village accommodation and sports venues
- Female residences are strictly off limits to males (except for emergency situation personnel such as doctors, police etc.)
- Male residences are strictly off limits to females (except for emergency situation personnel such as doctors, police etc.)
- Host Society security personnel must be of the same gender for the dorms to which they are assigned
- Additional security is required at venues that are both accommodation and competition venues
- Teams with coaches of the opposite gender must make arrangements to meet with their coach at locations other than the dorms. The Host Society must provide reasonable meeting spaces near the dorm facilities for team meeting purposes
- Lockers at a ratio of one locker per three Participants or alternative provisions for security of personal possessions. The AWGIC must approve these provisions
- Dormitory behavior and curfew rules are to be clear, concise and well publicized. The Chefs review and the AWGIC approve these prior to implementation
- Clear identification of non-smoking policies, cannabis use, including the area around the entrances of all buildings
- It is recommended that security firms be hired to cover night shifts at dormitories and that a minimum of 2 security personnel be stationed at dormitories at all times

Matters that would normally involve local police must be referred to them.

All security personnel, both professional and volunteer, are to be clearly identified by way of special clothing.

A representative of the Security Committee must provide a daily report to Chefs on any security matters involving their Contingent members. The Host Society must establish a procedure for notifying the AWGIC President, Technical Director and affected Chefs of serious issues/situations as soon as possible.

Paid Contract Security personnel must receive training on Host Society security protocols/procedures including accreditation policy and access privileges and have common information (booklet or similar form) on how to proceed in various circumstances. These must include a clear communications protocol for these personnel or Chefs de Mission and mission staff to follow in case of a disagreement.

6.2.1.2 Risk Management Planning

A risk management plan allows the Host Society to reduce or eliminate hazards that could impact Contingent Participants, Host Society volunteers and staff, members of public and others.

The plan describes foreseeable risks, estimates what impact they might have and spells out how the Host Society should react. These plans are closely linked to critical incident plans but also include insurance coverage for various aspects of the Games, security screening for volunteers and staff and other factors.

A risk management plan also includes an assessment matrix that includes an analysis of all risks based on likelihood that they will occur and their potential impact (high, medium and low) and the related mitigation strategies. Risk management strategies should be reviewed regularly and updated as required.

Host Society Risk Management Plans are to be presented to and reviewed with the AWGIC and Chefs de Mission at the first Mission Meeting (M1).

6.2.1.3 Critical Incident Plan

A critical incident plan must allow for the effective coordination of extraordinary multi-agency responses to manage consequences from a critical incident during the Games. For the purposes of the AWG, a critical incident is an event or circumstance that requires a response beyond the normal responsibilities of the Host Society (staff or volunteers) to deal with a real or perceived event that negatively impacts or disrupts any aspect of the Games. Examples include: an outbreak of the flu in the Participant residence, frozen water lines that disrupt service to a facility or dormitory and similar issues. A critical incident does not include incidents of a criminal, security or public disorder nature, which are the responsibility of the POLICE and are addressed through Games security planning arrangements.

The objectives of the Critical Incident Plan are:

- To develop a Games' critical incident response plan utilizing an all-hazards emergency management approach that integrates consequence management and public safety activities
- To establish a system for multi-agency coordination of extraordinary response operations required to respond to a catastrophic disruption of sporting events or other Games-related activities
- To develop venue-specific arrangements for assessing hazards and vulnerabilities, preparing critical infrastructure assurance arrangements, and determining continuity options.

6.2.1.4 Interdependencies Security

All Games divisions have interdependencies with the Security Committee/Division. The Director and Chair of the Security Division shall ensure that every Division receives a security briefing as early as possible in the planning stages as well as at least 2 months prior to the Opening Ceremonies. This division works closely with the Accommodations, Facilities and Participant Social Program chairs to ensure Participant safety. Security may also rely on Communications/IT for security equipment required such as radios and telephones.

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6.3.1 Food Services

Chefs de Mission/Contingents

Chefs de Mission must provide the Host Society with specific dietary requirements (allergies, celiac etc.) for Participants using the GEMs.pro registration system

Chefs de Mission must assign a food services liaison (mission staff member) to work directly with the Host Society Food Services Chair

If Box Lunches are provided – Chefs de Mission/Mission Staff shall be responsible for the pick and delivery of all box lunches every day

Contingents arriving early or departing after the timeframe outlined may negotiate the provision of some food services with the Host Society at their own cost.

General

The Host Society is responsible for providing nutritious and diverse foods for all Contingent Participants. Consideration must be given to appropriate food for athletes, the eating habits of northern people and special dietary needs.

The AWGIC, Chefs de Mission, Assistant Chefs de Mission, Mission Staff, and AWGIC approved Special Guests shall all have access to the Participant cafeteria.

The Host Society and Food Service Provider should establish a predetermined mechanism to monitor quality and quantity of food, mealtimes, traffic flow, cleanliness and other factors that may require adjustments during the Games week.

Water must be made available at all competition and cultural venues and at Participant dormitories.

6.3.1.1 Caterer/Cafeteria Location/Schedules

The Host Society typically contracts the services of a professional caterer to deliver all meal services. Consider:

- the provision of food products by sponsors
- the use of volunteer cleaners and kitchen support staff
- the use of cooking school students
- main cafeteria location central to or at Participant villages
- establishment of satellite services for 'off-site' meals at distant venues
- approval by the appropriate health inspection authorities.

The Host Society must provide meal services for the entire period of the Games, including a period up to 36 hours prior to the Opening Ceremonies and up to 24 hours after the Closing Ceremonies. Further, the main cafeteria(s) must be open from 6 a.m. to 10 p.m. Within those time periods, give consideration to:

- arrival and departure times of Participants
- Participant access to food following Opening ceremonies and Closing Ceremonies
- schedules of sports and cultural programs to determine hot mealtimes
- transportation services to and from Participant village

- provisions for special diets and aboriginal foods
- snacks for Participants outside normal eating hours
- water services
- janitorial schedules
- contingency plans for access to food if sport schedules go beyond normal cafeteria operating hours
- Athletes do not typically consume large quantities of food up to three hours before major competitions. It may also take one to two hours for athletes to conclude their responsibilities at competition venues and then return to the cafeteria at the end of each competition day.

6.3.1.2 Menu

Once the AWGIC has approved a menu, there are to be no changes without the written consent of the AWGIC. Menu planning checklist:

- two entrées are required for the evening meal
- a sport nutritionist must review and advise on menu selections and quantities to ensure they meet the needs of athletes and any changes to the approved menu must be reviewed and approved by the AWGIC
- plan for:
 - access to water, juice, milk and other nutritious drink selections at all times the cafeteria is open
 - access to soup, sandwiches, hot cereal, yogurt and other grazing options at all times when the cafeteria is open
 - a wide variety of salads
 - vegetarian, gluten free, nut free, dairy free
 - proper segregation of certain foods to avoid cross contamination in the case of nuts, nut products, fish/seafood, dairy products and other common food allergens
 - traditional Aboriginal foods
 - meals taken off site and nutritional value

6.3.1.3 Access and Flow (Cafeteria)

Plan for:

- peak use of the cafeterias during breakfast and dinner
- provisions for Participants to take snacks and drinks with them
- an easy flow of Participants through key areas of the cafeterias such as:
 - Entry, accreditation check and bag check
 - Hand sanitizer stations
 - Tray and cutlery pickup
 - Food pickup
 - Seating areas
 - Recyclables and garbage disposal
 - Tray and cutlery return
 - Water fill stations

6.3.1.4 Off-Site Feeding

The Host Society must provide access to adequate meals for Participants who cannot return to the cafeteria for the midday meal. The time guideline for planning purposes is as follows:

- 1 hour after competition
- transportation time to / from venue to the cafeteria (in addition to the 1 hour after competition)
- 1 hour prior to the next competition

Options include:

- 'box lunch', pre-ordered by Contingents, prepared by the Host Society and then picked up and delivered by Contingent personnel
- 'box lunch' station in the cafeteria, where Participants make their own lunches when they leave the cafeteria after breakfast from a selection of foods
- on site meal delivery, where the Host Society delivers, prepares on site or contracts out the provision of a meal at a sport venue

Planning considerations for all options include:

- food handling and safety regulations
- schedule considerations
- preference for hot food options
- a requirement for a range of options for fruit, vegetables, drinks (including water) and any special meal requirements
- box lunches are an exception rather than a rule
- should box lunches be required the deadline for box lunch request needs to be late enough to accommodate review of sport schedule
- some events, like Arctic Sports will require access to lunches on site (unless the cafeteria is in the immediate vicinity of the venue) to ensure the sport schedule is not unduly delayed.

If a 'box lunch' system is offered (Option A), Host Societies should be aware that requests in these areas can quickly exceed the capacity of food services to provide them. Flexibility is required to deal with unforeseen circumstances but the adherence to performance standards is important.

6.3.2 Interdependencies Food Services

Finance and Sponsorship

Security plans, access and policies

Sport facilities and schedules

Transportation bus loop schedules

Signage and Decorations directional signs, bag/coat check signs and decorations

Welcome and Send-off arrivals and departure logistics

Communications and IT telephones or radios

6.4.1 Transportation

Chefs de Mission/Contingents

Contingents are responsible for vehicle requirements beyond those provided by the Host Society. Contingents are responsible for making sure all drivers have the proper driver's license. The Host Society may require Contingents to submit copies of valid driver's licenses and background abstracts for their records

Chefs de Mission are responsible for transporting their Contingents to and from the Games

Contingents are responsible for scheduled or unscheduled stopover costs outside the Host Community

Chefs are responsible to ensure their Participants have all the necessary documentation for entering the host country

Chefs are responsible for obtaining proper permits and completing all required customs documentation, for transporting equipment, including rifles and ammunition, into the host country

In the case of delayed departures due to unforeseen circumstances, Contingents are responsible for any costs incurred beyond the 24-hour period following the Closing Ceremony.

Chefs are responsible for:

- Printing luggage tags to exact specifications provided by the Host Society, unless the Host Society provides all the Tags at M2
- Providing all Participants with durable luggage tag sleeves
- Ensuring that the Host Society tags are inserted in the sleeves and attached to all Participant bags and equipment being transported to the Games
- Providing all Participants with separate name and address tags to be attached to the luggage and equipment.

The Host Society is responsible for developing an overall transportation plan for the Games. Important elements include Contingent arrival / departure; daily movement, special events like Opening and Closing Ceremonies, Participant social events, etc. It is critical that the transportation plans deal with potential issues like weather delays, traffic flow problems, mechanical breakdowns. Driver hours, and related matters, driver hours.

The Host Society is responsible for providing transportation to Games Participants up to 36 hours before the Opening Ceremony and up to 24 hours after the Closing Ceremony. These services can be modified from the services provided during the Games but the AWGIC must approve these modifications. Contingents will be responsible for any costs associated with arriving before or departing after the above time limits.

All Games vehicles should be identifiable with special signs or markings.

All Host Society vehicles must have a dedicated communication system including a base station to coordinate special circumstances and other needs as they arise.

Good community mapping and signage will assist all visitors in finding their way around the community. Key venues and bus routes should be clearly marked. Host Societies should avoid using local abbreviations or nicknames for venues on any maps. An electronic Venue Map with bus loops identified be developed ahead of time and updated at Games time with any changes indicating date and time of revision.

The Transportation Committee must establish a lost and found system, which must be coordinated with lost and found services from other sections of the Games.

Host Societies are responsible for coordinating arrival and departure of Contingents with local airport authorities and other agencies including Customs.

The Host Society is also responsible for the transportation of officials to / from the Host Community. Contingents can assist by transporting officials on Team charters.

6.4.1.1 Host Society Requirements

Host Society vehicle requirements can vary considerably. Consideration should be given to the following:

- key Games staff require regular access to a vehicle in the two years leading up to the Games and especially during the last few months leading up to and including the Games
- consider a dedicated vehicle to the mascot program
- vans/delivery vehicles/tucks for moving luggage, equipment, signs

6.4.1.2 Mission Staff/Chefs de Mission and AWGIC

The Host Society must provide each Contingent with at least two vehicles and fuel at no cost to the Contingent. At least one of the Contingent vehicles shall be at passenger van.

The Host Society must provide the AWGIC with a minimum of 10 vehicles at no charge, including fuel.

6.4.1.3 Special Guests and Visitors

Special guests and other Games visitors are normally responsible for providing their own transportation at the Games. If sufficient rental vehicles are not available in the Host Community, the Host Society must establish a transportation system for these individuals.

The Host Society may consider:

- a motor pool be available to special guests who may be required to present medals
- providing taxi credit card system for special guests
- an agreement with the municipality allowing accredited special guests, media and observers to access municipal bussing for free

The Host Society must provide transportation for the Stage Guests and the AWGIC to and from the Opening and Closing Ceremonies. The Transportation committee should coordinate this with the Special Guest committee and the Opening and Closing Ceremonies committee.

6.4.1.4 Arrivals

The Host Society shall distribute durable and high-quality colour coded luggage tags to each Contingent at M2, or in the alternative e-copy of the tags with specific printing instructions including size and colours. Tags must be coded to allow for ease of transportation, sorting and delivery of luggage and equipment from arrival aircraft or charter buses to accommodation or competition venues.

Arrival Considerations:

- customs clearance requirements
- charter schedules
- handling of biathlon rifles and ammunition and sport equipment
- food, water and restroom facilities for arriving Participants
- distribution of sleeping bags, accreditation cards and other items
- entertainment at the arrival or intake point to welcome the Participants

Luggage and Sport Equipment – Arrivals

The Host Society is responsible for athlete, coach, chaperone, cultural delegate, mission staff, and sport officials' luggage and equipment ensuring that it is transported to the applicable accommodation or venue as required.

The Host Society is responsible for a separate designated area for the luggage of special guests, parents and others who may travel on Contingent charters to and from the Games.

Contingent Participants, other than those clearing customs, should not have to handle their luggage until they arrive at their accommodation venue

The Host Society shall establish a lost luggage retrieval system for Participants to access if their luggage does not show up at the appropriate location.

6.4.1.5 Games Week Transportation

The Host Society is responsible for establishing a local transit system (usually buses) for all Games Participants. The AWGIC must approve the final Games transportation plan.

- Bus routes must originate at the Participant Village(s) and provide regular service from the Participant Village(s) to the food service facilities, sport venues, mission offices, social activity centers, major hotels, etc. Local circumstances will dictate the number of routes, number of vehicles required and other considerations
- Service at least every 15 minutes to all major venues, including Mission Headquarters
- Extra vehicles may be required for peak flow periods (mornings, playoffs, etc.). Additional vehicles and drivers must be available to cover these periods and or unforeseen events such as vehicle breakdowns
- Special schedules may need to be developed for distant venues like alpine skiing as well as for special events such as a Participant Dance
- Once the bus routes have been established, drivers should not vary from them unless absolutely necessary. Schedule changes must be clearly advertised to all Participants

- The Games bus schedule must be designed around arrival and departure dates of the Contingents. Consideration must be given to Contingent transportation needs as soon as the first Participants arrive and up to the point when the last Contingent has departed the community
- Bus schedules and maps are to be distributed to all Participants in their welcome package and bus schedules and maps posted at Participant Village(s), Participant cafeteria(s) and sport/cultural venues frequented by Participants
- Transportation plans must accommodate Games events that start early or finish late

The Host Society must provide each Contingent with secure storage for hockey equipment to allow for drying between Games. This includes the transportation of equipment from the competition venue to the drying facility after each Game and back to the competition venue at least 90 minutes in advance of each Game. Contingents are responsible for laying out equipment to dry and repacking it prior to transportation back to the competition venue

Several activities have special transportation needs:

- Shooting sports require safe and secure transportation of rifles and ammunition as follows
 - From arriving aircraft to secure storage
 - From secure storage to and from competition venues
 - From secure storage to departing aircraft
- Skiing sports require special handling of lengthy equipment as follows,
 - From arriving aircraft to secure storage / waxing areas,
 - From secure storage / waxing areas to and from competition venues,
 - From secure storage to departing aircraft
- Sports with bulky equipment and equipment drying needs such as hockey may require the use of cube vans or trucks
- Cultural Participants and the Games mascot may require special transportation requirements in relation to the size of equipment and varied schedules.

If a Host Society utilizes a sport venue in a satellite community (greater than 50 kilometers from the Participant Village), full-service motorcoach buses must be utilized to transport athletes and coaches (not school buses).

6.4.1.6 Parking

Reserved parking spaces must be available at all sport venues for use by mission staff, Games officials, AWGIC, Media, and others as may be designated by the Host Society. The Host Society shall provide a 'Parking Pass' for these parking spaces.

6.4.1.7 Departures

The Host Society shall provide colour coded baggage tags or in cooperation with chartered airline companies provide the appropriate aviation destination tags to Contingent members for their departure from the Games.

Departure Considerations:

- additional weight of Participant luggage (souvenirs, sleeping bags)
- unforeseen delay plan
- Luggage check in (tagging) and handling procedures including any airline regulations
- post departure lost luggage forwarding plan.

Luggage and Sport Equipment - Departures

The Host Society shall make arrangements for Participants to check their luggage and sport equipment with airline officials at accommodation or sport venues as appropriate. If flights are departing immediately after the Closing Ceremony, special arrangements will be required to check-in luggage and sport equipment earlier that day.

If an athlete has a sport competition or cultural delegates have a performance, on the same day as the Closing Ceremony, special arrangements will be required to check-in sport equipment with airlines after final sport competitions/performances and before the ceremony.

Consult with the appropriate transportation authorities on any regulations, procedures or security screening they may require in the handling of outbound luggage and equipment when Contingents depart.

The Host Society will also need to make arrangements for parents, special guests, sport officials and others travelling on Contingent charters to check-in their bags with airlines.

6.4.1.8 Interdependencies Transportation

Sponsorship and Fundraising vehicle procurement, fuel cards, storage units

Volunteer and Protocol motor pool, special guest transportation

Communications and IT radios, telephones

Security

Logistics

Volunteers and Protocol Stage Guests to Opening/Closing Ceremonies

Opening and Closing Ceremonies Participant bussing and Stage Guests

Welcome and Send-Off

6.5.1 Medical

Chefs de Mission/Contingents

Providing the Host Society with a completed approved medical form for each Games Participant at least two weeks prior to the start of the Games

Providing their own medical insurance, including any medical evacuation expenses. Copies of these must be provided to the Host Society at least two months in advance of the Games

Paying for all contingent member medical services not covered by the Host Society

Designating a member of their mission staff as the medical contact person

Briefing their own personnel on medical procedures as received from Host Society

Obtaining appropriate permission from parents/guardians to have Participants receive medical treatment should it be necessary

If a Participant is declared medically unfit for competition, ensure that the Participant complies with this declaration

Ensuring that Contingent Participants are accompanied by a coach / mission staff member when they are receiving medical services away from the Infirmary

Providing taping services to their own Participants.

The Host Society is responsible for providing medical services for all Games Participants including an infirmary, first aid and safety personnel at all sport venues (and other locations as may required such as Opening Ceremonies, Participant social events), supervised isolation room(s) and access to hospital and related services.

The Host Society is responsible for providing AWGIC and Chefs with a medical plan including but not limited to:

- Information on all health and safety promotional programs they intend to implement including designations for all medical volunteers and setting out which medical authority(ies) are authorized to issue 'medically unfit for play'.
- Medical notification policies and procedures. The Host Society policies must not contravene any AWG Policies, specifically AWGP 20 Return to Play and Concussion Policy and AWGP 28 Safe Sport Policy. All Host Society policies are subject to the approval of the AWGIC.
- A medical services plan that integrates with the overall Risk Management Plan and Critical Incident Plan.

6.5.1.1 Daily Meetings and reporting

Pre-Games: The Host Society shall schedule a pre-Games meeting and walk-through of the medical infirmary and isolation areas and other medical facilities as may be required for Contingent medical mission staff.

The Host Society is responsible for providing a daily report at the morning meetings to Chefs and others on general medical services, accident and sickness trends, health and safety promotion and related matters.

The Host Society shall also schedule post morning meeting medical meetings, if required, to discuss and determine a course of action for issues requiring immediate attention.

The Host Society shall provide daily confidential reports to each Chef de Mission on services provided to Contingent members. As the designated guardian for all under age Participants, the Chef will be responsible for maintaining the confidentiality of this information.

The Host Society is responsible for establishing a reporting process that provides immediate notice to Chefs de Mission and the AWGIC on any medical issues that require immediate action such as out of play or return to play decisions and those that may attract media interest such as an isolation order to stop the spread of the flu. Examples include the use of 'flash' email or text messages. Consider using the GEMS.pro system or a local emergency notification system already in place. Coordinate with the Communications and IT division.

The Host Society is responsible for providing Chefs de Mission with access to the GEMS.pro system for the purposes of developing Contingent specific medical reports.

6.5.1.2 Prevention and Education

The Host Society is responsible for establishing a general medical/injury risk reduction plan for the Games and a specific plan for each venue. Plans must include contingencies to deal with the spread of major illnesses such as the flu and be linked to local/regional emergency measures/medical emergency plans, and coordinated with the Security division critical incident planning. The Host Society may provide general education on the prevention of illness and injury (i.e., hygiene, safety education, illness prevention etc.), and is responsible for providing a briefing on its plans to the AWGIC and Chefs at M2 for general education.

The Host Society is responsible for evaluating all medical systems daily and, as a result, making any necessary adjustments to medical services.

6.5.1.3 Infirmary

The Host Society is responsible for establishing a medical infirmary (at no cost to Contingents) in an area generally accessible to the Participant Village(s) or other centrally located acceptable facility.

The infirmary must:

- Be staffed on a 24-hour basis with nursing personnel to handle minor injuries and/or referrals to community medical services
- Alternately, if a 24-hour medical call service is available, the infirmary can be staffed during daytime hours Include a regular time period in each day when medical doctors are available for appointments with Participants
- Include a general admissions area/waiting room

- Provide the appropriate communications equipment
- Have a secure and well-organized record keeping facility with all medical volunteers trained on GEMs.pro
- Have private examination rooms (areas)
- Have male and female isolation rooms
- Provide all of the medical equipment and supplies necessary for infirmary services.

The infirmary may include facilities for physiotherapist, taping, etc. if the Host Society chooses to provide these services.

The Host Society is responsible for establishing all medical infirmary policies and procedures including:

- A 24-hour transportation plan for the relocation of Participants from a venue to the infirmary or hospital (or from the infirmary to hospital) for non-urgent situations. The assumption is that emergency transportation will be dealt with through local ambulance services
- A records protocol for treatment provided (including forwarding a copy of records to the Participants' home physician if required)
- A reporting procedure summarizing all treatments provided (for morning Chefs' meetings and for the Host Society final report) (GEMS.Pro)

6.5.1.4 First Aid Service at Venues and Accommodations

The Host Society is responsible for providing adequate first aid services at all venues and Games related events (sport, accommodation, Opening Ceremonies, Closing Ceremonies, Gala, Participant social events).

Prior to determining the level of service for each sport venue, the Host Society must review the Sport Risk Assessment Chart – Appendix N to determine if any changes should be recommended to the AWGIC. Once the assessment has been completed and any changes approved, the Host Society must prepare a plan and recruit the necessary personnel.

Lower risk events may be described as requiring:

- A highly visible and easily accessible first aid station,
- A trained and easily identifiable first aid technician on site and accessible during all events,
- Easy access for the first aid technician to the sport competition area,
- Proper first aid kits and communication devices for emergency purposes,
- A predetermined emergency procedure for dealing with more serious injuries including evacuation by ambulance,
- Backup personnel with first aid training certification in case the primary responder is busy and another situation develops,
- Access to ice and water.

Higher risk events may be described as requiring all of the above, plus:

- On site emergency medical technicians (EMT's) or medical personal such as nurses or doctors depending on the risk assessment
- On-site support facilities and equipment for EMT's or medical personnel
- Backup personnel in the situation where primary responders must deal with one situation while other activities continue.

6.5.1.5 Access to Advanced Medical Services

The Host Society is responsible for providing Contingent Participants with access to hospital or other advanced medical facilities as required. Contingents are responsible for covering all of these costs including any costs associated with evaluation and air ambulance services to transport Contingent members to larger centers for treatment or in the alternative transport Contingent members back to their home medical facilities.

All Contingents are required to carry the appropriate medical insurance for their members to cover all costs of medical services (including emergency transportation in or outside the community and/or air evacuation back to the Participants' home community) not provided by the Host Society directly.

6.5.1.6 Participant unfit to compete/Return to Play

The Host Society must use the established AWGIC Return to Play Policy (AWGP20) and ensure that all medical personnel have access to the Return to Play Guidelines and Child Sport Concussion Assessment Tool.

A Participant may be declared medically unfit for competition by a medical practitioner authorized by the Host Society pursuant to the Host Society's procedures. It is important that the authority designated to diagnose a concussion be medically qualified to do so. If a Participant is declared medically unfit for competition the Host Society must immediately notify that Participant's Chef de Mission of the situation. It is the Contingent's responsibility to put policies in place to ensure that the Participant complies with this declaration.

Participants returning to play (competition) without confirmation of 'all clear' from the Host Society medical practitioner authorized to do so shall have their results nullified and may be subject to further disciplinary action. The nullification of results includes the results of a team if team sport Participants return to play or dress for a Game and are available to play but do not.

6.5.1.7 Isolation Rooms

The Host Society is responsible for establishing and staffing on a 24-hour basis isolation rooms for Participants ordered by medical personnel to be separated from the general population. Host Societies can seek the assistance of Contingents to assist, i.e., use of parents or others as chaperones, but ultimately it is a Host Society responsibility to ensure proper isolation and supervision services are in place. The Host Society is responsible for ensuring that all supervisors have the proper security clearances.

6.5.1.8 Venue Plans (sport, accommodation and others as required)

The Host Society must develop a full emergency services plan for each venue (sport and accommodation) which includes:

- A venue map with first aid stations, emergency access routes and other important features clearly marked
- The venue signage plan,
- Procedures for all levels of first aid response,
- Procedures for the transportation of Games Participants to medical services (non-emergency and emergency),
- Incident report (including daily reports to the medical chair) and evaluation procedures,
- Procedures for the immediate notification of Chefs (or their designate) when any Participant is transported for treatment at a hospital or other medical facility outside the infirmary,

The Host Society is to provide Chefs with the plans for each venue.

6.5.1.9 Interdependencies Medical

Sponsorship and Fundraising supplies procurement

Volunteer and Protocol

Communications and IT radios, telephones, GEMS training

Security

Logistics

Venues and Facilities

Welcome and Send Off

Transportation

7.0 COMMUNICATIONS AND IT

Chefs de Mission - Contingents

Contingents are responsible for covering their own telephone long distance charges

In-Country Contingents are to use their own mobile communication devices (cellular telephones/smart phones) when attending the Games

7.1.1 Communications Plans, Devices and IT Equipment

The Host Society is responsible for establishing a communications system to service Host Society venues, events, volunteers and staff, Contingents, the AWGIC, media, and the general public.

The Host Society must establish an internal Games Time communications protocol / process that allows the appropriate Host Society, Contingent and AWGIC personnel a quick and reliable method to communicate, make decisions and deal with emergencies, receive notices of schedule changes or other significant issues. Changes to schedules should be date/time stamped.

Communications and IT division are to complete their plans with personnel from Security, Transportation as well as Marketing and Public Relations division to ensure a cohesive communications plan.

7.1.1.1 Kimik iT/Gems.pro

The only approved registration and results management system for the Games is the property of Kimik iT. The Host Society and the AWGIC enter into a tri-party agreement with Kimik iT for the current Games cycle for the continuing use of this system; the all-in-one Games Event Management System is known as GEMS.pro. The Communications and IT division will work closely with all Host Society divisions to ensure that staff, directors, chairs and other the appropriate volunteers are trained on GEMS.pro.

The AWGIC Operations Coordinator shall be granted super-user access with full administration privileges to the Gems.pro site for each Games cycle.

The Host Society is encouraged to work with GEMS Pro with respect to the Games App which provides schedules, results, sport venue locations etc. (gems.uno).

7.1.1.1 Equipment and System Requirements

The Host Society will require:

- Office communications equipment
- Mobile communication devices for staff and key Host Society board / committee members and other volunteers
- Specialized communication systems for Security, Transportation and out of main centre venues such as ski hills
- On site communication capability at each venue/office (sport, culture, accommodation, results, security, village mayor's office, transportation, infirmary, etc.) for use by the appropriate personnel

- Computers/laptops for the Games Office, Games Operations Centre, Venues/Sport Chairs, at accommodations for Participant use, at Mission Offices for Contingent Use, at registration and accreditation centres (special guest lounge)
- Camera equipment for registration and accreditation, or in the alternative training for volunteers to use smart phones for photos including setting out the process for uploading photos to a secure server
- Printers, copiers, scanners

All computer equipment and programs must be compatible with Microsoft Office programs including Word and Excel.

7.1.1.2 Mobile Devices, Equipment and Systems for Contingents and AWGIC

The Host Society is required to:

- Provide each out-of-country Contingent (for all Mission Staff) and each out-of-country AWGIC member with a high quality and functional mobile device (e.g., smartphone) with the following capacities:
 - Voice (including long distance capabilities)
 - Text messaging (including group texting)
 - Email
 - Internet Browsing
 - Address book (Host Society contacts pre-loaded)
 - Additional battery packs or mobile charging equipment
- Furnish mobile communication devices to AWGIC members and Chefs and/or Mission Staff upon their arrival at the Games
- Provide information on phone company / program capability so that Chefs can advise Contingent members and families on functionality of personal mobile communication devices in the Host Community
- Establish a mechanism to have the results of various events posted on the Host Society web site and regularly updated
- Provide computers and printers to each Contingent as detailed in the Mission Services section
- Provide Internet access at the media center
- Ensure wi-fi at all Games venues – Communications and IT will work closely with the Facilities/Venues division to ensure wi-fi at all venues is optimum

The Host Society may want to consider approaching sponsors for the provision of mobile devices, telephone minutes, sim cards, chargers, plug in adapters, or other IT items Participants may require during their stay in the Host Community.

The Host Society must develop a directory of contact numbers for all Host Society, Contingent and AWGIC members. This directory should be produced in a hard copy pocket size format and be pre-loaded in all Host Society communications equipment and include:

- An alphabetical listing of numbers.
- An organizational listing of numbers
- May include email addresses, although it may be better to locate these on a directory on the Host Society web site
- Local emergency contact information

7.1.1.3 Host Society Website, Social Media and Email

The Communications and IT division will work with the Marketing and Public Relations Division to ensure all systems are in place for a complete website and social media plan.

The Host Society shall host a website as approved by the AWGIC. The AWGIC shall have full access to the website including access to log in and copy the complete website and all files. The domain name will be a registered Arctic Winter Games domain (i.e., awg2020.org) for the Games and supplied to the Host Society by the AWGIC. The website will be kept live on the Internet for a minimum of two (2) years as a tribute to hosting the Games. The AWGIC shall ensure the domain is kept registered. The format for all Host society email addresses will be [name or committee@AWGyear.org](mailto:name_or_committee@AWGyear.org)

The Host Society website must include a direct link to the AWGIC website via the AWG logo symbol. The AWGIC website will include a direct link to the current Games website.

The Host Society is required to provide a complete electronic copy of their website including all results posted to the AWGIC at the conclusion of the Games.

7.2.1 Results

Using GEMS.pro and other systems as the Host Society may deem appropriate, the Host Society will develop a results reporting system which must:

- Comply with AWGIC policy AWG16 Medals and Scoring Process Policy
- Allow for the posting of full event results within 30 minutes or sooner of the conclusion of that event (provided technical appeals and other rules-based considerations have been satisfied).
- Be tested in several sport test events prior to the Games
- Make use of the Score Sheets for Arctic Sports as set out in the Arctic Sports Competition Manual

The Results committee must work closely with the corresponding sport chairs and the volunteers committee to ensure that sport specific volunteers are recruited to the results committee.

Each sport is different and media result needs are often different than those of coaches, athletes and spectators. Generally, the following results information is required:

- Sport
- Category (juvenile, junior or open, etc.)
- Gender
- Time and date of the event
- Event number (if applicable)
- Name of athlete and his/her Contingent or if team sport, name of Contingent (i.e., Greenland, Alaska, etc.)
- Score (if applicable)
- Distance, height, time or other measure of event (if applicable) particularly for Arctic Sports and Dene Games
- Other sport statistics; i.e., name of players who scored and assisted goals (i.e., hockey), new record established (for Arctic Sports and Dene Games) etc.

The Results Committee must establish a results reporting protocol (in consultation with each sport committee). The protocol must include:

- A results verification and approval procedure
- Reporting procedures for ties
- Reporting procedures for multiple winners of a medal (i.e., two gold medal winners)
- Exact numeric information requirements (down to the appropriate decimal point on times, distances, etc.)
- Reporting procedures for disqualifications, non-completed events or no-shows.

The on-line results database must:

- Be directly accessible from the AWGIC and Host Society web pages (the results will be archived on the AWGIC site after the Games)
- Include immediate access to the current day's results
- Include archive access to previous days' events
- Include access to the sport schedule
- Avoid the use of acronyms
- Be as consistent as possible across all sports
- Be accessible from any computer with normal Internet access
- Accommodate printing by providing print friendly versions to users
- Consider the limited bandwidth available to many northern communities (avoid large files that will be difficult to load).

The on-line results database should:

- Allow for the direct uploading of results from each sport venue
- Allow for user sorting of data (i.e., by hometown, by Contingent, etc.).

Hard copies of results should be posted at sport, accommodation and other high traffic venues.

At the conclusion of the Games, each Contingent must be provided with a digital (print friendly) copy of the Games results including:

- A summary of Ulu winners by sport and category of sport
- A summary of all finishes in all sports (by placing, time, distance, score or other factors).

There is no official medal count kept by the Arctic Winter Games International Committee, the Host Society may choose to post overall Contingent medals counts (see Policy Manual AWGP16 Medals and the Scoring Process)

7.3.1 Registration and Accreditation

Chefs de Mission - Contingents

Chefs de Mission must familiarize themselves with and implement any information on privacy law constraints affecting the gathering and use of personal data.

Chefs de Mission are responsible for:

- Screening all team members' registration information including ensuring proper photos have been uploaded
- Scanning/Uploading any required consent forms
- Ensuring all Participants have completed registrations prior to deadlines from the Host Society
- Ensuring that all Mission Staff have completed registrations prior to deadlines from the Host Society
- Providing all Participants with the luggage tags as directed by the Host Society
- Reviewing and Distributing Participant Accreditation Badges

7.3.1.1 Registration

AWGIC requires that Host Societies utilize the registration, results and accreditation computer programming system offered by KIMIK iT of Nuuk, Greenland.

Registration page formats are not to be altered without the written approval of AWGIC.

The Host Society will work with Kimik iT using the following guidelines:

- Board of Directors and staff register when system goes live
- 12 months out volunteer registration begins
- 12 to 9 months out – Host Society advises Chefs on digital photo specification requirements for registration
- 12 to 9 months out – Contingents may access the Registration system for team trial events
- 12 to 9 months out - Registration system operational (testing completed). Contingent registration including the provision of digital photos begins (Chefs screen for accuracy)
- 6 months out – Host Society confirms Contingent registration deadline with AWGIC (set approximately one month from the start of the Games)
- 6 months out – Host Society confirms late registration process with Chefs (substitutions and medical changes)
- 3 months out – Special Guest pre-registration is coordinated with AWGIC
- 3 months out – contractors, venue operators and performers registration begins
- 1 month out – Registration deadline
- 1 month out – Host Society provides Chefs with draft Contingent lists and protocol for requesting other reports (i.e., by accommodation venue, by gender, etc.)
- 3 weeks out – Chefs provide Host Society with corrections
- 1 week out – Chefs provide Host Society with any substitutions (after this date Chefs provide these in person at the Games)
- 1 week out – Host Society provides Chefs with final Contingent lists
- 1 week out – Host Society provides Medical, Accommodation and other committees with required registration information

- Games – Contingents arrive and are provided with accreditation cards
- Games – Final substitutions and corrections are managed by on-site protocol
- Games – Host Society monitors and updates database as required – important to monitor registrations for special guests and work closely with the Awards/Medals Committee

An on-site registration system must be established for those Games Participants who arrive without being properly registered in the Games database.

This must:

- Allow for the processing of new (substitute) or corrected registrations
- Allow for the replacement of lost accreditation cards at a central location (Participants' Village)
- Allow for the registration of Games special guests at the primary special guest hotel
- Allow for the inclusion of new photographs
- Be a stand-alone operation with backup systems
- Be tested prior to the Games
- Be located in a large holding area where Contingents initially disembark from arriving aircraft and should:
 - Be set up for manual registrations
 - Include a seating area and access to drinks and snacks
 - Allow Participants to be processed in under 30 minutes

7.3.1.2 Accreditation

Accreditation tags including a photo on a lanyard must be provided to each Games Participant for access to dormitories, sport venues and for general security. The tags must include coding for each Participant's name, age, Contingent, sport, category, residence and any other necessary information. The Host Society in consultation with AWGIC and Kimik iT will determine the card standards.

Appropriate language will be included in the Participant registration forms allowing media, the Host Society, the Arctic Winter Games International Committee and the appropriate Contingent, approval to use photographs of Participants (including the registration photo) for non-commercial, Arctic Winter Games only, publicity purposes (see AWGP18 Photography and Digital Image Policy)

7.4.1 Interdependencies Communications and IT

Communications and IT division will need to coordinate all Games Training with all divisions – working closely with the Volunteer and Protocol division.

Sponsorship and Fundraising equipment requirements

Volunteer and Protocol motor pool, volunteers

Security equipment needs

Logistics equipment needs

Venues and Facilities equipment needs

Sport Chairs/Sport Technical results and equipment needs

Marketing and Public Relations website, social media, media and broadcast

Culture and Ceremonies media and broadcast, equipment needs

Care and Comfort IT equipment for Participants Village

8.0 CULTURE AND CEREMONIES

8.1.1 Cultural Program

Chefs de Mission - Contingents

Contingents/Chefs de Mission are responsible for:

- ensuring a process for the selection and identification of Contingent Cultural Participants is undertaken according to the timeline indicated by the Host Society
- providing the Host Society with information on Contingent Cultural Participants so that the necessary technical and support requirements can be prepared no later than 6 months prior to Contingent arrivals at the Host Community
- Identifying a Cultural Lead for their contingent and ensuring the cultural lead makes contact with the Host Society Cultural program chair
- Identifying flag bearers for the Opening and Closing Ceremonies

Host Contingent Chef de Mission will work with the Host Society to identify a Participant to deliver the Participants' Oath and an Official to deliver the Officials' Oath at the Opening Ceremonies

The Host Society is to establish a Games cultural and entertainment program that reflects the distinct character of the Host Community / region and the circumpolar north. The goals and objectives of this program must meet any policy requirements in AWGP8 Cultural Program Policy and the AWGIC Cultural Program Technical Package.

A typical Games cultural and entertainment program includes:

- Opening and Closing Ceremonies
- Cultural galas showcasing the Contingent Cultural Participants
- Cultural and entertainment programs for Games Participants and the public at a wide range of venues in and around the host communities
- Other elements that showcase the Host Community.

8.2.1 Cultural Delegate Program

A Contingent cultural delegate program includes a balance between: performance, rehearsal, collaboration and learning. It is also important to consider time for the cultural delegates to see some of the sport competition and for athletes to see cultural performances. The Host Society will provide a cultural delegate program which includes:

- Performing and exhibit events, which provide opportunities to the cultural delegates to share their talents with the public, athletes and each other (A good venue to share culture performances with Participants is at the cafeteria, or at sport venues during breaks in competition)
- At least one evening Cultural Gala Performance providing cultural delegates an opportunity to work with professionals in a theatre setting
- Art, music, dance and other performance workshops for Contingent Cultural Participants

A Cultural Delegate Welcome Package is strongly recommended. It should include information on:

- The artistic and production support unit
- Bios of the artists and professional theatre volunteers
- The venues (rehearsal and performance)
- Draft schedules
- Technical support information and limitations.

The Host Society should establish a regular series of cultural program conference calls (about 8 months before the Games) with Contingent cultural representatives to ensure preparations for the program are accomplished. A member of the AWGIC will be appointed to co-ordinate and assist with the conference calls.

The Host Society must establish a care and comfort plan (accommodations, meals, transportation etc.) for Contingent Cultural Participants that reflects their needs and allows them to interact with other Games' Participants. The Cultural Participants should be housed together within the Participants Village. Transportation needs may be unique due to the requirement for specialized or large equipment and evening performance schedules. Consideration should be given to appointing a volunteer driver and van to each cultural contingent. Food services may need to be adjusted to accommodate evening performances.

Cultural and entertainment venues and technical services vary widely in host communities. The Host Society is responsible for providing information to Contingents on the related technical specifications for all venues including the:

- Performance and rehearsal area dimensions, flooring, lighting, sound and related matters
- Availability of dressing rooms, showers, equipment storage, laundry and ironing facilities
- and maintenance areas
- Spectator viewing
- Cleaning, maintenance and service plans,
- On site access to water (and food if available)

Media play a special role in the Games. The Cultural and Venue Committees will need to know of any specific issues related to power supply, close-circuit television wiring or restrictions on issues such as lighting or camera flashes, which may affect the performances.

No medals are awarded to cultural delegates at the Arctic Winter Games. Contingent cultural delegates cannot compete for medals or prizes during the Arctic Winter Games nor can they receive financial remuneration for their participation in the Games. Any commemorative gift or medallion the Host Society intends on providing to the cultural delegates must be approved by the AWGIC.

Participation medallions are acceptable for Contingent cultural delegates but they must be all the same with no distinction for placing and they cannot be in the shape of an Ulu or include an Ulu design of any kind. The medallion design must be approved by the AWGIC

8.3.1 Games Opening Ceremonies

The following are the elements of the Games Opening Ceremony program. Deviation from this format is not permitted, unless approved in writing by the AWGIC.

Appendix O sets out the AWGIC approved Opening Ceremonies Program Timing – Any changes to the timing must be approved in writing by the AWGIC

The Emcee's script is to be approved by the AWGIC no later than 24 hours prior to the Ceremonies and be tightly controlled with no allowance for additional material to be added

Duration of Ceremony - The Opening Ceremony must be no longer than one hour. Participants must not be held in a marshaling area for any more than one additional hour.

Stage Guests - The following individuals may sit onstage or in an appropriate alternate area for recognition purposes. Substitutes must be approved by the AWGIC. These can only be another elected political leader or if one is not available the Deputy Minister responsible for sport or if they are not available an AWGIC member from that Contingent. The AWGIC will provide the names of the persons to the Host Society 72 hours before the Opening Ceremonies

- The President of the Arctic Winter Games International Committee or their designate
- The political head of delegation from each Contingent (typically the Minister responsible for Sport or their designate)
- The host jurisdiction political lead (typically the Premier or Governor)
- The host country political lead
- The Host Community mayor
- The President of the Host Society
- Any other stage guests must be approved in writing by the AWGIC
- The AWGIC will consider Host Society requests for additional stage delegates under the terms of the permanent government partner protocol for the Games.

Speakers - Only the following individuals may speak at the Opening Ceremony:

- President of the AWGIC or their designate
- President of the Host Society
- Either the Premier/Deputy Governor or the Minister of Sport of the host jurisdiction
- Mayor of the City
- Indigenous Government Representative

Speeches of officials shall not exceed one (1) minute in length. With the exception of the President of the Host Society, the President of the AWGIC and the Indigenous Government Representative, all speeches must be presented through video.

There shall be no speeches or presentations by any sponsor.

March In

- Contingents must march into the Opening Ceremony in the order established in the Flag Policy. Note, the formal protocols around flags, anthems and related matters are very important to follow.
- When contingents are introduced the Emcee must use the approved Contingent names described in the Contingent Names policy.
- The Emcee shall also introduce the political head of Contingents as their respective contingents are introduced
- The approved list of the heads of Contingents will be provided by the AWGIC, four (4) days prior to the Opening Ceremony.
- The Host Society may establish several entry areas for Contingents to speed up the march in process.
- Contingents must march by the stage or sitting area established for the stage guests/political heads of contingents so that they can be welcomed by the political leader for their Contingent.

March Out

- Contingent Chefs de Mission must be provided with a detailed exit plan including transportation at least one day prior of the ceremony. The Emcee must outline the concise exit plan again at the closure of the ceremony.

7.3.1.1 OATHS – Opening Ceremonies

A Participants' Oath and an Officials' Oath must form part of the Opening Ceremonies. The wording of the Oath is as follows and cannot be changed without the written approval of the AWGIC:

Participants' Oath:

"In the name of all Participants, I pledge to embrace the Arctic Winter Games in the spirit of fair play and cultural exchange, respecting the traditions that govern them and celebrating the honor and excellence of our teams."

Officials' Oath:

"In the name of all sport officials, I pledge that I will officiate in the Arctic Winter Games by applying and interpreting the rules with total honesty and impartiality."

8.4.1 Games Closing Ceremonies

The following are the elements of the Games Closing Ceremony program. Deviation from this format is not permitted, unless approved in writing by the AWGIC.

Appendix P sets out the AWGIC approved Closing Ceremonies Program Timing – Any changes to the timing must be approved in writing by the AWGIC

The Emcee's script is to be approved by the AWGIC no later than 24 hours prior to the Ceremonies and be tightly controlled with no allowance for additional material to be added

Duration of Ceremony - The Closing Ceremony must be no longer than forty-five (45) minutes. Participants must not be held in a marshaling area for any more than one additional hour.

Stage Guests - The regulations for Opening Ceremony apply to the Closing Ceremony. The only additional guest allowed will be the Mayor of the next host Contingent. The Emcee is to introduce and acknowledge the stage guests/political heads of contingents. The AWGIC will provide the names of the Stage Guests to the Host Society 48 hours before the Closing Ceremony.

Speakers – The Host Society may choose to have no formal speeches/speakers at the Closing Ceremony, with written approval from the AWGIC.

The presentation of the Hodgson Trophy and the AWG flag to the next host should be handled with suitable ceremonial protocol. It is an important piece of the overall Closing Ceremony.

March In – Contingents march into the Closing Ceremony as one combined group. The Host Society may establish several entry areas for Contingents to speed up the march in process. Each contingent is to have a Participant representative carrying their team flag and is to either parade across the stage or stand in a group on stage and be introduced.

Exit plan for departure of teams should consider the teams with immediate flight departures and must be clear and outlined to the Chef's prior to the Closing Ceremony; **Emcee must know the Exit Plan and communicate it clearly at the close of the Ceremony.**

8.5.1 General Notes on Opening and Closing Ceremonies

Plans for the Opening and Closing Ceremonies must be approved by the AWGIC at least sixty days in advance of the ceremonies.

An AWGIC Director resident in the Host Contingent will be a member of this Host Society committee.

The services of a professional stage manager must be utilized for the Opening Ceremonies and is recommended for Closing ceremonies.

The flag and anthem protocols as described in the Staging Manual have been preapproved by participating Governments.

It is especially important for the Host Society to meet with the Chefs from, and brief those volunteers with direct responsibility for, Teams Yamal, Sápmi and Greenland to confirm that there are no language barriers that may cause issues.

The Opening and Closing Ceremonies venues must be indoor and include:

- An area for a stage with a podium and public-address system
- A large warm area for marshalling Participants
- Spectator space
- An area for entertainment or performances
- An area for special guest seating
- Clear visibility of the Games Torch or screen video of the Torch
- Facilities for television coverage and other media.

Marshalling and staging Participants prior to the Ceremonies should be as short as possible.

Participants should be stationed so as to be able to view the entertainment and official functions on the stage (directly or through large screen projection systems). If possible, Participants should be seated at the Opening Ceremony.

Flags must be displayed according to the Flag Policy.

The Flag Bearer for each Contingent must be a current athlete or current cultural delegate from that Contingent.

The Host Society must develop and brief all Participants on safety and evacuation procedures for both events (proper lighting, safety personnel etc.) and the protocol for connecting any 'lost' Participants with their contingents.

Food Services must be available to the Participants following the conclusion of the Opening Ceremony and the Closing Ceremony.

Official versions of Contingent Anthems must be played during the Opening Ceremony. The Hosting Country's national anthem may be played during the Closing Ceremony. Digital versions are available from the AWGIC.

Games Torch and Cauldron

The 2008 Arctic Winter Games Host Society commissioned a special Games Torch as a legacy item for future Host Societies. This torch will be passed to future Host Societies at the Closing Ceremony of each Games, or if it is not possible to pass the Torch at the Closing Ceremony, the Torch will be shipped to the next Host Society. The torch cannot be modified in any way without the express written permission of the AWGIC.

Each Host Society is responsible for providing a Games cauldron to be lit at the Opening Ceremony and extinguished at the Closing Ceremony. The design of the cauldron must be approved by the AWGIC. One commercial marking less than 50 square centimeters will be allowed on the cauldron.

Media Access

Media are generally allowed access to the open floor space in the main Opening and Closing Ceremonies facility. They **do not have** access to Participant staging areas or related preparation areas.

8.6.1 Sport Opening and Closing Ceremonies

If a Host Society chooses to run a Sport Opening and / or Closing Ceremony they should be between 5 and 15 minutes in length.

Sport Opening Ceremonies are to be held prior to the start of competition although this is not required if sport schedules require an earlier start. Order of events is recommended

- Master of Ceremonies (Emcee) welcome
- Participants march in to the Host Society's Arctic Winter Games theme song
- The flags and contingents are marched in as noted in the flag protocol
- A banner stating the name of the contingent precedes each contingent
- Emcee asks everyone to stand for the national anthems. The anthems are played in alphabetical order except that the host country's anthem is played last
- Emcee introduces speaker
- Address by speaker
- Speaker officially opens the sport venue while the Arctic Winter Games Host Society flag or Arctic Winter Games flag is raised or positioned in a visible location
- Host Society's Arctic Winter Games theme song is played while Participants leave to prepare for competition.

Sport Closing Ceremonies. Order of events same as Sport Opening Ceremonies

- Arctic Winter Games Fair Play pins and coaches' medals (individual sports only) may also be presented at Sport Closing Ceremonies
- Medal ceremonies may be held in conjunction with Sport Closing Ceremonies.

8.7.1 Ulu Medal presentations

Ulu medals may be presented at the completion of a sport competition, the end of each competition day or at the end of the competition week or at a centrally located medal presentation site. Presentations at the sport venue at the end of each day is the preferred option by contingents.

Consider the following for Ulu presentation ceremonies:

- Presentations run in the same order in which events occur (first medals awarded would be those won on the first day of competition or the first event of the day)
- The gold Ulu winner's national anthem (one-minute abbreviated version, if available) is to be played after the medals have been presented,
- Order of presentation:
 - Bronze - first
 - Silver - second
 - Gold - third
- All Contingent flags and the AWG flag must be on display in accordance with the Flag Policy
- Ulu presenters are typically Special Guests, political leaders, local dignitaries and AWGIC Directors

- The Host Society should have a dedicated Awards contact at each venue who organizes the ceremony and ensures communication with presenters on timing and location. Confirm with all presenters each day and notify of any schedule changes which occur
- Consideration should be given to media wishing to cover the Ulu presentations; i.e., television cameras, photographers, etc.
- Presentation ceremonies should not exceed 30 minutes
- For sports where the time of completion varies, consideration should be given to doing medal presentation ceremonies the following morning so that medal presenters and media can schedule their time accordingly (i.e., Arctic Sports)
- Coaches in team sports receive the same medal as their team members at the presentation

Equipment/Materials for Ulu Medal Presentations

- Podium (tiered level for Ulu presentations),
- Pillow, tray or other suitable display item for holding Ulu during presentations
- Flags and flag poles or flag stands
- Banners with contingent names
- Clear recording of Games Theme song
- Clear recordings of Contingent anthems (official versions available from AWGIC) of the gold Ulu winners (one-minute abbreviated versions)
- Public address system

Medal Podiums Logo displays must be as follows:

- The design of medal podiums must be approved by the AWGIC
- The AWG logo shall be the prominent logo
- Corporate markings must be approved in advance by the AWGIC
- A maximum of two corporate logos may be included
- The size of corporate logos cannot exceed 75% of the size of the AWG logo,

Each sport committee should assign one of their members to work with the Awards Committee to assist with technical questions.

Competition Ties

On the event of ties in a sport competition:

- For first place - two gold Ulu and a bronze Ulu are awarded - no silver Ulu is awarded
- For second place - one gold and two silver Ulu are awarded - no bronze Ulu is awarded
- For third place – one gold, one silver and two bronze Ulu are awarded,

In the above noted situations, the second medal of the same standing to be presented should be drawn from the extra medals ordered for this purpose.

Three or Fewer Teams in a Sport

In circumstances where there are two or three teams / athletes participating in a sport, the gold, silver and bronze Ulus will be presented as appropriate provided all teams/athletes complete the competition according to the rules of that sport and are awarded those positions respectively. The AWGIC will either eliminate these events from future Games in accordance with the Sport Selection Policy and or adapt the sport technical package to reduce the likelihood of this situation reoccurring.

Ulu Inventory

Once the Games have been completed all remaining Ulus must be returned to the AWGIC Technical Coordinator.

8.8.1 Interdependencies Culture and Ceremonies

Marketing, Media and Public Relations

Volunteers and Protocol

Sport Committees

Facilities/Venues

Transportation

Security

Food Services

9.0 MARKETING, MEDIA AND PUBLIC RELATIONS

Chefs de Mission - Contingents

Chefs must approve any Games Access Policy for athletes and cultural delegates

Chefs are responsible for assisting with promotion in their own jurisdictions

Contingents must provide the Host Society with a copy of their Participant handbook including a copy of the contingent Code of Conduct

Chefs must provide a list of media personnel with contact information attending from their contingent

9.1.1 Marketing and Media

Media and public interest in the Arctic Winter Games is significant. The Host Society is responsible for establishing good media relations, promoting a positive public image of the Games and providing certain media services at the Games. This division is also responsible for creating the overall 'look and feel' of the Games. The Host Society is responsible for complying with the terms and conditions of the AWGIC Symbol Policy (AWGP23) and the AWGIC Logo/Branding Graphics Manual. **The Games slogan and brand must be approved by the AWGIC.** The Host Society is also responsible for creation of a Theme Song (see AWGIC Policy AWGP 26). A Mascot program is strongly encouraged

All Host Society Board Members, staff, Guest Services volunteers, Security volunteers and Participant Village Mayors, should be familiar with the Host Society Official Spokesperson Procedure or Policy. The Host Society should establish a pronunciation guide and or provide relevant training for all public communications events for those board members and personnel that will be expected to speak publicly. Particular attention should be paid to the pronunciation of Contingent Team Names, key personnel and political representatives from each Contingent.

Photographic Permission

Appropriate language will be included in the Participant registration forms allowing media, the Host Society, the AWGIC and the Contingents, approval to use photographs of Participants (including the registration photo) for non-commercial, Arctic Winter Games only, publicity and educational purposes (see AWGP18 Photography and Digital Image Policy).

Games Photographers

The Host Society is required to have a Volunteer Photographer Program. Digital copies of a variety of sporting, cultural and social events of the full Games week, including Opening and Closing Ceremonies and Cultural performances are to be provided to the AWGIC for posting on the AWGIC website. The Photographs are an archive and are also available for educational and future Games marketing purposes. The Host Society is encouraged to develop and have the volunteer photographers sign a volunteer photographer agreement. Credit for the photos will be given as Arctic Winter Games International Committee and AWG (YEAR) Host Society.

Official Broadcaster

The Host Society is not required to establish an official broadcaster for the Arctic Winter Games. If official broadcaster status is assigned to one media organization, a contract must be established between the Host Society and the official broadcaster. The AWGIC must approve the contract before it is finalized. The contract must include:

- The expectations and deliverables for each of the Host Society and the broadcaster
- Access provisions for other media organizations
- Any specific event scheduling requirements
- Television, internet and radio coverage plans by the broadcaster.

It is strongly recommended that the Host Society obtain professional media and legal assistance in negotiating contracts with an Official Broadcaster. Any contracts must allow for participating Contingent media to have full access to Games sporting and cultural events including Opening Ceremonies, Closing Ceremonies and any Gala Cultural performances.

If the contract indicates that the Host Society will be responsible for selling television advertising, it is strongly recommended that the Host Society obtain professional assistance to complete this task.

Games Coverage

Host Societies are encouraged to use all available media opportunities (television, radio, on-line, print, social media, and others) to promote the Games in the Host Community, across and participating Contingents, nationally in Canada, USA and in other parts of the world.

Television coverage is encouraged for participating Contingents. The Host Society is not, however, required to facilitate national broadcasting rights when the Games are hosted in Canada or Alaska.

Coordination of on-line coverage with results is essential.

Media Centre

The venue chosen for the media center must be central. Consideration should be given to providing the following:

- Computer workstations with Internet access and real time access to Internet broadcast stations
- A photocopier/printer with scanning capabilities and other office supplies
- Copies of Contingent media guides and Contingent media contacts
- Other services to facilitate a positive relationship between media and the Host Society.

Media Accreditation

All members of the media must be accredited and identified by a distinct arm band, hat etc. chosen by the Host Society. The accreditation process should include verification procedures. All media should receive an invitation letter similar to the special guest invitation email (see Appendix T) to provide them with information on registration and accreditation processes.

Media accreditation must allow for access to sport and cultural venues. Media accreditation must not allow for access to the Participant Village and Participant cafeteria, nor any staging areas at Opening and Closing Ceremonies or any staging areas at Gala Cultural performances.

The Host Society should establish special media areas at each sport venue to provide for photo opportunities, access to results and Participant interviews.

The Host Society must develop a Participant Access Policy for the media. The AWGIC and Chefs must approve this policy.

9.2.1 Merchandise and Pins

The Host Society is responsible for developing and implementing a plan to produce and distribute souvenir items for the Games. A well-managed merchandizing plan can greatly assist the Host Society with public relations and generate a profit to offset other Games costs.

All Merchandise and souvenir items bearing the AWG Logo must be pre-approved by the AWGIC prior to production.

The Host Society's initial task is to determine the most expedient way to merchandise souvenir items in the community. The general options are:

- Contract the program out to an existing business
- Manage the program internally
- Develop a combined program with elements of both contracting out and self-management.

Pins and Pin Trading

Responsibility for Host Society pins (souvenirs, gifts, for sale or otherwise) is also part of the merchandizing responsibility. The Host Society should create a plan on the design, development and distribution of pins, including which pins will be gifted and which will be sold as merchandise. It is recommended that previous Games pins be reviewed and that each division be represented by a pin.

It is strongly recommended that the Host Society have a pin trading location/centre easily accessible to the community and the Participants. If pins for specific sports are created – each Participant in that sport should receive a pin. It is also recommended that full pin sets be available for sale. One full set of pins is to be gifted to the Alaska State Museum.

Contracting Out Merchandise

Establish a clear contract that identifies:

- The percentage of sales to be remitted to the Host Society
- Responsibility for surplus merchandise after the Games are over
- Host Society approval of merchandise to be offered for sale (quality, appropriateness, etc.)
- AWGIC approval of all branded merchandise
- Warehousing responsibilities

Internal Management

It is strongly recommended that the Host Society obtain the services of a professional familiar with Games-type merchandizing to manage this program. Professional advice should be retained to determine merchandise selection including product rotation, the introduction of new lines and related matters.

Most Host Societies establish separate retail locations open as much as 18 months in advance of the Games. It is important that the impact of the sales process on the Games office be minimized.

During Games week, separate kiosks are to be established at a variety of locations around the Host Community, or in the alternative 'pop-up' kiosks at busy Games locations.

Adequate warehouse space, good bookkeeping and inventory systems, and electronic point of sale system must be established.

The Host Society must also develop an inventory management policy to ensure adequate stock is on hand during the Games and that any surplus is disposed of immediately following.

The Host Society should consider a discount policy for Board Members, Staff, Chefs de Mission, Assistant Chefs de Mission and AWGIC. It is suggested that the discount policy be in place for meetings held prior to the Games where Chefs de Mission, Assistant Chefs de Mission and AWGIC attend at the Host Community.

9.3.1 Publications and Ulu News

The Host Society is required to prepare certain publications to provide information to Games Participants and visitors. Publications may be both in electronic and hard copy format. The items in this table marked with a ★ are a required publication

9.3.1.1 Publications

★Host Society Telephone Directory – include names and contact information for AWGIC and all Mission Staff if possible, provide IT assistance to load the electronic directory onto AWGIC and Mission Staff personal mobile devices upon their arrival in the Host Community
★Welcome – Participants Handbook
★Media Handbook
★Volunteer Handbook
★Sport Programs – may be issued daily
★Gala Program
★Participants Bus Route Map
Visitors Map
Welcome - Special Guests Handbook
Welcome/thank you – Sponsors Handbook
Opening Ceremonies Souvenir Booklet/Closing Ceremonies Souvenir Booklet

Welcome Booklet - Participants

The Host Society typically produces a Welcome Booklet for inclusion in registration/welcome kits for Participants. In developing this consider:

- Welcome letters to the Participants from the Host Society and Host jurisdictions (municipal and state/provincial/territorial/International Committee President)
- Information on the mascot, theme song, general rules, venue locations, sport and practice schedules and a list of Games donors
- A history of the Hodgson Trophy and a list of past recipients
- A history of the AWGIC Fair Play pin and the process through which it is awarded
- Important Games phone numbers
- The infirmary schedule and medical services available
- Dining hours and procedures
- The transportation schedule
- Accommodation locations and colour coding of residences
- The cultural program/events
- A social activities calendar
- A map or maps, which include all venue locations and community information
- Community information section

Important sections of the Participant Welcome Booklet should be translated into Russian and Greenlandic or Danish. All written information should be available on the Host Society web site at least 4 months prior to the Games. Coordinate all information in the Welcome Booklet with other committees to ensure any information provided is consistent throughout all Host Society publications.

9.3.1.2 Ulu News

Electronic copies of Ulu News from all past Games are available on the AWGIC website. The Ulu News is usually 8 or more pages produced online and in tabloid format and includes:

- Photos
- Results
- Fair Play Pin daily winners
- Feature stories
(including on the Hodgson Trophy and Fair Play Pins and how both are awarded)
- Schedules (sport, cultural)
- Historic information
- Special interest articles (Pin Trading, Long time Sponsors etc.)
- Sponsor recognition
- Advertising

The Ulu News must be printed daily during the Games under the following parameters:

- A Minimum of 500 copies daily
- Advertising cannot exceed 40% of the total print copy
- Ready for distribution by 7:00 a.m. so that copies can be placed in the Special Guest Hotel, the Participant dining center, the Pin Trading Centre, the Arctic Sports venue and other locations as may be determined by the Host Society

The Host Society is to print at least one welcome edition (two months out from the start of the Games), and one wrap-up edition following the close of the Games. The wrap-up edition must include a listing of the names of all Fair Play pin recipients and an announcement of the Hodgson Trophy winner. These should be distributed in electronic format and/or included with local and regional newspapers. Pre-Games issues of Ulu News are a tremendous way to encourage community volunteerism and sponsor recognition for the Games.

Host Societies may be able to contract the production of Ulu News out to local media at no or low cost depending on the advertising revenues.

Host Societies or their Ulu News contractor must provide hard copies and electronic copies of all issues of the Ulu News to the AWGIC for posting to the AWGIC website.

9.4.1 Interdependencies Marketing and Public Relations

Administration, Finance, Sponsorship/Fundraising

Volunteers and Protocol

Sport Committees

Transportation

Security

10.0 SPORT TECHNICAL/SPORT

The Host Society is responsible for coordinating all sport competitions as described in the Arctic Winter Games Technical Package, Arctic Sports Competition Manual and Dene Games Competition Manual. A sport committee must be established for each sport to coordinate the preparation and competition. Arctic Sports and Dene Games must each have a separate sport chair. The Sport Manager will coordinate activities amongst these committees and act as a professional resource to committee chairs. Volunteers are responsible for most of the activities of each committee.

Chefs de Mission - Contingents

Contingents are responsible for verifying that they have the most recent copies of all sport schedules.

Coaches are responsible for understanding the rules under which the competition will be held.

Coaches are responsible for ensuring they are familiar with the technical package for their sport

Chefs de Mission are responsible for working with the Host Society in relation to the provision of and transportation of Head Officials

Each sport committee shall designate a representative(s) responsible for each of the following areas:

- Schedule and Sport Technical
- Officials
- Results & Media
- Venue
- Security and Discipline
- Ceremonies & Awards

Sport Chairs and their committees are responsible to review all AWGIC sport related policies in the AWGIC Policy Manual. Sport Committees are responsible for the overall management and conduct of their sport event within the Games structure and the AWGIC Technical Packages and any associated AWGIC sport manuals.

Depending on the sport AWG Technical Package some Sport Committees may be required to appoint a Technical Official (Head Official) to oversee the technical/sport rules aspects of the Games.

Sport Committees responsible for events that have previously not been conducted in the Host Community should run test events sometime during the season before the Games (i.e., 18 months to 3 months out).

Host Societies are responsible for providing non-personal equipment for each sport such as pucks, balls, shuttlecocks, etc. The AWG Technical Package may include technical specifications for this equipment.

Sport official qualifications and numbers required are included in each sport technical package.

10.1.1 Sport Schedules

The first draft of sport schedules should be prepared for AWGIC/Chefs review 12 months prior to the Games. Subsequent drafts should be developed and reviewed as necessary. The final schedule should be approved 2 months prior to the Games.

As sport schedules develop it will be important for the Host Society to develop a process for communicating those changes within the Host Society and with Contingents. Coordinate all changes in sport schedules with the Sport Facilities committee chair(s).

All drafts of all schedules and event results forms will be developed under the direction of the AWGIC Technical Director and AWGIC Technical Coordinator. Every draft schedule must include a time and date stamp in the header or footer. All results and games sheets shall be published in a standard format and coordinated with the results system and must bear the AWG Logo. No other logos or designation may appear on the schedules or results forms.

Specific details on each sport schedule are outlined in the Arctic Winter Games Technical Package. In team sports, the schedule is to be drafted, reviewed and approved using letter (i.e. 'A', 'B', 'C') designations for teams. Once the schedule has been approved and finalized the AWGIC Technical Director will arranged for Chefs de Mission to draw lots to determine their positions in the schedule.

The Host Society may request approval to adjust the schedule after the final draw to allow for the host Unit to compete in the first game of a team sport competition. This will only be approved if it does not create an unfair advantage to any Unit.

In developing schedules, the following factors must be considered:

- Schedules must allow for practice/familiarization time where possible
- Schedules should be included as part of the Welcome Booklet and published in a variety of other media including online (website, GEMs.pro UNO etc.)
- If possible, allow teams/individual athletes a mid-day break so that they can return to the cafeteria for the lunch meal. If this is not possible an off-site meal system will be required
- For sports where the time of completion varies, consideration should be given to doing medal presentation ceremonies the following morning so that medal presenters and media can schedule their time accordingly
- Consider printing/distributing daily schedules in Games publications such as Ulu News.
- A Games wide messaging system is required to ensure changes in schedules are easily accessible
- A protocol must be developed for weather or other delays. Chefs must review and the AWGIC must approve this protocol in advance of the Games
- Where possible, do not schedule opposite gender games for the same contingent in the same sport at the same time
- Where possible, do schedule early evening events/games to maximize local spectator access.

10.1.2 Sport Facilities

Satellite communities (greater than 50 kilometers from the Participants' accommodation site) can be used to host sport events, provided the following conditions are met:

- Participants must be housed in one residence all week; i.e., there are no planned overnight stays in the satellite community
- All event finals are held in the main Host Community to allow for appropriate media and spectator access, unless prior written approval is obtained from the AWGIC
- Sufficient safety and care and comfort programs are established for Participants
- The Host Society pays for all additional transportation costs
- If Contingents choose to make arrangements for additional practice time outside of the times arranged by the Host Society, they are responsible for those costs
- The number of occasions that each Participant must travel to any satellite venue must be limited to one occasion during the Games week. Upon request, the AWGIC will review Host Society recommendations to increase the number of occasions that any individual Participant has to travel to a satellite venue.

Sport Committees must coordinate with the Venue Manager to ensure:

- Technical requirements are met, including proper access and egress to field of play
- Dressing rooms (and showers) are available
- Equipment storage and maintenance areas (ski waxing, skate sharpening etc.) are supplied
- Drying rooms are available
- Facility maintenance services can be accessed if required
- Spectator viewing opportunities are maximized
- Janitorial services have been addressed
- Food and water services are available
- Access to telephones/radios, copiers/scanners or mobile email devices, is provided
- Cellphone/wireless internet access.

Sport Committees must also coordinate with the Venue Manager on competition scheduling; particularly if more than one sport is being hosted in the venue.

Media play a special role in the Games. Sport Committees and Venue Managers must coordinate to provide media with diagrammed floor plans and information on the flow of the competition to ensure proper media coverage of their event. The media committee will need to know of any specific issues related to power supply or closed-circuit television wiring or restrictions on issues such as lighting or camera flashes that may affect the competition. Coordinate this information with the Media Committee to ensure it is included in the Media Information Kit.

10.1.3 Sport Technical

Sport Committees are responsible for reviewing and providing feedback on the development of sport technical packages for the AWG. Once finalized, each Sport Committee is responsible for conducting their competition as dictated in its technical package. Each Sport Committee is responsible for ensuring that an official copy of the technical package and applicable sport rules are kept in an accessible location at each venue. The official approved version of each Technical Package is posted on the Arctic Winter Games website.

Sport Committees are responsible for recruiting and working with the Chief Official to ensure that the sport is conducted under the rules of the sport as detailed in the technical package. This includes the sport competition schedule, scoring, tie breaking, and the establishment of a sport specific jury.

Ensure the sport competitions are sanctioned by the appropriate organizations, if required.

Coaches from some Contingents may request copies of the Game sheet (records) outside of those publicized through the Games results system. If this is within the normal practice of the sport the Host Society is asked to supply these.

10.1.4 Arctic Sports and Dene Games

The Arctic Sports and Dene Games are the signature events of the Arctic Winter Games. In addition to a committee of volunteers interested in managing these events, the Host Society should recruit at least two individuals with the appropriate experience and understanding of the cultural significance of the event to assist with planning and delivery of the Games program. Reference AWG Arctic Sports Competition Manual, AWG Dene Games Competition Manual and the Technical Packages.

The AWGIC may appoint one of its members to sit on these committees.

10.1.5 Sport Specific Jury

Each sport must establish a Sport Specific Technical Jury. The rules of the sport shall dictate the role, composition and conduct of this committee. If the sport rules do not specify, refer to the process outlined in AWGP25 Traditional Sport Jury Policy as a guide and then in consultation with the AWGIC Technical Director, establish a committee. In the sports of Arctic Sports, Dene Games and Snowshoeing refer to the Traditional Sport Jury Policy.

10.1.6 Sport and Team Information

Sport one-page information sheets are valuable tools for Mission Staff and should be distributed at M2 and updated as required. See Appendix Q Sport One Pager.

At team sport venues, programs with team roster including jersey numbers is an important communication item for spectators, media etc.

10.1.7 Officials

The Host Society is responsible for obtaining and covering the costs of all major officials for the sports as described in the Arctic Winter Games Technical Packages, including transportation to and from the Games. Contingents may provide transportation to and from the Games provided space is available on their charters. The Host Society is also responsible for recruiting minor officials as volunteers. See AWGP21 Sport Officials Policy.

The development of Contingent Officials is an important aspect of the AWG. Contingents involved in the Games are strongly encouraged to collaborate with the Host Society to provide sport major officials to the Host Society from their jurisdictions for training purposes.

The establishment of a separate officials committee is recommended. This committee is then charged with overall responsibility for officials in cooperation with each sport committee.

Certification levels for officials are detailed in the AWG Technical Package.

The Host Society is responsible for all costs associated with major officials including housing, meals and transportation (to and from the Games and during Games week); specifically:

- Officials can be housed in hotel/motel or similar accommodations at no greater than two individuals per room
- Officials must be provided with transportation, upon arrival, during Games Week and departure, to/from their accommodations. The Host Society bus system can be used if appropriate.

The Host Society is encouraged to provide major officials with a jacket or vest as a token of appreciation for their assistance with the Games.

The Host Society is encouraged to provide officials with meeting/social areas where they can gather and socialize and/or review the progress of their respective sport events.

Depending on the sport (see Technical Package) some Sport Committees may be required to appoint a Technical Manager/Head Official to oversee the technical/sport rules aspects of the Games.

Honorariums or other payments to officials for services provided are discouraged.

Officials are to be included as a separate march-in unit in the Opening Ceremonies and sport opening and closing ceremonies.

The Host Society is responsible for establishing a system to select those officials who will be used in playoff rounds. Officials are to be advised of this procedure in advance.

Sport head officials play an important role in awarding Fair Play pins and the selection of the Hodgson Trophy winner. The Host Society is responsible for advising them of this duty. The AWGIC will also provide information to these personnel at an initial officials' meeting.

10.1.8 Hodgson Trophy and Fair Play Pins

The Hodgson Trophy and Fair Play programs are administered by the AWGIC.

The Hodgson Trophy is presented to the Contingent that demonstrates the best understanding of the philosophy of the Arctic Winter Games and most exemplifies the spirit of fair play during the Games week. Individual members of that Contingent will also receive a special Hodgson Trophy pin. The AWGIC commissions and pays for a 'Pin Bag' to hold the Hodgson Trophy Pins being awarded to the winning Contingent. The Host Society will assist the AWGIC in finding a local indigenous artisan to create the 'Pin Bag'.

Eligible voters include:

1. Chef de Mission, Assistant Chef de Mission and All Mission Staff (cannot vote for own contingent)
2. All registered coaches (cannot vote for own contingent)
3. Technical Officials
4. AWGIC members (AWGIC) (cannot vote for own contingent)
5. Registered Media
6. Senior staff for Host Society
7. Host Society Board Members



Voting methods may vary from Games to Games. The AWGIC Operations Coordinator or Technical Coordinator will provide information and voting procedures at M2.

Fair Play pins are distributed to athletes and cultural delegates who individually demonstrate an understanding of the philosophy of the Arctic Winter Games, on or off the playing field. The Fair Play pins are presented at the discretion of AWGIC Directors, 2020 Host Society Board Members, 2020 Host Society Senior Staff, Chef de Mission/Assistant Chef de Mission/Mission Staff and Technical Officials.

There are a total of 400 Fair Play pins to be portioned out for distribution as follows:

- 25 to each Chef de Mission at the first Morning Meeting, if a Chef de Mission feels he/she has received too many pins, the pins can be returned to the AWGIC for redistribution on a request basis
- 25 to Technical Officials
- 35 to the Host Society General Manager for Host Society Board members and senior staff
- 20 to AWGIC
- 95 available from the AWGIC on a request basis at the Morning Meetings

Any Fair Play pins not distributed during a Games are to be returned to the AWGIC Technical Coordinator just prior to the Closing Ceremonies.

10.1.9 Interdependencies Sport/Sport Technical

Sponsorship/fundraising

Volunteers and Protocol

Accommodations

Transportation

Security

Venues

Medical

Media

Results

Awards

11.0 VENUES, EQUIPMENT AND LOGISTICS

The Host Society must appoint a Venue Manager with overall responsibility for each facility and venue. This person is to have overall responsibility for coordinating activities in each venue except on the field of play or performance area.

Chefs de Mission - Contingents

Contingents may be required to bring their own practice equipment (balls, pucks, etc.)

Facility Considerations:

Facility dimensions and capacity must conform to the rules of sport as outlined in the AWG Technical Package for each sport.

The Host Society must prepare a draft facility plan for review and approval by the AWGIC. Review Appendix S Facility Requirement List and Appendix R Facility Information Form. The plans should include

- Appropriate team change areas
- Appropriate practice and playing areas
- Washrooms (including number of showers, toilets and sinks)
- Equipment storage and drying areas (hockey and others)
- Secure storage for Biathlon equipment
- Public address systems
- Security and first aid provisions
- Spectator seating
- Media facilities
- Food services
- Flags and banner display areas (including flag poles or flag stands)
- Parking plans
- Podiums (building/storage)
- Warehouse storage for general equipment, merchandise inventory, fabrication supplies etc.
- Cultural Venues including change areas and equipment storage
- Opening and Closing Facilities
- Graphics and Signage
- Cellphone coverage and internet access

The facilities plan should also include any capital or maintenance improvement plans that will be required to host the sport events.

11.1 Logistics and Warehousing

Most Host Societies find it helpful to establish a logistics committee to assist with warehousing, acquisition and distribution of supplies, purchasing and related matters. During the course of the Games, Host Societies will be required to store and manage a significant quantity of supplies, equipment, beds and mattresses and other materials. The acquisition of appropriate warehouse facilities and local transportation support is an important element of Host Society organization.

Inventory and equipment will be collected in a number of areas, (Sport, Merchandizing, Signage, Care and Comfort etc.) Host Societies should ensure there is a central system in place for inventory control and should develop a procedure for all divisions to follow.

11.2 Equipment/specialized sport requirements

The Sport Technical Packages should be reviewed to determine the appropriate equipment requirements for each sport. This information must be provided to Chefs six months prior to the Games. Teams may be required to bring their own practice equipment; i.e., balls and pucks.

Host Societies should develop a policy for equipment disposal after the Games. Directions for disposal should be recorded on a central document.

Host Societies will need to establish special waxing facilities for cross-country skiing, biathlon, alpine skiing and snowboarding. These facilities must be heated and well ventilated.

The location of wax facilities will determine the need for any special transportation or security requirements.

11.3 Interdependencies Venues/Facilities

The Host Society must establish a venue manager or management plan that covers overall responsibility for each major facility as well as coordinating activities and developing a venue fit-out and teardown plan. Regular venue planning meetings (involving all groups with a role at each venue) should be held to coordinate activities. Specific interdependencies include:

Sponsorship and Fundraising

Security

Medical

Transportation

Sport

Media

Decorations and Signage

Logistics

12.0 VOLUNTEERS AND PROTOCOL

Chefs de Mission

Contingents are responsible for recognizing their own volunteers

The AWGIC recognizes mission staff at each Arctic Winter Games

Contingents are responsible for establishing a policy that ensures that all their Games personnel (mission staff, coaches, managers and others) are properly screened using security clearance procedures approved by the appropriate local law enforcement agency

Chefs de Mission are required to advise if they have a Youth Ambassador Program and work with the Volunteer division on accommodations for Youth Ambassadors as well as scheduling them for volunteer shifts

12.1. Volunteer Recruitment and Recognition

The Host Society is responsible for recruiting, training and recognizing all the volunteers required to carry out an Arctic Winter Games.

The Arctic Winter Games carries a remarkable history of volunteer service. The nature of volunteerism is that many people do not sign up until the last minute, a situation that historically causes Host Societies a great deal of distress. Early organization and implementation of volunteer recruitment is critical in order that registration and training can take place in the most effective manner.

Recruitment

The establishment of a formal recruitment, training and recognition program for volunteers is critical. Some Host Societies have hired a volunteer coordinator to manage this area. It is essential that extra personnel (volunteers) be recruited to assist with the huge increase in volunteer registrations that take place in the 2 - 6 months immediately prior to the Games. It is also strongly recommended that Host Societies set a deadline for accepting volunteers and that the deadline is clearly communicated in the Host Community.

The Board of Directors must identify chairs for all committees. The Host Society must then ensure that all directors and committee chairs appoint a second individual as a co-chair or deputy chair for continuity purposes. This also allows the workload to be shared.

Committee co-chairs (in cooperation with the Board and the Volunteer Committee) are then tasked with the responsibility of recruiting key positions for their committees. Committee needs vary; some require support for the years leading up to the Games, while others only need a few committee members during that time and a huge number during the actual Games week. Committee chairs and co-chairs must ensure that all their volunteers register early in GEMS to facilitate the coordination of scheduling volunteers. It is strongly recommended that registration events be coordinated with committee meetings to assist chairs in registering their volunteers.

The timing of volunteer recruitment is critical. It is recommended that recruitment be timed to coincide with actual work requirements so that volunteers do not lose interest in the Games.

Do not be afraid to relieve people who are not doing their job. The Games are under a time frame that cannot be held up. Ensure the volunteers are placed in positions that fit their skill sets; it is possible a seemingly problem volunteer may be better on another committee.

Consideration should be given to setting up an 'emergency volunteer team' to be dispatched for shifts where a volunteer calls in ill or does not show up for a scheduled shift. The Host Society may want to consider working with the Contingent Youth Ambassador programs which may be in place for their Games cycle.

Training and Information

Maintain communication with all volunteers. Keep them informed of all activities, not only related to their individual committee, but of the general progress of the Games; this may be completed in the form of a newsletter (electronic or other formats), regular social events, web pages, etc.

Give all volunteers a clear idea of what is required of them (in the form of job descriptions) before they sign up for each particular job. This includes type of task, time commitment, talent and effort. Try to make sure the task fits the volunteer.

All divisions should be included in the task of developing volunteer job descriptions. Collaborating with the GEMS.pro team is encouraged in order to access past Games job descriptions to make this task less onerous

Create an atmosphere where the committees can work at their most creative ability. The uniqueness of a particular set of Games depends on the creativity of the committees and the freedom they feel to come up with new and innovative ways to run a particular event.

The Host Society will need to schedule a series of general orientation and training sessions common to many volunteers (hospitality, tourism information, first aid, etc.) and specific training depending on the needs of each committee. Host Societies are encouraged to utilize tourism hospitality training sessions for any volunteers required to deal with the public.

Ensure Volunteers are aware of the policies and regulations applicable during their assigned shifts at the various venues. Volunteers should be fully informed on the Host Society policies related to access to ticketed events

Registration and Screening

Host Societies are responsible for ensuring that all Games personnel (staff and volunteers) are subjected to security clearance procedures approved by the local law enforcement agency. (Security Clearance and Vulnerable Sector Clearance)

The Host Society must develop a policy that respects the rights of all individuals in this situation. Information on both these matters can be obtained by consulting with the Canadian Centre for Ethics in Sport (www.cces.ca) or the Canadian Centre for Sport and the Law (www.sportlaw.ca).

All volunteers must be registered in GEMS in order to be scheduled for volunteer shifts at Games Time.

Recognition

Volunteers need to be recognized for their contribution to the Games. Consideration should be given to:

- A 'one level' system where all volunteers receive the same reward (i.e., a vest). This approach minimizes the requirements to develop an extensive tracking system
- Providing volunteers with free access to their sport venues or cultural events, outside of their scheduled shifts
- Hosting volunteer appreciation events at key points leading up to the Games or after the Games have concluded
- Recognition of key volunteers. Although this is important, the Host Society should consider the appropriate venue to ensure all volunteers feel they have been recognized appropriately.

12.2. Guest Services

Host Societies, the AWGIC and participating Contingents will all have special guests attending the Games. Many of these individuals are important government, corporate/sponsors and sport leaders that have contributed financially and personally to the Games over the years. It is important that these people be recognized appropriately for their efforts and within the limits of normally acceptable practice for recognition. Recent Games have involved between 300 - 400 special guests, including Host Society sponsors.

Chefs de Mission

Chefs de Mission working with their respective AWGIC representative and/or the AWGIC Operations Coordinator are responsible for assisting to identify special guests.

Chefs de Mission shall provide any special guest requests to the their AWGIC government representative or to the AWGIC Operations Coordinator and not directly to the Host Society.

Special Guest Program

The Host Society is required to establish a Special Guest Program including based on the following Special Guest designations:

Level 1 – Political Leaders from participating Contingents, **Dignitaries** and other guests identified or approved by the President of the AWGIC. These guests shall receive:

- Access, at no cost, to Opening and Closing Ceremonies and all sport events, including finals
- Transportation to and from Opening and Closing Ceremonies
- Access, at no cost, to receptions and related Host Society services or events, including special guest lounges
- Access to the cafeteria for tours and Participant interaction events (to be coordinated by an AWGIC member)
- Opportunity to purchase tickets/access, to cultural events and galas,
- An opportunity to present medals
- A registration package with all pertinent Games information, including sport and event schedules or login information for online access to schedules and events
- The opportunity to register one person (a spouse or partner, assistant or other family member) as a Special Guest
- Access to AWGIC Block booked rooms via the AWGIC Operations Coordinator and the AWGIC jurisdiction representative
- Other recognition to be determined by the Host Society
- Other recognition to be determined by the AWGIC in consultation with the Host Society.

Level 1-1 – Host Society Sponsors. These guests shall receive sponsor recognition as defined in the Host Society Sponsor Program.

Level 1-1 – Host Society Guests - Local Dignitaries, Board Members, Local Indigenous Leaders and Local Elders These guests may receive the following as may be determined by the Host Society

- Access, at no cost, to Opening and Closing Ceremonies and all sport events including finals,
- Access, at no cost, to receptions and related Host Society services and events, including special guest lounges,
- Access to the cafeteria for tours and Participant interaction events (to be coordinated by a Host Society member or an AWGIC member)
- Opportunity to purchase tickets/access, to cultural events and galas,
- An opportunity to present medals
- A registration package with all pertinent Games information, including sport and event schedules or login information for online access to schedules and events,
- The opportunity to register one person (a spouse or partner, assistant or other family member) as a Special Guest
- Other items deemed appropriate by the Host Society

Level 2 – Arctic Winter Games International Committee Members

- Access, at no cost, to Opening and Closing Ceremonies and all sport events including finals
- Transportation to and from Opening and Closing Ceremonies
- Access, at no cost, to receptions and related Host Society services including special guest lounges
- Access to all Games venues including cafeterias, Participant Villages and any program facilities
- A registration package with all pertinent Games information
- An opportunity to present medals
- The opportunity to register one person (a spouse or partner, assistant or other family member) as a Special Guest
- Opportunity to purchase advance tickets to the Cultural Gala
- Other items deemed appropriate by the Host Society

Level 2-1 Chefs de Mission

- Access, at no cost, to Opening and Closing Ceremonies and all sport events including finals
- Access, at no cost, to receptions and related Host Society services including special guest lounges
- Access to all Games venues including cafeterias, Participant Villages and any program facilities
- A registration package with all pertinent Games information
- Opportunity to purchase advance tickets to the Cultural Gala
- Other items deemed appropriate by the Host Society

Level 3 – Future AWG Host Society Representatives (AWG Observers)

- Access, at no cost, to Opening and Closing Ceremonies and all sport events including finals (maximum of 10 tickets)
- Access, at no cost, to receptions and related Host Society services including special guest lounge
- Transportation to and from Opening and Closing Ceremonies
- Access to all other Games venues and programs (appropriate to gender) when accompanying accredited Host Society personnel or AWGIC members
- A registration package with all pertinent Games information
- Opportunity to purchase advance tickets to the Cultural Gala
- Other items deemed appropriate by the Host Society

Note: Representatives from other Games Host Society organizations may also be accredited in this category at the discretion of the Host Society.

The AWGIC President or his designate must approve all Contingent and AWGIC Special Guests in the Level 1 and 2 categories. The Host Society will approve its own guests in these categories, but will provide a list of their local guests to the AWGIC Operations Coordinator to ensure there is no duplication in invitations.

Recent Games have involved between 150 - 300 special guests, including corporate sponsor representatives as follows:

- Level 1 – 100 - 300 (including spouses or partners)
- Level 2 – 12 to 24
- Level 3 – 10 - 20

Special Guest Accreditation, Welcome Area and Special Services

The Host Society is required to establish a Special Guest Registration and Welcome room / lounge at the primary special guest hotel to provide these individuals with Games related information, accreditation and access to other services, such as local transportation services, maps and community information.

The Host Society is encouraged to establish a hosting program for the Games. These volunteers (hosts) act as goodwill ambassadors for the Games through:

- Accompanying political leaders and large donor special guests to events
- Greeting team planes and providing general welcome information to special guests
- Welcoming special guests to social events
- Staffing information kiosks
- Staffing hospitality lounges
- Coordinating language service and assisting with transportation needs for special guests
- Coordinating with the Sport Officials committee to ensure sport officials feel welcome
- Ushers for special guests at sport and cultural venues
- Hosts in the special guest registration lounge.

Games Visitors / Contingent Family Members / Tourists

The number of Contingent family members, tourists and other visitors to the Arctic Winter Games has increased tremendously in recent years. Host Societies should establish a formal linkage with local tourism information centers to supply these visitors with accommodation, meal and transportation information.

The Host Society may also consider ticketing packages and a special parents' information package for the Games.

Special Guest Registration Process

The International Committee will provide the Host Society with a special guest list which will include political dignitaries; on the list will appear the name of a government contact for Host Society to deal with directly as many government dignitaries will not register themselves. The contact might be the dignitaries' assistant but will usually be the AWGIC government representative for that jurisdiction or the AWGIC Operations Coordinator.

An invitation needs to be sent to the Special Guests on that list. PLEASE NOTE: The initial list may not provide specific names of dignitaries attending but will as much as is possible provide the positions of the dignitaries and the number which may be attending from each contingent. This will allow the Host Society to move ahead with planning and implementation. The emailed letter of invitation must include information on GEMs registration procedures (see Appendix T for a Sample letter).

Dignitaries (special guests) management is time consuming; the AWGIC will provide assistance in registration and management of the special guest program as well as with the administration of GEMS registrations. The Host Society should have at least two dedicated volunteers with excellent typing and telephone skills to work in this area. The Volunteers should also have some knowledge of protocol.

12.2.1 GEMS.Pro Special Guest Registration

All special guests are to be pre-registered by the Host Society; this can be done by importing excel lists. Ensure consistency in the excel entries and remember titles are important (Mr., Mrs., Honourable, etc.) as well as the correct order of first and last names as the accreditation badges for the special guests will be printed from these entries.

Once an import is completed, GEMS.Pro will send out the message created to advise special guests to complete their registration.

A simple clear message needs to be created in GEMS.Pro as the special guest initial registration email. This message should also ask the special guest to advise the Host Society (by email or telephone) if they are bringing a spouse/friend/Executive Assistant etc. The spouse/friend/Executive Assistant will also need to be registered in GEMS

FOR EXAMPLE: Ian Special is a special guest, he can bring one guest and so he will advise that he is bringing his wife (Shawna Special), once the Host Society receives that information, the Host Society must pre-register Shawna Special in GEMS so she can complete her registration to receive proper accreditation upon her arrival at the Games. NOTE: Shawna Special does not have the opportunity to request a guest.

Once the special guests begin completing their registrations the Host Society will want to run exports of the registrations on a regular basis:

- To ensure registrations are being completed correctly with all required information, including arrival and departure dates
- To ensure photos are being uploaded and that the photos comply with the requirements set out by your registration and accreditation division
- To assist the AWGIC Operations Coordinator in coordinating hotel rooms required
- To coordinate with the medals committee.

GAMES TIME – The special guest welcome lounge will require a computer and camera/mobile device to take and upload pictures and correct. As special guests arrive, volunteers check them in make sure to update the information in GEMS to show they have checked in – this will help the Awards and Ceremonies committee to find any special guests who may be awarding medals, as well as provide the Host Society and the International Committee with a record of actual attendance.

Some dignitaries may request additional guests (family members, colleagues etc.) and may enter names into their GEMS registration in areas where they should not be entered.

Host Society special guest volunteers need to be aware that they may be asked for extra tickets and special guest privileges for extra people and must be prepared to respond similarly to requests. Ensure that you have a clear policy and that all your volunteers are aware of the policy. Keeping in mind protocol and patience.

The AWGIC Operations Coordinator can assist with any delicate requests.

Follow-up is required with special guests who have not completed their registration on GEMS.Pro. Phone calls and emails are your best choice. Some special guests will need assistance in completing their registrations as well as asking to have their passwords re-set.

12.3. Language Services

Chefs de Mission and Contingents

Chefs must advise the Host Society of their translation needs at least six months prior to the Games.

Team Yamal will provide at least one translator for each sport and culture group. These individuals are to be registered as chaperones with normal access to all Participant areas in the Games.

Canadian hosts will also need to provide certain French services including signage at major events as Government of Canada funding specifies certain requirements in this area. All official Games communication is to be conducted in English. Translation services must, however, be provided as necessary.

A pool of translators should be recruited well in advance. Translators may be required to assist:

- with signage translations
- mission staff
- coaches
- sport officials
- sport technical meetings and appeals
- food services
- social functions, pin trading centers
- security, emergencies, medical

It is critical that translators be available at coaches and technical meetings, each sporting venue where Russian, Greenlandic and Sami teams are competing, and any protest meetings that may arise. It is important, to the extent possible, translators assigned to sport teams are familiar with the technical aspects of the sport(s).



Schedule translators in shifts as duties can often begin early and go late on each Games day. It is necessary to set up an on-call system for access to translators in an emergency.

Consider providing translators with access to Participant food services, including off-site food services, as their duties may not allow them to access the cafeteria.

12.4 Interdependencies Volunteers and Protocol

This division must work closely with all divisions to ensure adequate volunteer coverage as well as assist with recruitment, training and job descriptions. Other interdependencies outside of providing assistance with volunteer recruitment and training will include:

Registration and Accreditation

Communications and IT

Sponsorship/Fundraising

Venues/Equipment/Logistics

Transportation

Signage and Decorations (Flags)

13.0 ASSOCIATED PROGRAMS AND REQUIREMENTS

13.1. Participant Social Program

A wide range of social activities suitable for the age range of Participants and fully supervised by the Host Society, must be planned. Consideration should be given to:

- Proximity of Activities to accommodation venues (should be as close as possible)
- Daytime and evening activities
- No cost or low-cost events
- Dances, karaoke contests, talent shows/contests
- Activity lounges (for active and passive pursuits) at Participant Villages
- Access to services in the community (swimming, bowling, movie theatres, etc.)
- A strong marketing plan and the use of social media to promote events as well as to announce any changes to the program schedule

All scheduled social events must:

Be carried out with consideration for ongoing sport and cultural programming

Provide sufficient chaperones and security to ensure the safety of all Participants

The Host Society must provide mixed gender Participant lounges with:

- Regular supervision and/or access to security personnel
- Access to computer stations and wi-fi inside the Participant Village
- Television (for Games coverage, movies, etc.)
- Comfortable seating
- Chairs and tables for games
- Board games and cards
- The opportunity to purchase snacks
- Notice boards
- Suitable decorations
- Cleaning services
- Separate lounges for coaches, officials, mission staff

13.1.2 Interdependencies Social Program

Administration, Finance, Sponsorship/Fundraising

Volunteers and Protocol

Sport Committees

Transportation

Security

Food Services

Marketing and Public Relations

Welcome and Send-Off

13.2. Welcome and Send Off – Participants and Guests

The Host Society is responsible for the welcome and send off of all Games Participants, special guests and, wherever possible, visitors to the Games. The first impression a new visitor has to a community will often be the most important and it can have a major impact on their experience and potential future tourism opportunities for the Host Community.

Welcome activities usually take place at a venue like the airport terminal or initial registration area.

The Welcome and Send-Off committee is responsible for a welcome program which includes the visits and meetings leading up to the Games where the AWGIC and Chefs de Mission are in attendance in the Host Community.

Consider making the welcome unique and specific to the character of the Host Community. The Host Society should coordinate with the host Contingent to make sure a proper welcome is arranged for these Participants. Often, they do not arrive by charter aircraft so it may be necessary to do something at a specific time and location.

Send Off is usually a much quieter activity but it is important to have some Host Society volunteers in attendance to thank Participants for traveling to the community. Small gestures like this often have a long-term positive impact on repeat visits. The Host Society may want to consider a 'Discount Merchandise' sales kiosk at the Airport if space allows.

13.2.1. Registration Kits/Welcome Packages - Participants

The Host Society is responsible for providing each Games Participant with a registration package (sport bag or backpack). Packages typically include:

- Pins (Host Society, Host Community and jurisdiction)
- Transportation schedules
- Recreation schedules (i.e., pools, fitness centers and theaters)
- City and venue maps
- Community attractions and services such as banks and laundromats
- Welcome information (Welcome Booklet – See Publications)
- Other Host Society souvenir
- Other promotional items offered by sponsors

It is recommended that Participant sleeping bags be distributed with registration kits upon the Participants' arrival at the Participant Village.

13.2.2. Welcome Packages – Special Guests/Sponsors/Observers

The Host Society is responsible for providing each Games guest with a registration package which typically includes:

- Maps and community attractions and services such as banks and laundromats
- Small gifts from sponsors
- Discount coupons for Games Wear
- Discount coupons from local businesses
- List of local restaurants
- Games Schedules and Events
- Games pins or souvenirs

13.2.3. Welcome Packages – Media

The Host Society is responsible for providing each registered Media personnel with a media briefing package. The packages typically include:

- AWGIC Symbol Policy
- AWGIC Logo/Branding Graphic Standards Manual
- Host Society Branding policy and/or manual
- Mascot/Theme Song publicity information
- Host Society Participant Access Policy
- Host Society Official Spokesperson Policy
- AWGIC Hodgson Trophy and Fair Play Pin Policy
- Media Centre information (access, hours etc.)
- Contact information for AWGIC Operations Coordinator and Technical Coordinator
- List of Receptions and Events for the week
- Access to Sport Schedules
- Maps and community attractions and services such as banks and laundromats

13.2.4. Interdependencies Welcome and Send-Off

Sponsorship/fundraising

Food Services

Arrivals and Departures

Transportation

Logistics

Merchandise, Marketing, Media

13.3. Tickets

The Host Society is responsible for establishing an event ticketing system as a revenue generator and to control crowds. Review AWGP24 Ticket Policy

The most effective ticket system for the Games has been a day and/or week pass giving access to all sport events with seating available on a first come, first serve basis. This type of ticket policy usually allows the Host Society to oversell venues as long as ticket purchasers are clearly advised when they make the purchase that seats are not guaranteed.

It is strongly recommended that the Host Society pay special attention to the number of seats available for special guests at the Opening and Closing Ceremonies and have plans in place to ensure easy access to the seats.

The Host Society should establish a policy on Host Society volunteer access to venues and publicize this as part of the volunteer program well in advance of the Games; i.e., do volunteers receive special access or are they required to purchase tickets? This policy should be clearly articulated to all volunteers in their orientation.

The Host Society must provide, at no charge, tickets for all sport events including finals and the Opening and Closing Ceremonies to the AWGIC and Chefs according to AWGIC Ticket Policy and the Special Guest Section in this manual. The Host Society must also hold additional tickets for all events, including Gala Cultural performances and finals for sale to Chefs and the AWGIC prior to releasing all tickets for public sale.



The Host Society must hold some seats at each venue for free for athletes, cultural delegates, Chefs and Mission Staff, the AWGIC and special guests. The Host Society is also encouraged to provide additional seats to these groups at no costs where venue capacity allows and doing so will not impact ticket sales.

It is recommended that the Host Society consider maintaining a low ticket price for round robin and preliminary competitions by selling 'event ticket sponsorships' for events recognizing sponsors on tickets, event programs, and other creative vehicles.

When developing a ticket pricing structure for round robin and preliminary competitions, the Host Society should consider facilitating family access where the number of children may price access beyond a families' range.

Host Societies should use caution when providing sponsors with 'free' tickets to Opening Ceremonies, Closing Ceremonies, Cultural Galas and sporting events. Consideration should be given to allow sponsors to 'donate back' tickets which they will not be using. Empty seating while families and community members are being turned away at the door does not support AWG philosophy.

13.3.1. Interdependencies Tickets

Sponsorship, Finance, Administration

Culture and Ceremonies

Facilities/Venues

Security

Sport

Volunteers and Protocol, Special Guests Committee

Marketing, Logo/Branding

13.4. Decorations and Signage

The Host Society is encouraged to use a variety of decorations and signage to promote a cheerful and fraternal atmosphere at the Games. The Host Society is required to utilize the Arctic Winter Games logo as the symbol of the Games; it is to be prominently displayed on all major publications, signage, media resources and other imagery advertising promoting the Games. The AWGIC Logo/Branding Graphic Standards Manual outlines the requirements that a Host Society must follow in this area.

Types of Signs/Decorations (Durable and Waterproof materials are recommended)

Welcome Banners/Signs

Sport Banners

Contingent Banners (for Opening Ceremonies and medal ceremonies)

Flags

Directional Signage

Participant Village Signage

Bus Stops

Cafeteria

Venues

Sponsor Recognition

Signage for Security and Medical stations
Results Boards
Message Boards

The Host Society should utilize accepted international symbols for safety, Participant care and comfort and directional signage to avoid problems related to Contingent Participants or guests that speak languages other than English. All signs must include English as the primary language. Other languages are permitted at the discretion of the Host Society.

Flags from each Contingent, Host Community, Host Society and the AWGIC should be utilized and have a high profile (see AWGP13 Flag Policy). The number of flags required for each host will vary but generally all sport, culture and accommodation venues plus other locations such as City Hall require a full set of flags.

The Host Society is encouraged to use Contingent flags as a prominent part of its decoration and signage plans. One full set of flags with flag poles is to be on display at the Special Guest Hotel and available for use by the AWGIC for its Political Leaders Breakfast/Meeting and AWGIC Recognition Reception.

Flags from the previous Host Society are to be passed on to the current Host Society. A flag inventory must be completed upon receipt of the flags and the purchase of any missing flags is to be coordinated with the AWGIC. A flag inventory must be completed at the closing of the Games and provided to the AWGIC and the next Host Society.

Encourage local businesses and municipalities to decorate storefronts and interiors and hotel/motel managers to decorate lobbies.

13.4.1. Interdependencies Decorations and Signage

Sponsorship, Finance, Administration

Facilities/Venues

Marketing, Logo/Branding

Logistics

Transportation

13.5. Souvenir Video

The Host Society must develop a plan for the provision of a Games souvenir video. The video will include:

- some coverage of all Contingents, sports and cultural events related to Contingent Cultural Participants
- features on each sport and major cultural event
- clips of the arrival and departure of the Participants, Participant Village(s), Opening and Closing ceremonies, Participant social events, Fair Play Pin recipients, Hodgson Trophy recipient

and any other colourful aspect of the Games. Games contributors should also be recognized.



The Host Society will provide the souvenir video to Chefs via a link on their website or other electronic means. The Host Society will provide a DVD/hard copy of the souvenir video to the AWGIC for use on the AWGIC website for access by Participants and future hosts.

13.5.1. Interdependencies Souvenir Video

Sponsorship, Finance, Administration

Marketing, Logo/Branding

Logistics

Transportation



Venue Management Model Arctic Winter Games Staging Manual

A Venue Management Model

- is an organizational approach that ties all functional areas of the Arctic Winter Games together through venue planning;
- an investment in comprehensive two-way communication across the AWG Committee Structure;
- ensures that sport competitions are fully supported, enabling all operations to run smoothly and efficiently, unencumbered by peripheral concerns;
- is applicable to all Venues in a Games including competition and non-competition sites.

A Venue Team

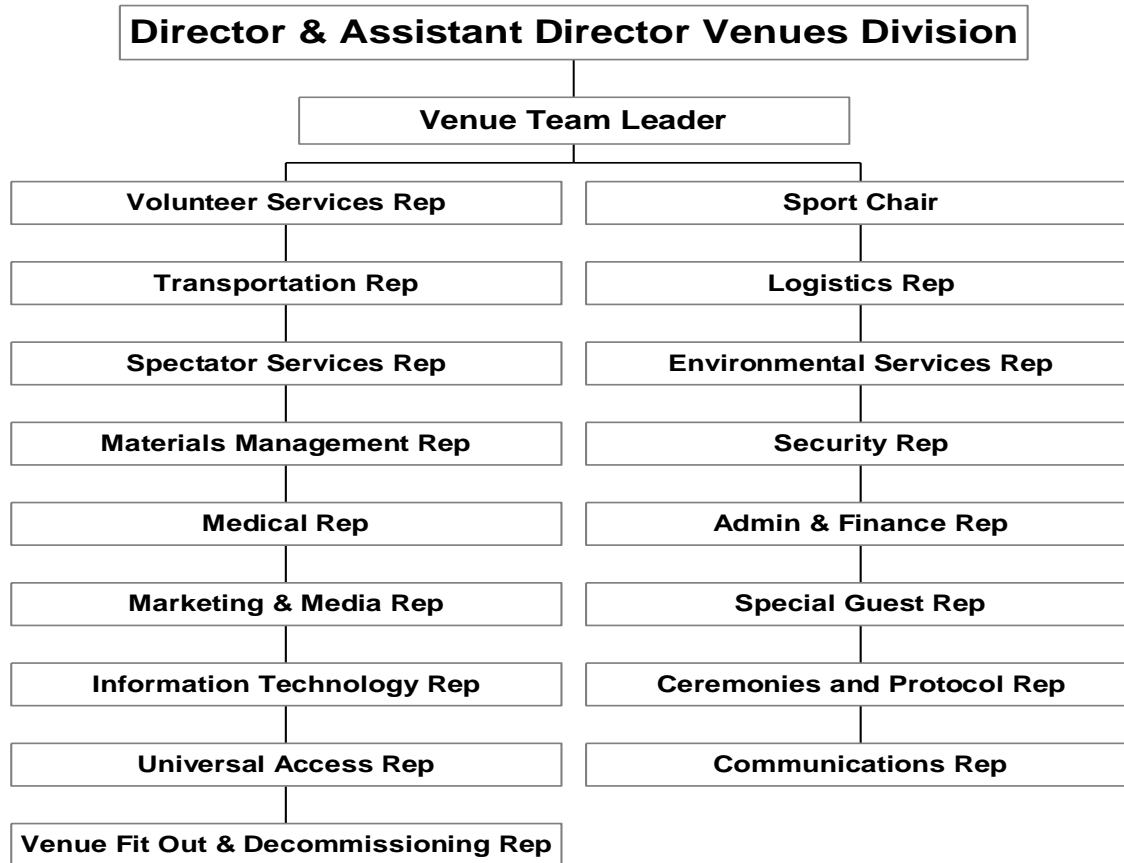
- consists of representatives from functional areas operating in an integrated manner;
- includes representatives from each division that may use or access a facility during a games (sport, security, transportation, media, marketing, cultural, facility management etc);
- is responsible for the planning and development of the venue during pre-Games;
- is responsible for conducting operations at the venue during Games-time;
- meets on a regular basis and reports back to their own divisions
- uses CAD drawings and site-layout plans of the venue

A Functional Area

- is a specific area of responsibility of a Games Division;
Most Divisions have more than one Functional Area, i.e. Logistics includes Transportation, Security, Materials Management. Not all Functional Areas will be required on all Venue Teams, but most Functional Areas will require representation on several Venue Teams

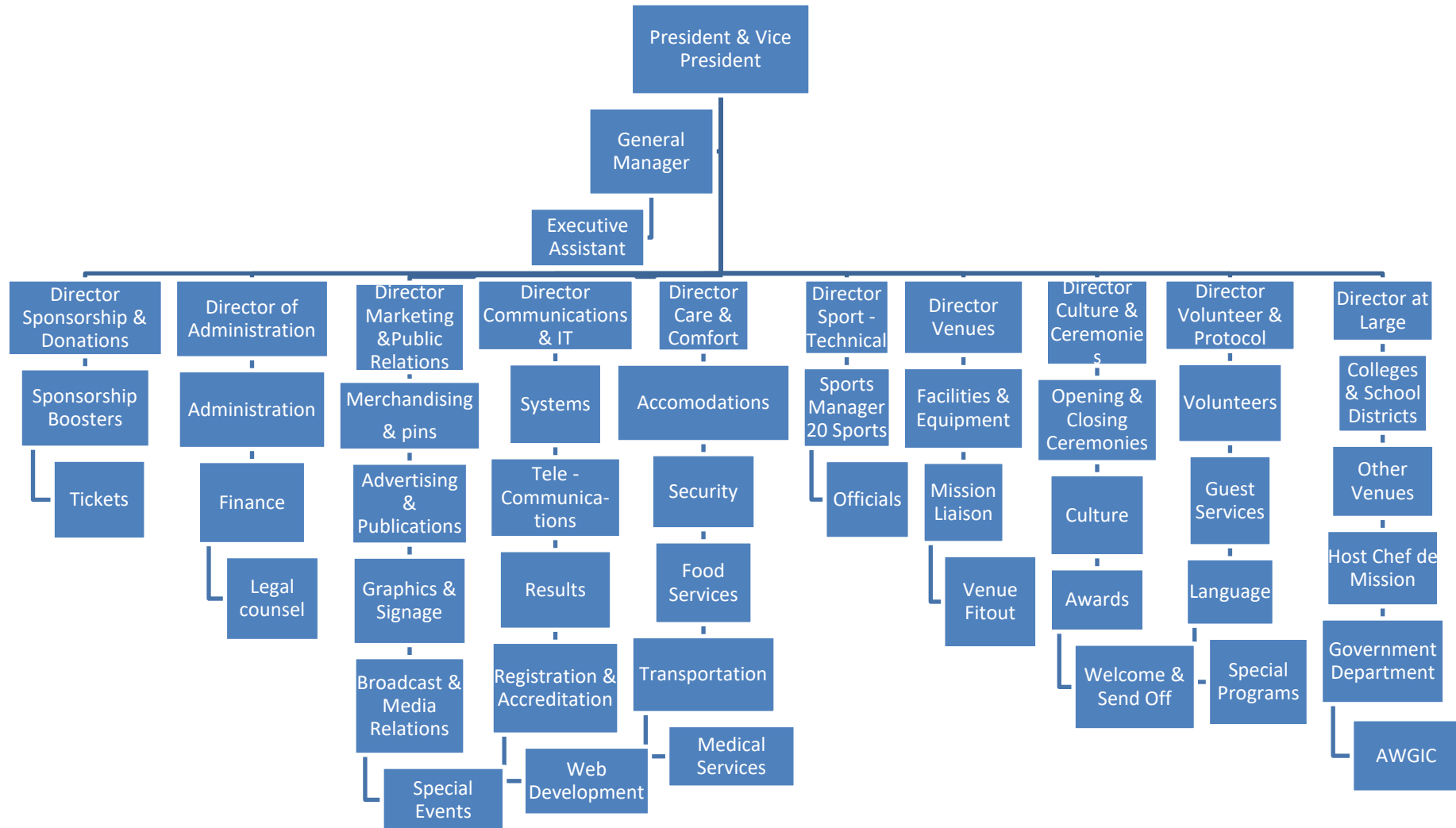
Functional Areas:

Spectator Services
 Special Guest Services
 Ceremonies, Medals & Protocol
 Medical
 Sport Technical
 Venue Fit out and Decommissioning
 Information Technology/Communications/Results/Accreditation
 Admin & Finance & Sponsorship
 Sponsorship
 Ceremonies & Protocol
 Marketing & Media
 Volunteer Services
 Environment and Waste Management





Appendix B- Arctic Winter Games Host Society Board Structure (Sample)





Appendix C – Sport Committee Structure Flowchart

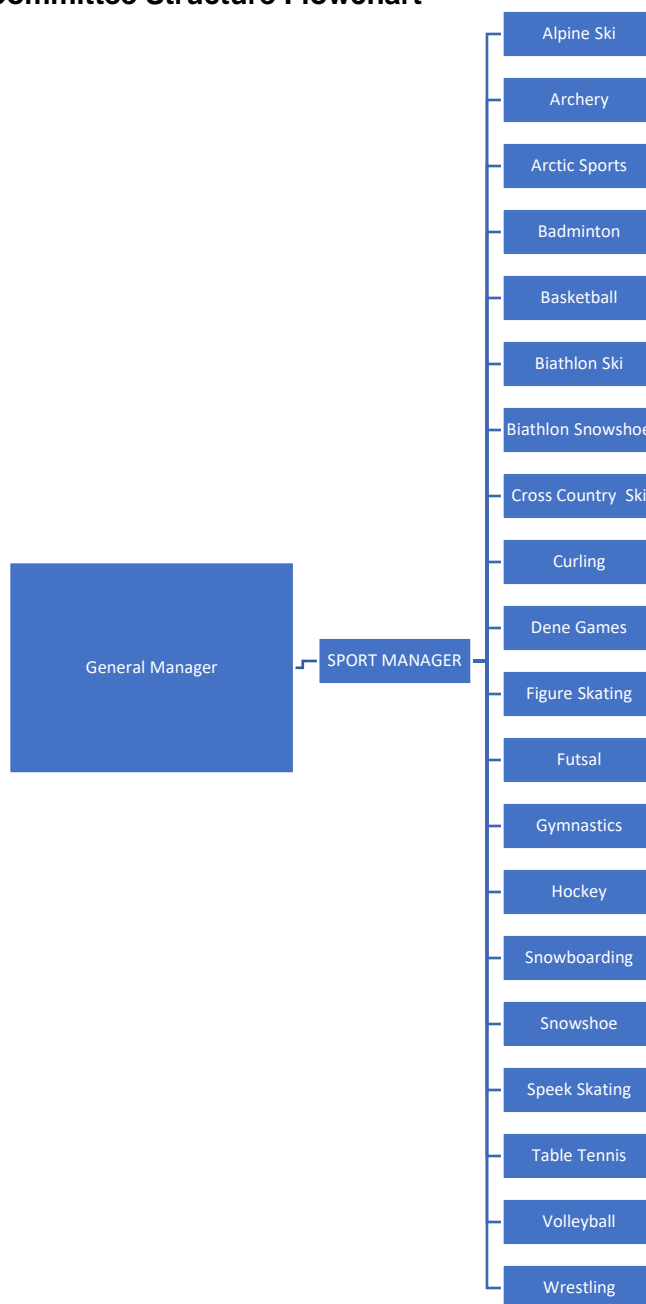


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GENERAL – HOST SOCIETY

24 Months and earlier

- Board of Directors Appointed
- General Manager hired
- Other key personnel hired (as per staffing plans)
- Review AWGIC Strategic Plan
- Planning Parameters set (vision, mission, goals)
- Key personnel travel to Mission 2 Meetings as observers
- Key Personnel travel to Games as observers
- Key Personnel join in Chefs de Mission monthly calls as observers

20 Months or earlier

- Host Society incorporated.
- Host Society signs onto Municipality and AWGIC Hosting Contract
- Coordinate Facility/Venue Contracts with Venues division and municipality/school division and local recreation organizations
- Review AWGIC Manuals
 - Staging Manual
 - Logo/Branding Graphic Standards Manual
 - Policy Manual
 - Glossary of Terms
- Organization structure established (committees, job/position descriptions, communications protocols, interdependencies, milestones, etc.)
- Volunteer and staffing plans developed – Coordinate with all Division Directors and Committee Chairs
- Directors and/or Staff review AWGIC Policies with Committee chairs
- Financial reporting system implemented
- Host Society operating policies adopted and implemented
- Insurance issues in progress
- Office facilities established and operational
- Create project-plan, establish key milestones using the AWGIC Resource Manuals and this document(ref: bullet #3 below)
- Long-Term climate -controlled warehousing in place
- The Host Society assists the AWGIC in finding a local indigenous artisan to create a 'Pin Bag' (Hodgson Trophy Pins)

18 Months

- Implementation of Committee work plans
- Internal communications and interdependency structures in play
- Work plan progress being monitored against critical milestones
- Tri-party GEMS Pro contract negotiated
- Host Society insurance coverage in place
- Retail Space planned
- Review Organization Structure and adjust committees and staffing plans as may be required
- Coordinate Test Events with all divisions

12 Months

- Board and key committee chairs, AWGIC Operations Coordinator and Technical Coordinator participate in GEMS system orientation
- Local freight transportation plans established
- Cultural Coordinator hired

6 Months

- Warehouse/Logistics Manager staffing in progress

Games and Following the Games

- Offer equipment and supplies for sale (or donate) to next Host Society
- Prepare and submit Final Report

ADMINISTRATION, FINANCE, SPONSORSHIP/FUNDRAISING

20 Months

- Finance Committee and required staff are operational
- Finance management systems, policies, procedures, and codes fully implemented
- Municipal government charges detailed in budget
- Auditor appointed
- Detailed budget submitted to AWGIC for approval
- Primary government funding confirmed
- Fundraising targets (sectors), timelines, and benchmarks established
- Identify broad fundraising plan illustrating approach to funding the Games, breakout by public sector, private sector, fund generating activities, private contributions, etc.
- Major contributor fundraising program established and implemented
- Fundraising/sponsor database fully operational
- Fundraising activity in progress
- Specific policy on sponsor tax receipts and recognition for both cash and gifts-in-kind approved and operational
- Draft Sponsor Program – submit to AWGIC for review and comments
- Legacy Policy or plan regarding equipment, supplies and excess funds

18 months

- Receive all Committees' anticipated equipment and supplies needs – review in relation to sponsorship opportunities
- Major tendering begins.
- Fundraising benchmarks achieved (to be reviewed at subsequent meetings)
- Budget revisions identified (to be reviewed at subsequent meetings)
- Financial statements tabled for discussion; updated budget, actuals, and variance reports will be reviewed at all subsequent meetings

12 Months

- Any financial concerns for the Games tabled for discussion with AWGIC
- Review of financial contingency policy
- Work with Signage and Decorations Committee on sponsor recognition signage
- Detailed plan on implementation of sponsor recognition program

6 Months

- Review of fundraising and any financial concerns
 - Finalize any sponsor recognition gifts and/or sponsor receptions
- NOTE – the Host Society does not have any responsibilities in relation to the AWGIC Recognition Reception other than the provision of flags and flag poles

2 Months

- Review of fundraising and any financial concerns
- If necessary, implementation of financial contingency policy



Games and Following the Games

- Monitor Games expenses/contingency funds
- Monitor sponsor recognition – tickets, transportation, hotels etc.
- Prepare and forward Final Report
- Submit Year End Financial Statements to AWGIC
- Submit Final Financial Statements to AWGIC by June 30 following the Games

ACCOMMODATIONS

24 Months and earlier

- Travel to the Games and observe accommodation set up
- Tour possible accommodation venues and obtain permission for use
- Determine shower, sink and toilet to participant ratio
- Block book hotel space for Mission Staff, Media, Guests (coordinate with Marketing and Fundraising and AWGIC).

20 Months

- Committee structure established and tabled, including information on positions filled and those vacant
- Committee responsibilities defined
- Past Games experiences and reports reviewed
- Draft work plan developed, including:
 - Accommodation plans for participants and mission headquarters in progress
 - Hotel plan developed for non-village accommodation requirements

18 Months

- Updated accommodation plans for participants and mission headquarters tabled for review. Coordinate with the following: Media, Special Guests, Officials, Mission, AWGIC
- Develop plan for janitorial services including plan for cleaning supplies inventory (coordinate with Marketing and Sponsorship)
- Inspect facilities to determine repairs/additions needed (consult Health Inspector, Fire Marshal and other departments as required in Host Society jurisdiction)
- Determine the need for vending machines and concessions and arrange with Food Services Committee (Coordinate with Marketing and Sponsorship)

12 Months

- Refined accommodation plans for participants and mission headquarters tabled for review
- Finalize participant village layout (offices, sleeping accommodations, drying rooms, social areas, etc.)
- Finalize Plan for Janitorial services
- Submit Final participant accommodation plans including space allocations, beds, washroom and shower facilities, janitorial services, lockers and related services to Chefs for review to the AWGIC for approval
- Finalize plans for other accommodation sites (mission staff and officials, hotel services etc.) and AWGIC accommodation plan for approval to the AWGIC
- Sleeping bag or other suitable sleeping linen and blanket plan confirmed and goods ordered
- Committee chairs and sub-committee members attend GEMS training sessions.

6 Months

- Contingent room allocations prepared for distribution to Chefs
- Mission staff, officials, special guest and AWGIC accommodation plan tabled for approval by AWGIC
- Table volunteer training plans for discussion
- Establish village set up/tear down plan including arranging for work parties
- Coordinate with Communications Committee regarding phone requirements.
- Complete repairs

2 Months

- Set up/tear down plan presented for approval
- Conduct training sessions as required Include venue specific walk orientation for volunteers working in accommodations
- Set Up venue staffing schedules
- Confirm or cancel hotel bookings

Games and Following the Games

- Final preparations including last minute changes of accommodation allotments.
- Set up participant accommodations (bunk beds, lockers, security offices etc)
- Provide all Games participants with an accommodation and venue acclimatization and safety briefing
- Representative at Daily Chefs' Meeting
- Take down
- Prepare and submit final report

CULTURAL PROGRAM/CEREMONIES AND AWARDS

24 Months

- Committee chair(s) recruited
- Reports from previous Games reviewed
- Committee formed and responsibilities defined

20 Months

- Award ceremonies procedures developed - coordinate with Sport committees
- Confirm location for Opening and Closing ceremonies - coordinate with Sponsorship
- Review past Games Cultural Technical Package
- Contingent Cultural Participant program artistic vision established
- Performance and Rehearsal Venues established
- Initial equipment requirements identified – coordinate with Sponsorship

18 Months

- Ulu awards equipment/supplies plan developed (coordinate with sport committees, logistics and venues (signage/flags/podiums/anthems) (Ulus will be ordered and delivered by AWGIC)
- Ulus and Ribbons ordered (AWGIC)
- Develop template sport opening and closing ceremonies plans – consult with each sport committee
- Games Cauldron development and Torch lighting plan developed
- RFP for Opening and Closing Ceremonies production company (if one is being used)

12 Months

- Artistic Production Team selected
- Opening and Closing Ceremonies site inspections (lighting, sound systems, security, media access, staging area for participants)
- Arrange for any permits required (fireworks, parade etc.)
- First Draft of Cultural Participant Program tabled/preliminary schedule drafted
- Cultural medallions designed and procurement plan in place
- Volunteer recruitment and training
- Coordinate Ticket plans with Admin/Finance/Marketing

6 Months

- Contingent Cultural Participants identified by Chefs
- Outside artists/cultural performer mentors selected
- Cultural Calls with Contingent Culture representatives
- Inventory of Ulus/Ribbons completed
- Transportation plan for medals and presenters finalized (coordinate with Guest Services, Transportation and Sport committees)

2 Months

- Detailed plans for presentation, site layout and equipment needs
- Medals sorted and readied for disbursement
- Medal presentation volunteers selected and training plan in place
- Identification of medal presenters or organizations identified and communication plan in place (coordinate with Guest Services/GEMS.pro)

Games and Following the Games

- Mission Staff medals delivered to AWGIC
- Opening Ceremonies Script to AWGIC 24 hours before Ceremony
- Closing Ceremonies Script to AWGIC 24 hours before Ceremony
- Hodgson Trophy (framed photo) to Closing Ceremonies location
- Prepare and forward Final Report

COMMUNICATIONS/INFORMATION TECHNOLOGY

24 – 19 Months

- Committee structure established.
- Initial discussions with major suppliers / sponsor.
- Major communication requirements reviewed and established and available options for delivery identified
- Cellphone needs of out-of-country teams established
- Coordinate telecommunications equipment required with Sponsorship Committee

18 – 12 Months

- Service agreements and sponsorship arrangements established
- Venue / service area plans established
- Equipment Inventory Control Plan
- Equipment Storage and Distribution Plan

12 - 6 Months

- Communications directory in development
- Request Chefs de Mission and AWGIC contact mobile device numbers
- Provide Contingents with their designated telephone numbers and/or Mission Office telephone numbers, so that these may be published in team handbooks
- Recruit help desk personnel

2 Months

- Training plans being implemented
- Systems tests being completed
- Communications directory printed

Games and Following the Games

- Complete Equipment return Inventory
- Return any borrowed equipment
- Prepare and submit Final Report

FOOD SERVICES

20 Months

- Committee structure established
- Past Games experiences reviewed
- Draft work plan developed

18 Months

- Establish Food Services specifications and select a Food Service Provider
- Facilities selected and repairs/renovations initiated (Health inspector consulted)
- Coordinate food selections with Sponsorship committee
- Review draft menu, meal schedule and off-site meal system with Chefs and submit for approval to AWGIC

12 Months

- Menu, meal schedule and off-site meal plans finalized with Chefs and submitted for approval to AWGIC
- Janitorial services plan developed
- Traffic flow plan developed/Participant Bag Check plans
- Hygiene plan developed
- Water supply plan developed
- Plan for vending machines and concessions

6 Months

- Identify volunteer and other personnel requirements for security, janitorial, etc.
- Conduct training sessions as required
- Food supplies procurement plans in place

2 Months

- Final identification and training of personnel

Games and Following the Games

- Review and adjust plans as required
- Representative at daily Chefs Meeting
- Prepare and forward Final Report

LANGUAGE SERVICES

20 Months

- Committee structure established
- Past Games experiences reviewed
- Draft work plan developed

18 Months

- Contact made with Yamal, Sapmi, and Greenland Chefs to determine language service needs of participants (if other languages are to be provided indicate those contacts as well)
- Potential needs of special guests being identified.
- Potential service providers in host community being identified
- Recruitment of multi-lingual volunteers begins

12 Months

- Develop plan for provision of translated materials (customs, AWG info etc.) where practicable

6 Months

- Complete production of translated materials including signs for Participants' Village

2 Months

- With sport chairs, develop interpreter schedules for participants, schedules to be entered into GEMS volunteer scheduling system
- Finalize list of interpreter volunteers
- Training of volunteers, emphasizing technical knowledge of sport

Games and Following the Games

- Review and adjust plans as required
- Prepare and forward Final Report

MARKETING/MERCHANDISING/MEDIA/DECORATIONS and SIGNAGE

20 Months

- Committee structure established
- Review past Games Marketing reports
- Review AWGIC Logo/Branding Graphic Standards Manual
- Initiate contacts with major media organizations
- Media contact list in all participating jurisdictions being developed
- Logo/Branding/Visual Guidelines being developed – MUST be approved by AWGIC
- Media center identified
- Merchandising mechanism identified (contract out, internal, combination)
- Merchandising plan developed including selection of retail location(s), development of discount policy for Host Society Management Committee, staff, volunteers, Chefs/Mission Staff and AWGIC
- Secure AWGIC approval of logo applications on all merchandise, Host Society staff/volunteer clothing and souvenirs ~~must be approved by the AWGIC~~ prior to production
- Coordinate with all committees regarding merchandise including sport/culture pins, committee pins, specialty pins
- Coordinate with volunteer division, security division, medical division, Officials chair on jackets and/or other merchandise/clothing
- Coordinate with all Divisions regarding Publication requirements
- Draft Publications Plan
- Souvenir Video Production Committee in place
- Signage responsibility delegated
- Inventory of Games flags and banners completed and supplies stored
- Venue flag requirements identified
- Directional signage requirements identified

18 Months

- Merchandise sales initiated
- Continue to develop product lines
- Souvenir Production Video Committee meet with Sponsorship Committee in relation to a production contract
- Develop Games time kiosk plans
- Media hotel requirements identified
- Decorative signage plan developed
- Directional signage procurement/construction plan developed
- Survey all divisions/committees regarding pin requirements

12 Months

- Decorative signage plans tabled
- Flag Inventory/purchase of any required flags coordinated with AWGIC and Contingents
- Media Access to Participants policy drafted
- Equipment needs for media center identified – coordinate with Sponsorship and Communications committees

Appendix D – Timelines – All Committees

- Media registration plan in place
- Draft invitation letter to media outlets with information on Accreditation and GEMS registration process
- Pin production plans completed
- Request welcome and thank you messages for publications (AWGIC President, Host Society President, Local Dignitaries etc.)

6 Months

- Volunteer Photographer Program volunteers recruited
- Media Centre volunteers needs identified and recruitment in process
- Bank stories and photos for Ulu News
- Request stories and story ideas from Contingents for Ulu News
- Souvenir Production Video contract in place
- Signage program acquisitions completed or in progress
- Coordination of flag requirements with Venue Teams and medal presentation Committee
- Coordination of flag requirements for AWGIC meetings and receptions
- Identify Media placement in each venue
- Pin Distribution Plan complete

2 Months

- Decorative signage installed or in process of installation
- Venue Sign kits prepared for installation (1 week out)
- Media registrations coordinated with Registration and Accreditation
- Registration kits/packages for media – include information on Hodgson Trophy and Fair Play Pins (AWGIC can provide information)

Games and following the Games

- Pre-Games Briefing with Media representatives (AWGIC representative to present information on Hodgson Trophy and Fair Play Pins)
- Games week merchandise kiosks operational
- Collect and deliver full set of Host Society pins to the Alaska State Museum representative (Host Society cost)
- Work with logistics to ensure all signage and decorations remain in place
- Work with logistics, awards to ensure Flags are delivered and in place for various events
- Sign removal/disposal – inventory of signs forwarded to next Host
- Flag removal – inventory of flags being forwarded to next Host
- Merchandise inventory sale 7 to 10 days after the Games
- Souvenir Video delivered to Chefs de Mission via link
- Souvenir Video delivered to AWGIC
- Prepare and Forward Final Report

MEDICAL

20 Months

- Committee structure established
- Past Games experiences reviewed
- Develop medical services plan (coordinate with Security and Critical Incident Planning)
- Medical personnel requirements identified and recruitment process started
- Insurance coverage for medical personnel identified

18 Months

- Infirmary (Polyclinic) locations identified
- Develop an overall medical services plan (venues, transportation, records management and incident reporting via GEMS.pro) that is well integrated with the Host Society critical incident planning
- Inspection of all venues completed and venue specific services plans in development
- Identify medical supply requirements, coordinate with Fundraising Committee

12 Months

- Non-medical volunteer recruitment ongoing
- First aid courses to update or qualify volunteers planned
- Participant medical records administration plan developed
- Committee Chair and Co-chair participate in GEMS Training

6 Months

- Medical supplies ordered
- Commence venue emergency plans tests
- Contingent insurance information requested
- Contingents provided with information on medical protocols (sport concussion, contagious illness, etc.)
- Hospital care and ambulance services are confirmed at M2
- Other services such as physiotherapy, massage, taping may be offered at the discretion of the HS which must be confirmed at M2

2 Months

- All venues toured and emergency service plans tested
- Medical kits for venues being assembled
- Finalize training sessions for volunteers, including GEMS training
- Medical records management plan
- Medical records plan implemented for receipt of participant medical information

Games and Following the Games

- Medical facility tour for Chefs de Mission upon their arrival
- Medical records management
- Representative at Daily Chefs Meeting
- Prepare and forward Final Report

REGISTRATION AND ACCREDITATION

24 Months

- Committee chairs recruited.
- Travel to Games and observe previous host society systems.
- Committee structure established and tabled, including information on positions filled and those vacant.
- Committee position responsibilities defined.
- Past Games experiences reviewed
- Detailed work plan developed, including coordination plan with IT, Results, (other) committees
- Contact with KIMIK IT established
- GEMS.pro software reviewed and confirmed for Games, including any required enhancements – coordinate with AWGIC
- Tri-Party Contract reviewed and signed (AWGIC, Host Society and Kimik iT)
- Full Administrative Access to GEMS.pro is to be provided to AWGIC

18 Months

- Participant, Volunteer and Guest Registration Forms provided with the Games software are not to be revised without the prior written approval of the AWGIC
- Manual registration equipment needs identified and acquisition initiated
- Volunteer training plan developed
- Software training and familiarization under way.
- Communication plan with other committees developed
- Coordinate color coding of Accreditation Badges with Accommodations Committee and Bag Tags to be provided to Contingents

12 Months

- Host Societies must provide access to the Consent Form to contingents
- Volunteer registration plan developed
- Registration venue identified
- Special guest, official, volunteer and replacement card registration venues identified and operational plan developed – coordinate with applicable committees
- Test Registration system including printing badges
- Consider registration training sessions for Chefs at M2
- Training of Special Guest Services and Security volunteers
- Full Administrative Access to GEMS is to be provided to the AWGIC

6 Months

- Volunteer registration well under way
- Athlete registration is open
- Chefs informed of digital photo format
- Volunteer training continues
- Mission staff briefed and trained respecting system

2 Months

- Volunteer training sessions continuing as required.
- Registration kits being assembled and stored.
- Special Guest pre-registration underway and coordinated with AWGIC
- Manual registration system tested and in place for late entry.
- Chefs call/webinar with Kimik/HS to review registration and finalize team registration
- Ongoing review of registrations to ensure compliance with photo requirements

2 Weeks

- Set deadline and close access to GEMS. pro by teams; all future changes are handled by the HS after the closing date

Games and Following the Games

- All athlete badges are ready and distributed to Chefs prior to team arrival
- Media and Special Guest Badges ready prior to media and special guest arrivals
- Ongoing Registration and Accreditation for Special Guests
- Replacement of lost Accreditation
- Prepare and forward Final Report

RESULTS

24 Months

- Committee chair(s) recruited
- Committee structure established
- Reports from previous Games reviewed
- Review Sport Technical Packages, Arctic Sports Competition Manual, and Dene Games Competition Manual
- Draft work plan in place including coordination plan with Registration and Accreditation and IT committees
- Software reviewed and confirmed for Games, including any required enhancements.
- Identify and initiate the acquisition of technical equipment needs.
- Travel to the Games and observe the previous host's registration and accreditation system
- Coordinate development of results collection needs with Sport and Communications Committees

18 Months

- Sport specific needs identified.
- Volunteer recruitment.
- Sport specific results reporting protocol determined in consultation with each sport committee.
- Programming considerations in progress
- Finalize programming changes.

12 Months

- Results center chosen
- Provide copies of scoresheets to the AWGIC technical Director for approval (use of standard sport results sheets where applicable [e.g. basketball, hockey])

6 Months

- Results reporting system tested in sport test event
- Recruit secondary volunteers and conduct training sessions as required

2 Months

- Volunteer recruitment and training.

Games and Following Games

- Operate full results system
- Provide AWGIC with the results link to be posted on the AWGIC website
- Prepare and submit Final Report
- Provide final copy of results to Chefs and AWGIC

SECURITY, CRITICAL INCIDENT PLANNING AND RISK MANAGEMENT

20 Months

- Committee Chair(s) recruited
- Consider recruiting local police or RCMP to sit on this committee
- Committee structure established
- Past Games experiences reviewed
- Draft work plan developed
- Security office and check stations identified in draft accommodation plans for both participant/coach quarters and mission headquarters
- Security and critical incident plan under development for review by AWGIC and Chefs de Mission
- Risk Management plan under development for review by AWGIC

18 Months

- Security office and check station plans to be reviewed as part of draft accommodation plans for both participant/coach quarters and mission headquarters
- Security screening process in progress for both volunteers (including Host Society Board members and Staff) and security contractors

12 Months

- Security training plan developed and in implementation
- Contract for evening accommodation security personnel (if using outside security firm)

6 Months

- Security office and check station plans to be presented for approval as part of draft accommodation plans for both participant/coach quarters and mission headquarters
- Detailed security plans to be tabled for approval
- Serious Incident Notification Protocol to be provided to chefs and AWGIC
- Security training sessions ongoing
- The AWGIC must approve the dormitory behavior and curfew rules
- Risk Management initiatives reviewed with AWGIC

2 Months

- Report on testing of emergency evacuation and fire safety plans
- Report on security training progress
- Facility evacuation plans prepared for posting throughout the Participant Village

Games and Following the Games

- Incident reporting
- Representative at daily Chefs Meetings
- Prepare and submit Final Report

Appendix D – Timelines – All Committees

SOCIAL PROGRAM - PARTICIPANTS

20 Months

- Committee Chair (s) recruited
- Committee structure established and tabled

18 Months

- Review Past Games Reports
- Overview of social program tabled

12 Months

- Plan updated, including venues, and variety of activities

2 Months

- Finalize plan for AWGIC and Chef information

Games and Following the Games

- Update and revise program as required based on Participant participation
- Prepare and submit Final Report

SPECIAL GUEST SERVICES

20 Months

- Committee structure established
- Past Games experiences reviewed
- Draft work plan developed
- Guest Services Plan drafted
- Observer Program Plan drafted

18 Months

- Guest Services Plan provided to AWGIC
- Guest services facilities (reception/registration lounges) identified
- Training commenced on GEMS

12 Months

- Establish special guest registration location and procedure
- Transportation plan for handling special guests
- Coordinate hotel spaces for special guests with hotel, AWGIC, Sponsorship

6 Months

- Receive preliminary Special Guest list from AWGIC
- Prepare Host Community Special Guest list, submit a copy to AWGIC
- Training sessions for volunteers being conducted, including GEMS training
- Identify any unique needs for special guests
- Verify special guest registrations with AWGIC and coordinate with Registration Committee
- Prepare Introductory Invitation Letter for special guests in coordination with AWGIC
- Prepare GEMS registration messages

2 Months

- Forward Introductory Invitation Letter to Special Guests
- Upload special guest list into GEMS – Coordinate with AWGIC
- Initiate GEMS registration system invitation to register
- Welcome packages for special guests prepared
- Detailed plan for special guest access to Opening and Closing Ceremonies, including transportation to and from Ceremonies developed
- Opening and Closing ceremonies venue seating plan developed
- Volunteer training complete
- Provide full list of Host Society Sponsors to AWGIC
- Co-ordinate with Awards Committee with respect to Special Guests presenting medals.

Games and Following the Games

- Provide ongoing guest services
- Update the GEMs registrations as required
- Prepare and Submit Final Report

SPORT COMMITTEES

20 Months

- Receipt of AWGIC Sport selection
- Committees formed and responsibilities defined
- Past Games experiences reviewed
- Review past Sport Technical Packages
- Review Arctic Sports Competition Manual
- Review Dene Games Competition Manual
- Draft work plan developed
- Draft facility/venue allocation plan
- Contact appropriate sport governing bodies to request sanction (if required), rulebooks and guidelines for running a competition

18 Months

- AWGIC approves facility/venue allocations
- Draft equipment requirements provided to Sport Manager or designate
- Coordinate equipment requirements with Sponsorship committee
- Identify initial equipment requirements for tendering
- Commence training for minor officials
- Preliminary competition formats distributed internally and to Chefs, coordinated through AWGIC
- Complete an assessment of the major officials available in the host region – request these from the appropriate sport organizations
- Formally apply for sanctions providing information to date for national sport governing bodies
- Coordinate with Volunteers division for sport specific volunteers
- Conduct test events (include other divisions in test events ie results, Transportation, Communications and IT etc.)

12 Months

- First draft of sport schedules distributed and prepared for internal and AWGIC/Chefs review
- Request officials from contingents
- Confirm all major officials
- Confirm and complete all gift-in-kind equipment requirements with Sponsorship Committee
- Order equipment and supplies

6 Months

- Finalize sport specific opening and closing ceremonies, awards, transportation, security and medical plans with appropriate committees
-
- Finalize officials from contingents
- Complete an inspection of all venues and develop venue specific programming plans with Venue Managers and other activities utilizing venues
- Conduct tests of emergency service plans
- Conduct training as required

2 Months

- Final sport schedules approved by AWGIC
- Tour all venues to finalize competition plans
- Finalize training sessions for volunteers
- Schedule sport officials/coaches meeting for each sport – coordinate with AWGIC
- Schedule the AWGIC technical review meeting for each sport – coordinate with AWGIC
- Establish all sport specific juries and review their duties with them as appropriate
- Finalize all sport award plans with Awards Committee
- Finalize all security, transportation and medical plans with the responsible committees
- All sport test events completed

Games and Following the Games

- Host pre-competition meetings with all coaches and officials The following items should be reviewed:
 - Schedule and tie breaking procedures
 - Important rules (or rule variations) and the appeals process specific to the sport (and if necessary, the membership of the sport specific jury)
 - Venue and other host specific orientation items
 - Evaluation and technical review process
 - Hodgson Trophy and Fair Play Pin process
 - Emergency procedures and a review of medical policies including concussion policy/return to play
- Conduct all competitions
- Prepare and submit Final Report

TICKETS

20 Months

- Committee structure established and event ticket planning assigned
- Committee chair(s) recruited
- Past Games experiences reviewed
- Observe previous Host Society ticket management system
- Draft work plan developed

18 Months

- All event seating capacity and revenue potential identified
- Refine ticket policy to deal with any venue changes
- Determine ticket prices (sport super passes, culture super passes, Opening & Closing ceremonies, medal rounds, etc.)

12 Months

- Ticket policy established and submitted to AWGIC for review/approval
- Include Ticket Policy in the volunteer recruitment package or Volunteer Handbook
- Ticket marketing plan established including determination of ticket selling outlets

6 Months

- Ticket printing planned
- Ticket sales plan implemented (include pre-sale plans to Contingents and AWGIC)
- Refine venue plans to optimize public access (while accounting for Contingent spectators, media and other factors)
- Provide Chefs and AWGIC with information on advance ticket purchasing for Contingents and governments

2 Months

- Complimentary tickets prepared for distribution
- Ticket sales

Games and Following the Games

- Manage ticket program and adjust as necessary
- Prepare and submit Final Report

TRANSPORTATION

20 Months and Earlier

- Committee structure established and tabled
- Committee chair(s) recruited, Committee formed, and responsibilities defined
- Past Games experiences reviewed including reports from previous Games
- Draft work plan developed (including special equipment needs)
- General transportation plan tabled for discussion internally and with Chefs
- Contact with Customs and Airport officials initiated
- Provide airport runway specifications to Contingents (in relation to aircraft charters)

18 Months

- Vehicle procurement and allocation plans (i.e rental cars, buses, private cars, motor pool and luggage trucks) tabled for discussion
- Coordinate vehicle procurement and fuel with sponsorship committee to seek a donation of at least 100 vehicles
- Transportation office plans tabled
- Transportation system communications requirements/plans tabled
- Coordinate with Chefs de Mission on external transportation plan

12 Months

- Review of all transportation planning, coordinate with sport scheduling committees and food services committees

6 Months

- Refined Games draft transportation plan presented for AWGIC review
- Colour coded luggage tags provided to contingents at M2
- Luggage-handling procedures finalized including transportation and storage of sport equipment. Special consideration for rifles and ammunition coordinated with Security committee
- Training sessions planned, as required
- Continue to update bus schedules as sport and other event schedules are refined

2 Months

- Final transportation plan presented for AWGIC approval
- Finalized transportation schedule and routes reviewed, including schedules and maps
- Lost and found plans coordinated with Accommodations and Security committees
- Print schedules and maps
- Conduct volunteer training sessions as required
- Test various transportation plan components
- Transportation plan for Stage Guests – Opening and Closing Ceremonies

Games and Following the Games

- Representative at Daily Chefs Meetings
- Review and revise transportation schedules as required
- Review and revise special guest transportation as required
- Prepare and submit final report as soon as possible following the Games

ULU NEWS

20 Months

- Committee chair(s) recruited
- Form committee and define responsibility
- Assign staff responsibility
- Past Games experiences reviewed including past Games Ulu News (Available on the AWGIC website)
- Draft work plan developed
- Newspaper print sponsor search initiated

18 Months

- If sponsor not secured, production tendered
- Recruit volunteer writer(s) and photographer(s)
- Ulu News office identified

12 Months

- Update production plans
- Material banking (stories/photos) under way
- Volunteer writer and photographer recruitment proceeding
- Identify date of pre-Games issue(s)

6 Months

- Recruit additional volunteers for productions (ie photographers, writers, persons to man the Ulu News Office)
- Pre-Games issues planned

2 Months

- Review final production plans
- Pre-Games issue(s) published in print and digital formats
- Final preparations

Games and Following the Games

- Print/post daily issues to website(s)
- Print/post final issue following the end of the Games
- Prepare and submit Final Report
- Provide hard copies and electronic copies of each issue to the AWGIC

VENUES AND EQUIPMENT

20 Months

- Committee structure established
- Identify local facilities deemed suitable for events being hosted
- Facility upgrades or repair requirements identified
- Coordinate with Administration and Sponsorship on facility contracts

18 Months

- Draft venue plans for approval
- Review facility upgrades or repairs
- Inventory Control Plan developed
- Coordinate equipment plans with sport committees and sport manager
- Review equipment plans with Sponsorship/fundraising
- Equipment acquisition plan developed and in implementation
- Develop Test Event Plans – coordinate with all divisions

12 Months

- Review of test event plan
- Coordinate Venue reviews with Security and Medical committees
- Equipment acquisition tenders let.

6 Months

- All venues finalized
- Test event results reviewed
- Establish Venue Teams for each venue
- Coordinate equipment movement with Logistics Committee

2 Months

- All equipment on hand in storage or at venues

Games and following the Games

- Venue management
- Representative at daily Chefs meetings
- Prepare and Forward Final Report

VOLUNTEERS

20 Months

- Committee chair(s) recruited
- Committee structure established and tabled, including information on positions filled and those vacant
- Committee responsibilities defined
- Past Games experiences reviewed
- Draft work plan developed
- Key committee volunteers recruited
- Volunteer screening process initiated including coordination with Security and local authorities with respect to 'clearance' including vulnerable sector checks
- Establish volunteer recognition program, coordinate with Sponsorship committee
- Establish volunteer registration process, coordinate with Registration and Accreditation Committee

18 Months

- Volunteer job descriptions being developed in coordination with all divisions and specifically with sport committees
- Work with GEMs pro team to create job titles and tasks
- Consider the requirement of specific permits, insurance and skills for volunteer positions, such as driver's abstract for driving positions
- Volunteer screening, registration and recognition processes established
- On-line registration process completed with IT support personnel
- Volunteer uniform and recognition items under consideration, coordinate with Sponsorship committee and Ticket committee
- Begin publicity program to ensure host community is kept informed about progress of the Games
- Consider regular volunteer social events to keep interest high

12 Months

- Major recruitment fully underway, (including promotional campaign)
- Facilitate screening through an electronic submission of volunteer documents
- Volunteer committee chairs and committee members training on GEMS program, including sport specific scorekeeping training and results reporting
- Enter Volunteer jobs and tasks in GEMS
- Volunteer uniforms, pins and recognition items ordered

6 Months

- Major "home stretch" volunteer drive planned
- Assign volunteers to specific tasks

2 Months

- Set deadline for accepting volunteers
- Complete screening and training
- Volunteer uniforms and recognition items in warehouse
- Plan in place for distribution of Volunteer uniforms
- Plan in place for volunteer recognition event

The Games

- Monitor needs and adjust as required.
- Hold major recognition event as soon as possible following the Games
- Prepare and submit Final Report

WELCOME AND SEND-OFF

20 Months

- Committee structure established
- Committee chair(s) recruited
- Past Games experiences reviewed
- Draft work plan developed

18 Months

- Work plan updated
- Arrival/departure venue identified
- Planning for arrival/departure snacks in progress (Food Services needs tendered) coordinate with Sponsorship committee and Food Services committee
- Entertainment options considered

12 Months

- Work plan updated
- M2 Welcome and send off for all M2 delegates

6 Months

- Arrival/departure snacks finalized
- Arrival/departure volunteers committed
- Departure (post-closing ceremonies) plan in place
- Backpack stuffing plans in place in coordination with Accommodations committee
- Transportation and Accreditation Committees communication occurring

2 Months

- Arrival/departure volunteers training plan in place
- Backpacks stuffed and warehoused in uniform containers to facilitate inventory control
- Traffic flow determined in welcome area

Games and Following the Games

- Prepare and submit Final Report



Appendix E - AWGIC Strategic Plan

Arctic Winter Games International Committee Strategic Plan 2020-2023

Our Vision
To be the premier circumpolar sport and cultural event for youth

Our Mission
To provide a meaningful Arctic Winter Games experience

Values				
Respect	Accountability	Participant-focused	Integrity	Collaboration
We promote fair play, cultural diversity awareness and understanding.	We operate with transparency and are answerable for our actions.	We will champion the emotional and physical needs and safety of all participants	We are held to high ethical standards	We strive for mutually beneficial partnerships.

Strategic Goals		
1. Proactive Governance and Management	2. Safeguard Future of the Games/Become Sustainable	3. Engagement and Partnerships
We will have the structure, policies and capacity to lead efficiently and effectively.	We will have the resources and consistency to be financially and politically viable and sustainable.	We will be a trusted leader who engages with all stakeholders to work together towards common goals.
In order to achieve these goals we will focus on the following objectives:		
1.1 Strengthen governance structure to enhance effectiveness of board composition and mandate	2.1 Develop viable membership model and fee structure to secure permanent partners	3.1 Establish a customized engagement strategy for Host Society to deliver successful Games
1.2 Establish management structure to create efficient operations, decision-making and reporting	2.2 Develop sustainable financial model to secure longterm political support	3.2 Develop an effective communications and marketing strategy to share the magic of the Games to the North and beyond
1.3 Establish transfer of knowledge system for board and staff to enhance succession planning	2.3 Develop sustainable hosting model to provide minimum quality standards	3.3 Develop an intentional engagement strategy for all AWGIC stakeholders to promote clarity and transparency

Appendix F – Common Host Society Job Descriptions/Duties



This Appendix is not a complete set of all Common Host Society Job Descriptions and is continually being updated and revised as the AWGIC receives information from Host Societies

While each Arctic Winter Games Host Society develops unique job descriptions for their staff, the basic functions performed by some of the key staff and directors are set out below.

General Manager

It is recommended that this person be an extremely efficient administrator with fundraising and financial management experience. Duties include:

- a) Establishing the Games office and the related administrative functions;
- b) Recommending and then establishing a financial controls system for the Games;
- c) Supervising all Games employees;
- d) Directly supporting the Games Administrative Committees including but not limited to:
 - The Executive Committee
 - Communications
 - Finance and Fundraising
 - Guest Services
 - Media
 - Merchandising
 - Security
 - Volunteer recruitment/recognition;
- e) Supporting, through the Sport Manager, the Games Sport and Athlete Services Committees;
- f) Recommending and then maintaining an effective inter-committee communications and information exchange system;
- g) Recommending and then maintaining an effective public relations program; and

Other duties as determined by the Host Society Board of Directors

Marketing and Media Manager

It is essential that this person be experienced in corporate fundraising, business development and related skills. Duties include:

- e) Establishing a Corporate Sponsorship recognition program;
- f) Developing and implementing a system of securing corporate, service club, government, individual and other sponsorship for the Games;
- g) Insuring an effective relationship with the Host Community business community;



- h) Directly supporting the Games Administrative Committees including but not limited to:
 - The General Manager
 - Communications
 - Finance and Fundraising
 - Guest Services
 - Media
 - Merchandising;
- h) Supporting other aspects of the Games as required;
- i) Assisting with an effective inter-committee communications and information exchange system;
- j) Assisting with an effective public relations program; and
- k) Other duties as determined by the Host Society Board of Directors.

Sport Manager

Games Sport Manager is usually responsible for:

- a) Directly supporting all Sport and Athlete Services Committees including but not limited to:
 - All Sport Committees
 - Accommodations
 - Facilities and Equipment
 - Medical
 - Sport Officials;
- b) Communication with the Arctic Winter Games Technical Director on interpretations of the AWG Technical Package and other sport related matters;
- c) Recommending and then coordinating with sport schedules and facility usage;
- d) Obtaining the required sport sanctions;
- e) Assisting in the identification, recruitment and management of all sport officials;
- f) Assisting in the recruitment and management of volunteers;
- g) Participating as a member of the Games Jury (see Discipline Policy);
- h) Assisting in the maintenance of an effective inter-committee communications and information exchange system; and
- i) Other duties as determined by the Host Society Board of Directors.



Cultural Coordinator

the Cultural Coordinator, he/she is usually responsible for:

- a) Directly supporting the Cultural Program Committee;
- b) Assisting the following committees:
 - Ceremonies and Awards
 - Marketing (Culture)
 - Facilities and Equipment
 - Language Services (volunteer and protocol)
 - Media
 - Marketing (Volunteer & Protocol);
- c) Assisting with the development of a Games Cultural Program;
- d) Direct liaison with Unit Cultural Mission staff or cultural contacts;
- e) Recommending and then coordinating with the various performers, displays and other elements of the culture program;
- f) Assisting in the recruitment and management of volunteers;
- g) Assisting in the maintenance of an effective inter-committee communications and information exchange system; and
- h) Other duties as determined by the Host Society Board of Directors.



Sponsorship and Fundraising Coordinator

It is recommended that a fundraising projects coordinator be retained to manage / assist with fundraising events including:

- Determination and procurement of facilities, equipment and supplies required for initiatives.
- Development of a revenue and expenditure budget for each fundraising project.
- Managing fundraising finances and ensuring sponsor activities and gifts are recorded in the sponsorship database.
- Recruitment, registration, training, and scheduling of volunteers.
- Liaison with other committees as required. (Merchandise and Tickets)
- Work closely with the Marketing and Public Relations committee on publicity for fundraising projects/events.
- Complete checks on the requirements of the Host Society's jurisdiction for charitable fundraising compliance. For example, are there any rules or standards that must be followed when fundraising? Are special licenses required? What are the taxation laws respecting charitable receipts?
- Assisting with the preparation of the fundraising committee's final report.
- Prepare and oversee Sponsor Care Plan

Director of Finance - Duties

Assist in the development of a Consolidated Games Budget, based on detailed cost estimates submitted by all Directors, for approval by the Board of Directors.

Develop related financial policies and procedures for approval by the Board of Directors. Refer to Arctic Winter Games **Policy Manual**.

Establish and implement accounting procedures to ensure sound financial management consistent with the approved Games budget, timeline, policies and procedures.

Monitor the revenues and expenditures of the Games budget to ensure the Games are operated within the budget and policies approved by the Board of Directors.

Provide Chefs de Mission with a list of items for which their Contingents are responsible.

Prepare financial statements. Submit regular financial statements and reports to the AWGIC Operations Coordinator and AWGIC Treasurer.

Liaise with other committees and general manager as may be required.

Coordinate the activities of the committee in cooperation with the Host Society Board and the Games manager.

Attend Essential Meetings and committee meetings, as required

Appendix F – Common Host Society Job Descriptions/Duties



Prepare a final financial report as required by the AWGIC. See AWGIC **Policy Manual**



A typical Host Society budget will undergo a number of refinements as the Games planning process proceeds and better information on expenditures and fundraising is obtained. Updated budget information must be presented to the AWGIC at each scheduled meeting whether in person or by virtual technology.

Step One: Establish Financial Year End

Establish a financial year-end in consultation with the Games legal chair when the society is being incorporated, to ensure the year-end dates are consistent with the financial reporting requirements.

The AWGIC requires that the Host Society complete a certified financial audit within 150 days (5 months) of the completion of the Games.

Step Two: Establish Games Income

The Host Society needs to determine what grants are available such as federal, municipal and employment grants for staff salaries, cultural events and special events/special programs.

Some Host Societies have been able to establish a system whereby contributors provide their contribution over several years (including after the Games) and have this cash flow through the host municipality.

The finance chair needs to liaise with the Board of Directors to identify the total amount of cash and donated goods and services (gifts in kind) that must be raised by the Fundraising Committee.

Step Three: Developing Detailed Committee Budgets

Establish a deadline for all directors to submit their preliminary detailed budget projections to the Finance Committee approximately 30 months prior to the Games at the latest.

- It is recommended that the budget format be set up by committee to provide each committee chair with his/her own budget.
- Start with an assumption that everything must be purchased before identifying potential gifts in kind.

Encourage directors to work together to ensure no duplication in budgets

– EXAMPLE

Director of Sport Technical should work with Director of Facilities in relation to costs of required sport equipment (some facilities may have equipment available or may require upgrades to certain equipment)

Director of Communications and IT should meet with all divisions to review communications and IT needs, including any required upgrades to proposed facilities

- Encourage directors/chairs to be as detailed as possible in their budgeting.
- The finance chair should identify what charges are team costs and do not include these costs with the Host Society budget (i.e. phone charges).
- Distribute draft bid budgets to committees for review.

- After the committees review their budgets, they are then sent to the Board of Directors for review and approval.
- Approved Budgets should then be reviewed with the Sponsorship Committee to ascertain which goods or services can be obtained through GIK.

Step Four: Establish Account Codes for the Budget

Develop a detailed chart of accounts. All expenditures and gifts in kind received should be coded to these account numbers in each committee. Food, equipment, supplies, advertising/publicity, printing, etc. should have the same code numbers within each committee.

/01	Accommodation
02	Advertising/ Promotion/ Publicity
03	Awards/ Prizes/ Presentation items
04	Bank Charges & Interest
05	Benefits (EI, CPP, WCB, UIC)
06	Cleaning & Janitorial
07	Clothing/Attire
08	Equipment/Furniture Purchases
09	Equipment/Furniture Rentals
10	Entertainment
11	Facility Rentals (including tents, ATCO trailers, etc.)
12	Facility Upgrading/Improvements
13	Food & Refreshments
14	Freight/ Equipment Delivery
15	Insurance
16	Licenses & Fees
17	Maintenance & Repairs
18	Postage/ Courier
19	Printing/Photocopying
20	Professional & Trade Services (accounting, legal, entertainers, medical, tradesmen)
21	Salaries & Wages
22	Signs/banners
23	Supplies (consumables, e.g. office, medical, building, decorations, art/photographic, etc.)
24	Telephone (land line installations, toll charges, etc.)
25	Training/workshops/clinics
26	Transportation (vehicle rentals, buses, airfare, etc.)
27	Transportation (gas & oil, mileage reimbursement - local & long distance)
28	Utilities (heat, power, water, etc.)
29	Miscellaneous

Step Five: Consolidate Detailed Committee Budgets into a Consolidated Games Budget

Establish an annual budget, projecting revenues and expenditures over a two-year period. Meet with directors (individually or in a group) to review the detailed committee budgets to identify any gaps or overlaps in budgeting. Consolidate budget cost for items common to several committees. For example:

- | | | |
|---|---|---------------------------|
| * All office supplies (paper, pens, etc.), photocopying charges | ➔ | ADMINISTRATION budget |
| * All office equipment (computers, copiers, fax machines) | ➔ | ADMINISTRATION budget |
| * All postage, freight, and courier charges | ➔ | ADMINISTRATION budget |
| * All staff costs | ➔ | ADMINISTRATION budget |
| * All telephones, pagers, 2-ways, sound systems, etc. | ➔ | TELECOMMUNICATIONS budget |
| * All advertising costs | ➔ | PROMOTIONS budget |
| * All signs and banners | ➔ | SIGNAGE budget. |
| * All facility rental and capital development costs | ➔ | FACILITY budget. |
| * All costs for tables, chairs, portable toilets, portable shelters | ➔ | FACILITY budget. |

Determine which committee will be responsible for the following budgets:

- | | | |
|---|---|---|
| * Food costs for Games and receptions, the volunteer rally and the volunteer recognition party, the participants' dance, etc. | ➔ | FOOD SERVICES budget or in the budget of the committee organizing the function? |
| * Directors' Committee meeting expenses | ➔ | In each committee or in a consolidated account in the ADMINISTRATION budget? (Note: If expense accounts are established in each committee an account is also required in the Administration budget for board and committee expenses.) |
| * Decorating costs for the food centre, Participant Villages, etc. | ➔ | PROMOTIONS budget or in the budget of the committee responsible for the activity, e.g. Food, Accommodations. |

Step Six: Develop a Gifts in Kind Budget

It is essential to meet with each Committee Chair and the Gifts in Kind Committee to identify projected goods and service (gifts in kind) by line item within the Consolidated Games Budget.

Meet with the Fundraising Committee:

- To develop procedures to ensure information regarding gifts in kind will be forwarded to the Finance Committee as donations are received.
- To determine how the value of each gifts in kind donation will be established and approved.
- To establish matching account codes for tracking gifts in kind donations that provide budget relief.



Step Seven: Budget Approval

Present the preliminary Games budget to the Board of Directors for approval.

- Option A: Preliminary budget is approved.
- Option B: Expenditures exceed revenues.
Board of Directors decides how expenditures will be reduced or revenues increased.

The Host Society's Games budget must be approved and in compliance with the Arctic Winter Games Manual to the AWGIC 20 months prior to the Games. The Host Society's budget must be submitted with the quarterly reports and the AWGIC and the Host Society Board of Directors must approve any substantial changes.

a) Budget Review Meetings

Budget meetings are to be scheduled with all Directors approximately every two months to allow for any budget reallocations or adjustments and to ensure the Games budget is on target.

A number of budget revisions will be required as a result of:

- More accurate requirements and cost information becoming available
- More specific information being available regarding sports to be hosted, venues to be used, and venue requirements
- The success of fundraising projects and donations of cash, services and gifts-in-kind received
- The identification of items not budgeted for initially
- New sponsors being brought on with specific GIK focus

It is recommended that the Fundraising Committee for the Games be involved in all budget review meetings to review the progress of obtaining gifts-in-kind and to identify additional opportunities.

Forms, policies and procedures specific to financing, fundraising and the Games budget, are essential not only to ensure information regarding donated goods and services that provide budget relief are forwarded to the Finance Committee for entry against the budget, but to ensure proper processes are followed by staff and volunteers. All budget changes should be approved by the Board of Directors and made according to the revision policy and procedures approved by the Board of Directors.

b) Banking

Establish appropriate bank accounts in consultation with municipality and the Sponsorship/Fundraising Director, example:

- Savings account
- Services account
- General chequing account
- Separate bank accounts for each fundraising activity: This may depend on the jurisdiction's legislation on raffles, casinos, bingos, etc.

Determine the signing authority for each bank account, example:

- Chair of the Board,
- Director of Administration,
- One other member of the Board of Directors or the Games General Manager.
- It is recommended that two signatures authorize all cheques.

Other responsibilities related to banking:

- Procedures to receive cash and make deposits.
- Procedures and forms to provide cash floats and reconcile cash.

- Develop cash flow forecasts and monitor the bank balance to ensure cash flow is adequate.
- Prepare the monthly bank account reconciliation.
- Investment of excess funds for various terms based upon the anticipated cash flow requirements.

c) Developing Procedures / Policies

Policies and procedures should be developed at the initial budget creation process. They may need to be revisited as situations arise or as new procedures need to be implemented.

Policies and procedures from past Games are available from past host societies. It is essential to distribute all administration policies and procedures to all Games Chairs. Games Chairs must be responsible in providing purchasing information to all committee members to ensure purchases are made within the parameters of the policies and to avoid duplication of equipment purchases.

Below are examples of items that should be considered when developing administrative policies for approval by the board of directors:

i. General

- a) Who will have signing authority on bank accounts?
- b) What authority do directors have to make budget changes within their committee as long as the approved committee budget is not exceeded?
- c) How large a contingency will be established in the budget? How will it be accessed?
- d) How will the overruns in committee budgets be covered, or surpluses in committee budgets be redistributed?
- e) How will the overall Games budget be reduced if necessary?
- f) Will the acquisition of gifts in kind top up or reduce the cash expenditures approved in a committee budget?
- g) Grants must be recognized in the overall budget.
- h) Staffing GIK must be recognized.
- i) How will mailing lists and personal information collected on forms be protected?
- j) How will the use of Games letterhead (and Games e-mail signatures) be controlled? Liaise with Promotions to develop policy.

ii. Purchasing policies and procedures

- a) Who will have signing authority for purchases? (For example, directors only, or can this be delegated to Chairs or others?)
- b) Procedures for different purchasing levels depending on the dollar value involved. (Petty cash fund for purchases under what amount? Purchase orders required over what amount? How many quotations required? Verbal or written quotations required? Formal tendering process over what amount?)

- c) How will purchase orders be controlled, but be conveniently available? (From Games office only or from directors also? Will PO# be issued over the telephone?)
- d) Will local businesses be given preference when purchasing? How will local businesses be informed of formal tenders or major purchases?
- e) Must the lowest price tendered be accepted?

iii. Travel and subsistence policies and procedures

- a) What expenses will be reimbursed? (Local or out of town travel, long distance phone calls, meals, baby-sitting, other?)
- b) Rates for reimbursement? (Gas receipts or mileage etc.)

iv. Admissions policies

- a) Will there be a weekend pass for admission to all events for all days of the Games? What will be the cost of this pass?
- b) Will there be a day pass for admission to all events for each day? What will be the cost?
- c) What will be the cost of ticket prices to opening or closing ceremonies, Gala Cultural event and other special events?
- d) Will there be special rates for seniors, children, or volunteers?

v. Games Legacy

- a) Policies regarding disposal of surplus Games revenue and Games assets (e.g. will Games assets be sold or donated to clubs?). (Sample Inventory Control List – Appendix I)
- b) Policies regarding disposal of souvenir inventory. (Develop policy in consultation with Marketing Committee)

d) Accounting Procedures

Accounting procedures should be consistent with financial policies and procedures approved by the Board.

Determine Where Accounting Functions Will Be Done.

Accounting responsibilities, included invoicing, issuance of purchase orders, payment of bills, reconciliation of bank and other accounts, recording transactions, and staff payroll should be administered by the municipal offices of the host community.

Consider the following in determining where and how accounting functions will be done:

- The accounting system should be established at the same time as the budget.

- The need to provide up-to-date financial information to Host Society at their regular Board of Director meetings.
- Accounting responsibilities extend well beyond the dates of the Games and are particularly heavy during the month immediately preceding and following the Games.

Consider the following when establishing accounting procedures:

- Procedures should allow for recording commitments entered into by the Host. An encumbrance system, through the use of an accounts payable process, is recommended for the following reasons:
 - a) An encumbrance system of recording transactions restricts spending to the approved budget amounts. As purchase orders (commitments) for expenditures are approved and recorded, the estimated purchase amount is encumbered and restricted to ensure funds are being used as authorized.
 - b) Until the actual expenditure invoice has been received and charged against the budget amount, encumbered funds may not be used. This includes contracts that have been signed.
 - c) The balance of the budget that has not been used equals the difference between the amount approved in the budget, less the purchase orders issued (encumbered) and any previously paid invoices.
 - d) It assists in developing forecasts and cash flow schedules.
- Procedures must be developed to provide for the recording of donations of goods and services as they are received, by budget code, within the accounting system.
- The actual dollars spent would reconcile to the bank accounts (monthly banking reconciliation would include all moneys received, all cheques issued and financial charges).

It is essential that the Finance Director/Committee work closely with the following Games committees to clarify responsibilities and to develop mutually agreeable financial policies and procedures for cash floats, cash reconciliation and bank deposits, credit card sales, inventory control, and payment of invoices of souvenir stock, etc.

- a) Fundraising/Sponsorship Committee
- b) Game Admissions (Tickets) Committee
- c) Souvenir (Merchandising) Committee
- d) Culture and Ceremonies Committees
- e) Registration and Accreditation Committee
- f) Volunteer Committee

Most Host Societies work with the local municipality on bookkeeping and other financial management processes (purchase orders, bill payments, payroll etc.)

e) Recommended Purchasing Procedures

Purchasing procedures should be consistent with financial policies and procedures approved by the Board.

- Develop an expense claim form and procedures to authorize the reimbursement of eligible expenses to volunteers and staff as soon as possible.
- Establish a petty cash fund at the Games office to reimburse volunteers for small expenditures. Determine the size of the fund, the size of expenditures to be accepted, and procedures for reimbursement.
- Consider the following when developing purchasing policies, forms, and procedures:
 - a) Use a purchase requisition form, rather than a purchase order form.
 - b) Include a description of the item, quantity, the account code to be charged, the requesting chair person's name and committee, and signature of the approving authority.
 - c) Use unnumbered forms if forms are to be available outside the Games office.
 - d) It is essential to highlight on the form that purchase requisitions require a purchase order number (PO#) to be valid for procurement.
 - e) Use four-part purchase requisitions:
 - 1 Requester
 - 2 Supplier
 - 3 Games office for finance/bookkeeper/accountant
 - 4 Warehouse for inventory control
 - f) Unnumbered purchase requisition forms are available from directors and from the Games office.
 - g) Purchase requisitions are approved by director's signature (or designate) and have the appropriate number of phone or written quotations attached, as required by the purchasing policies.
 - h) Directors indicate on the purchase requisition what budget account code is to be charged.
 - i) Purchase order numbers are added to complete purchase requisitions in the Games office after the budget account is checked to ensure there are adequate funds remaining in the account.
 - j) Purchase order numbers are issued over the phone only if completed and approved purchase requisitions are faxed to the Games office and the account checked to ensure there are adequate funds remaining.
 - k) Restrict open PO #'s to purchases made by the Games office manager for office supplies.
 - l) File paid invoices in alphabetical order by vendor and purchase requisitions/orders in numerical sequence or by date if the requisitions are not numbered.
- It is essential to inform local merchants of Games purchasing requirements and upcoming tender calls, e.g. food services tender, Games clothing, souvenirs.

- It is essential to inform all chairs of purchasing, and expense reimbursement policies and procedures.
- Review contracts and tender documents with the legal chair.

f) Payroll Accounting

Determine how Games staff salaries will be administered. Societies in previous Games have administered staff salaries through their host community municipal offices.

Establish accounting procedures in consultation with the municipality administration:

- Staff salaries
- Income tax
- Unemployment insurance
- Government pension plans
- Vacation pay
- Medical insurance premiums
- Workers' Compensation Insurance for injury on the job or coverage under the Games insurance plan

It is recommended that the Host Society check into the liability should an employee suffer injury or disability due to work related accidents. Workers' Compensation Insurance protects employers against legal action by workers who are injured during the course of employment.

It is highly recommended that a staff manual be prepared setting out policies on work hours, overtime hours, vacations, sick leave, weekend work requirements and Games time requirements and that all staff are aware of/briefed on work requirements.

In the case of secondments – the Host Society must ensure that Host Society policies do not conflict with the employees' pre-existing contracts and if they do that the seconded employee is aware and agrees with the Host Society policies.

g) Board and Committee Expenses

Often an expense account is established in the Administration Budget for expenses of the Board of Directors, e.g.:

- Travel, accommodation and meals while attending prior Games or out of town meetings
- Food and refreshments at board meetings

- Food and refreshments at joint committee meetings, e.g. Arrival and departure planning meetings where more than one Division is in attendance.

A small expense account should be established in each committee for committee expenses, e.g. refreshments and snacks at committee meetings, volunteer travel and subsistence, etc. These expenses should be reimbursed to the individual upon presentation of proper documentation such as a receipt with expense claim form.

Directors authorize expenditures through purchase requisitions or expense claims and receipts.

h) Collection of Tax

It is recommended that the Host Society be familiar with their country's tax rules with regard to collection and rebate of taxes on such items as tickets for amateur performances, souvenirs, spending of items using grant funds, etc.

i) Developing Procedures to Record Sponsorships and Donations of Cash and Gifts in Kind Received

It is essential to ensure information regarding donated goods and services that provide budget relief is forwarded to the Finance Committee. The Finance Committee works closely with the Fundraising Committee to:

- Develop related policies.
- Ensure budget account codes are entered into a fundraising sponsor tracking list.
- Develop forms and procedures to transfer information.

Note: Although all gifts in kind received are entered into a *sponsor tracking list*, only costs for gifts in kind that provide budget relief should be recorded into the accounting system.

- Develop inventory control procedures for donated goods that are picked up by volunteers and not delivered to the Games office or warehouse, to ensure Games assets and legacy items are controlled.

It is essential that sponsor records, including donations of cash and gifts in kind, be maintained in a database as opposed to a spreadsheet in order to manage the large volume of sponsors supporting the Games.

j) Tax Receipts

As donations have significantly different impacts on individuals and corporations, it is essential that professional tax advice be obtained. Contributors to the Games are either sponsors or donors; **only donors are entitled to tax receipts.**

Procedures need to be developed for issuing tax receipts and the host society should seek the necessary information from their government's taxation office to ensure they are in compliance with the Tax Act.

k) Gift in Kind Donations (Donated Goods and Services)

Depending on the Host Society's Tax Act, tax receipts for donated goods and services may be issued on a "cash donation" basis.

l) Sponsorships

A sponsor will be entitled to the benefits as outlined in the "Fundraising/Sponsorship" program developed by the Host Society. The Sponsorship Program must be submitted to the AWGIC for Review.

m) Credit / Debit Card Sales

Contact the Merchandising, Tickets, Fundraising committees to determine requirements for credit/debit card sales, e.g. number of machines/imprinters required, when required, etc. The Host Society will require a secure system for the handling of credit information.

n) Inventory Control

Work closely with warehousing and equipment distribution staff or volunteers to develop an inventory control system to ensure:

- All equipment "on loan" is returned.
- All purchased or donated equipment can be located for distribution as legacy assets after the Games.

Develop forms and procedures, including:

- An Inventory Tracking List. (Appendix I – Inventory Control List – Sample)
- A copy of all purchase orders for inventory control. *Note:* It is not necessary to enter consumables into the inventory control system.
- Procedures to ensure goods that are picked up by volunteers and not delivered to the Games office or warehouse are recorded into the inventory control system.
- Procedures to ensure donated goods are recorded into the inventory control system. Liaise with the Fundraising Committee to develop.

- Liaise with the Marketing Committee if warehouse location is shared. It is recommended that souvenir inventory and other Games inventory be controlled separately.

Liaise with the following committees to clarify responsibilities for confirming and maintaining inventory lists of this equipment for example:

- Warehousing and Equipment Distribution
- Accommodation
- Graphics and Signage
- Medal Presentations
- Medical Services
- Facilities and Equipment

A listing of legacy assets will be required immediately after the Games by the Board of Directors to make decisions regarding the disposal of Games assets, to be disposed of in accordance with the Host Society Legacy Policy e.g.:

- What will be donated to local clubs and groups?
- What will be sold in a public auction or to the next Games Host Society?

o) Fundraising Procedures and Policies

Fundraising policies and procedures should be developed early and communicated throughout the Host Society on a regular basis. They may need to be revisited as situations arise or as new procedures need to be implemented.

The items below are examples of what should be considered when developing fundraising policies and procedures:

- Host Society process for approving a fundraising project,
- Cash handling and related policies for remitting funds to the Host Society,
- Licensing and other requirements,
- Spokespersons for projects.

The Host Society will also need to consider policies for fundraising through sponsor donations related to these questions:

- Are all chairs permitted to solicit sponsorship or donations of cash or gifts in kind? If so, it is essential that the Fundraising Committee be informed prior to any approach to ensure that:
 - Each potential sponsor/donor is approached in the best possible way,

- A reasonable donation is being requested,
 - Multiple requests to sponsor/donors are eliminated,
 - Commitments made to sponsors/donors are consistent with the approved Games sponsor recognition program,
 - Sponsor conflicts are avoided,
 - The sponsorship/donation is recorded.
- Do all fundraising projects require the approval of the Board of Directors or Fundraising Committee?
- Will the acquisition of gifts in kind “top up” or reduce a committee’s expenditure budget? Be clear about Games “must haves” which relate to the established budget versus Games ‘nice to haves” which are in addition to the Games budget.
- What is the procedure to obtain approval from the Fundraising Committee to solicit sponsorship/donations? It is also recommended that a “hands off” list of potential large sponsors/donors to be approached only by the fundraising committee be produced and distributed to all Chairs.
- How will the requests for gifts-in-kind group be controlled to ensure they are limited to budgeted items as much as possible? (For example - will a chair’s authorization be required?)
- Will all chairs be required to check with the Fundraising Committee before purchasing any item of large value to determine if it might be obtained as a donation?
- How will equipment which is sponsored or donated “on a loan” basis to the Games be valued, e.g. computers, copiers, etc.? (For example, at the purchase price or at the rental rate for the length of time on loan?)
- What are the levels of sponsor recognition and the dollar value of each level? What recognition will be provided at each level? Will there be a recognition event for sponsors? Care should be taken not to create such large financial category spreads so that sponsors can get the same recognition at half the price i.e. \$20K to \$59K – sponsors are likely to provide the low end.
- How will potential signage conflicts between sponsors be managed?

p) Financial Reports and Statements

Monthly Financial Reporting

The Director of Administration should provide a financial operating statement to the Board of Directors, committee members, the AWGIC and sponsoring agencies, at least once per month or as the board dictates (e.g. bi-weekly or weekly as the Games approach)

The report should consist of:

- A comparison of budgeted figures to actual for cash and gifts in kind and the balance of budgeted amounts not committed.
- Fundraising summary including cash and in kind donations.
- A financial statement for the current period and the year to date which includes a balance sheet, income statement and variance statement.
- Cash flow forecast.

Annual Financial Reporting

The Host Society, as a registered non-profit society, is required to file an annual audited financial statement after incorporation with their corporate registry organization; this will depend on which location the Games are held. It is recommended that an auditor be appointed when the accounting procedures are being established to ensure adequate internal controls and procedures are in place.

Liaise with the Fundraising Committee to approach local businesses for donated auditing services. Liaise with the legal chair to ensure an appropriate year-end is established when the society is incorporated.

The audit completed at each year-end ensures that all funds are used for the purpose for which they were intended. All supporting documentation for funds received and disbursed must be maintained.

Source documents include:

- Separate receipts for cash donations and donated goods or services.
- Bank statements and canceled cheques.
- Copies of all paid invoices in alphabetical order by vendor.
- Copies of all purchase requisitions/orders in numerical sequence.

Final Financial Reporting

The AWGIC requires that final audited statements include specific information on revenues and expenditures so that information can be used to support future hosts. A copy of the specific requirements will be provided to each host society. (AWGIC Policy Manual: Final Report Policy – Host Society).

The AWGIC requires that a certified financial audit be completed on the Host Society within 150 days (5 months) of the completion of the Games.

DISTRIBUTION CONTROL

[illegible]

Appendix J – Fundraising Sponsor Tracking List



FUNDRAISING SPONSOR TRACKING LIST

Updated _____

Date	Company	Contact Person	Title	Address	Phone	Description	Cash	Gift in Kind Value	Budget Code	Sponsor Level	Medal Presenter

ATTACHMENT A EXAMPLES OF SPONSORSHIP OPPORTUNITIES IN PAST GAMES	
Events <ul style="list-style-type: none"> * Adopt-A-Sport Program * Cultural concerts * Opening ceremonies * Closing ceremonies * Torch Relay * Volunteer recognition party * Volunteer rally * Participants' dance * Coaches' & Officials' reception/social * Sponsor receptions 	Printed Materials <ul style="list-style-type: none"> * Map and schedule of events * Volunteer handbook * Volunteer newsletters * Volunteer certificates * Participants' handbook * ID tags for Participants/ volunteers * Admission passes * Ceremonies' programs * Games phone directory * Ulu News * Promotional brochure * Medical handbook * Games street signage
Games Clothing <ul style="list-style-type: none"> * Volunteer jackets, shirts, vests etc. * Games ambassadors' uniforms * Board of Directors' uniforms <p>Note: Clothing for each volunteer section, medical, security etc. should be marketed to different sponsors.</p>	Other <ul style="list-style-type: none"> * Participant meals * Volunteer lunches * Adopt-An-Athlete * Guest registration kits * Participant sport bags * Promotional banners/signs * Media/Results centre * Volunteer lounge/rooms (for eating lunch, etc.)

ATTACHMENT B EXAMPLES OF SPONSORED OR DONATED GOODS AND SERVICES OBTAINED IN PAST GAMES	
PROMOTIONS <p>Mall display space Advertising (print, radio, television) Decoration (streamers, balloons, & pumps) Artwork Paper, fabric, paint, brushes, etc. Display units Video production Film, film processing, & photo albums Cleaning of mascot costume Parade float truck & flat deck</p>	GAMES OFFICE AND WAREHOUSE <p>Office and warehouse space Office staff Office furniture (desks, chairs, tables, file cabinets, wall dividers, shelving, lounge chairs) Office equipment (computers, printers, photocopiers, toner, copy charges, & maintenance, fax machines, postage meter, cash register, hand held printers) Office supplies (bond paper, envelopes, pens, staplers, scissors, file trays, binders, keys & cutting, etc.) Computer software, consulting services Microwave, cooler, coffee machines, water cooler Food & refreshments, coffee mugs Extension cords, tools Freight charges & courier services Garbage receptacles, janitorial services</p>

TELECOMMUNICATIONS Cellular phones & air time, pagers Mobile radios (2-ways) Web services Games office phone system & desk sets including installation Maintenance, repair, & servicing Sound systems	FOOD SERVICES All food & beverages Dry goods (plates, cups, napkins, soap, etc.) and serving trays
FACILITIES Facility rental charges (Games office, warehouse, clubrooms, theaters, sport facilities, etc.) Tables & chairs Janitorial services, cleaning equipment and supplies Building supplies (lumber, nails, paint, etc.) Portable toilets & servicing Portable trailers Heaters, fuel & tanks and generators Crowd control fencing, spectator stands, stages, etc. Fire extinguishers Garbage receptacles (45 gallon drums) & garbage bags Trades services	ACCOMMODATION Hotel rooms Meeting rooms Janitorial, cleaning supplies, paper supplies & laundry services Locks Fire alarm batteries Board games, cards, televisions, VCR's & videos Extra sleeping bags, pillows Irons and Ironing Boards and/or steamers for cultural participants use
CEREMONIES Hand held torches & propane for cauldrons Rooms & meals for technical crews Costume fabrics, cleaning, repair, etc.	SECURITY Flashlights, batteries, caps, pinnies
TRANSPORTATION, PARKING & TRAFFIC CONTROL Courtesy cars & passenger vans School & city buses Panel & cube vans for equipment distribution Bus drivers Freight charges Fuel Rooms & meals for external bus drivers Barricades, pylons, & traffic vests Vehicle washing Parking for Contingent Buses	REGISTRATION and OTHER Participant sport bags Various sport equipment Various medical supplies Weather forecasting services Auction items Framing for certificates & presentation items Printing costs Tools (drills, hammers, shovels, etc.) Building supplies (lumber, nails, paint, etc.) Extension cords Production of banners & signs Cash boxes for souvenir sales, admission sales, raffle tickets, etc. Luggage Tags Financial audit



SAMPLE AGENDAS
M1 & M2 AND HOST / AWGIC MEETINGS

M1 and M2 Visits – October/March xx, 20xx

Meeting Location and Address

Mission Hotel and Address/AWGIC Hotel and Address

Wednesday, October/March xx, 20xx		
TIME	DESCRIPTION	PERSON RESPONSIBLE
3:00 p.m. to 5:00 p.m.	(M1 Venue Tour for all) M2 Guest Contingent (Sapmi and Yamal) Venue Tour– pick up at Mission Hotel	Name
7:00 pm to 9:00 pm	Meet and Greet – (Location) (International Committee, Chefs de Mission, Directors, Assistant Directors, Chairs and Co-chairs, Municipality officials)	Name
Thursday, October/March xx, 20xx Meetings at (Location)		
8:00 a.m.	(M2 Venue Tour – new facilities since M1)	Name
9:30 a.m.	Coffee Break	
9:45 am	Welcome	Name
10:00 am	Sport Facilities Report Venue Teams	Name
11:00 a.m.	News Conference – Media Interviews (Optional)	Name
12:00 Noon	Lunch - Cafeteria	Name
1:15 p.m.	Care and Comfort Participants' Village, Participants' Special Events, Medical, Food Services, Transportation, Mission Offices, Security, Arrival and Departure Plan including Welcome/Send Off	Name
2:15 p.m.	Communications and Information Technology Registration and Accreditation Results and Telecommunications	Name

Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting And Meeting Room Setup



3:15 p.m.	Marketing and Public Relations Website Broadcast/Media Relations Advertising and PR, Signage/Graphics Publications Community Relations/Special Events Ticketing	Name
3:45 p.m.	Sessions End	
5:00 p.m. to 9:30	Chef De Missions and International Committee Members invited to attend local community event (or similar 'mixer evening') OR breakout sessions followed by Dinner/Mixer hosted by Host Society	
Friday, October /March XX, 20XX Meetings at (Location)		
9:30 a.m.	Welcome	Name
9:40 a.m.	Administration Merchandising Warehouse and Storage	Name
9:45 a.m.	Cultural Participant Program Gala Opening and Closing Ceremonies Awards Ceremonies	Name
10:15 a.m.	Coffee Break	
10:40 a.m.	Volunteers and Protocol Volunteers Special Guest Services Language Services	Name
12:00 noon	Lunch on your own	
1:00 p.m.	Sport Facilities	Name
1:30 p.m.	Sport Technical Sport Chairs Officials	Name
4:30 p.m.	Closing Remarks	AWGIC President Host President

**Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting
And Meeting Room Setup**



Saturday, October/March xx, 20xx Meetings at (Location) International Committee, Host Society Executive and Invited Members CHEFS DO NOT ATTEND THIS MEETING		
9:00 a.m.	Welcome	Name
9:10 a.m.	Administration Staffing/Office	Name
9:15 a.m.	Sponsorship and Fundraising	Name
9:30 a.m.	Finance/Budget	Name
10:00 a.m.	Coffee Break	
10:30 a.m.	AWGIC Review/Comments, Information	AWGIC President
11:30 a.m.	Session Ends	



AWGIC Visits – June or October and January xx, 20xx

Meeting Location and Address

AWGIC Hotel and Address

Wednesday, month xx, 20xx		
TIME	DESCRIPTION	PERSON RESPONSIBLE
7:00 pm to 9:00 pm	Meet and Greet – (Location) (International Committee, Directors, Assistant Directors, Chairs and Co-chairs, Municipality officials)	Name
Thursday, month xx, 20xx Meetings at (Location)		
9:00 am	Welcome	Name
9:05 am	Sport Facilities Report Venue Teams	Name
12:00 Noon	Lunch	Name
1:15 p.m.	Care and Comfort Participants' Village, Participants' Special Events, Medical, Food Services, Transportation, Mission Offices, Security, Arrival and Departure Plan including Welcome/Send Off	Name
2:15 p.m.	Communications and Information Technology Registration and Accreditation Results Telecommunications	Name
3:15 p.m.	Marketing and Public Relations Website Broadcast/Media Relations Advertising and PR, Signage/Graphics Publications Community Relations/Special Events Ticketing	Names
3:45 p.m.	Sessions End AWGIC BREAKOUT FOR AWGIC MEETINGS	

**Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting
And Meeting Room Setup**



Friday, month xx, 20xx Meetings at (Location)		
9:30 a.m.	Welcome	Name
9:40 a.m.	Administration Merchandising Warehouse and Storage	Name
9:45 a.m.	Cultural participant program Gala Opening and Closing Ceremonies Awards Ceremonies	Name
10:15 a.m.	Coffee Break	
10:40 a.m.	Volunteers and Protocol Volunteers Special Guest Services Language Services	Name
12:00 noon	Lunch on your own	
1:00 p.m.	Sport Facilities	Name
1:30 p.m.	Sport Technical Sport Chairs Officials	Name
4:30 p.m.	Closing Remarks	AWGIC President Host President
Saturday, month xx, 20xx Meetings at (Location) International Committee, Host Society Executive and Invited Members		
9:00 a.m.	Welcome	Name
9:10 a.m.	Administration Staffing/Office	Name
9:15 a.m.	Sponsorship and Fundraising	Name
9:30 a.m.	Finance/Budget	Name
10:00 a.m.	Coffee Break	
10:30 a.m.	AWGIC Review/Comments, Information	AWGIC President
11:30 a.m.	Session Ends	



AWGIC Technical Director, Chefs and Host Society Meetings at the Games

NOTE – these meetings are chaired by the AWGIC Technical Director/AWGIC Technical Coordinator and the Host Society General Manager – the Host Society is responsible for taking notes and distributing the same to all in attendance

Meeting Location and Address
Mission Hotel and Address

Thursday, March xx, 20xx – 9:00 a.m. Friday, March xx, 20xx – 9:00 a.m. Saturday, March xx to Saturday, March xx, 20xx – 7:00 a.m.		
TIME	DESCRIPTION	PERSON RESPONSIBLE
Day 1 Only	Full Table Introductions	Technical Director
Agenda		
Above	1. Arrival and Departures Report <ul style="list-style-type: none"> • Arrivals walk through / visual presentation (Day 1 only) <ul style="list-style-type: none"> ○ Airport arrival – customs – accreditation – luggage – busing to accommodations – luggage pick up • Departures walk through / visual presentation (Day 8 only) <ul style="list-style-type: none"> ○ Airline check in – luggage - pick up at Closing Ceremonies or other – busing to airport – security – departure • Updates / Questions (all other days) 	Arrival and Departures Chair
	2. Registration and Accreditation Report <ul style="list-style-type: none"> • Pick up (see Arrivals and Departures) • Lost cards, corrections, etc. • Updates / Questions (all days) 	Registration and Accreditation Chair

**Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting
And Meeting Room Setup**



	3. Accommodations Report <ul style="list-style-type: none"> • Check in procedures (Day 1 only) • Check out procedures (as required) • Beds, showers, lockers and related • Updates / questions (all days) 	Accommodations Chair
	4. Catering Report <ul style="list-style-type: none"> • Cafeterias, off-site meals and related • Updates / questions as required 	Catering Chair
	5. Opening and Closing Ceremonies <ul style="list-style-type: none"> • Opening Walk Through presentation (Day 1 only) • Closing Walk Through presentation (Day 8 only) • Updates / questions as required 	Ceremonies Chair
	6. Security Report <ul style="list-style-type: none"> • Review emergency contact protocol for all Committees (Day 1 only) • Participant emergency protocol training (Day 1 only) • Daily statistical report • Updates / questions as required 	Security Chair
	7. Medical Report <ul style="list-style-type: none"> • Daily statistical report • Infirmary, emerging issues, etc. • Updates / questions as required 	Medical Chair
	8. Transportation Report <ul style="list-style-type: none"> • Buses, special routes and services and related • Updates / questions as required 	Transportation Chair
	9. Sport Technical <ul style="list-style-type: none"> • Venue matters, weather issues, technical matters, schedules, results and related • Updates / questions as required 	Sport / Venues / Results Chairs
	10. Cultural and Social Programs <ul style="list-style-type: none"> • Contingent cultural program • Medal presentations 	Culture / Social / Medals Chairs

**Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting
And Meeting Room Setup**



	<ul style="list-style-type: none"> • Entertainment Program (Public and participants) • Participant recreational / social events / opportunities 	
	11. Host Society – Other items as required <ul style="list-style-type: none"> • Mission Office • Special Guest Services • Language Services (meet with individual contingents if possible) • Merchandizing • Tickets • Other 	As required
	12. Chefs – Round Table	Chefs
	13. AWGIC – Other items as required <ul style="list-style-type: none"> • Hodgson Trophy (Day 1) • Fair Play Pins (Day 1) • Research Project • Mission Recognition Event • Other 	Technical Director

Appendix L – Sample Agenda for AWGIC/Host Society/Chefs Meeting And Meeting Room Setup



AWGIC\CHEFS\HOST SOCIETY MEETING ROOM SETUP

AWGIC Technical Director	AWGIC Technical Coordinator	AWGIC Ops Coordinator	AWGIC President	Host Society President	Host Society General Manager
<ul style="list-style-type: none">8 foot tablesMaximum 3 per tableMicrophonesAWGIC membersChefs de Missions	<p>Head Table is 2 - 8 foot tables with 3 – 8 foot tables down each side</p> <p>Each 8 foot table should have Chef and Assistant Chef de Mission (if attending) and an International Committee Director.</p> <p>Each table should have a microphone and the sound system should be pretested to ensure clear communication</p> <p>Name plates with name and organization on the table, large enough for the participants of the meeting to read</p> <p>Room should have internet access to allow all those attending access to any documents they may need</p> <p>(Empty space for projectors, computer hookups etc.)</p>				<ul style="list-style-type: none">8 foot tablesMaximum 3 per tableMicrophonesAWGIC membersChefs de Missions
Presenters (Microphone)					

Chairs	Chairs	Chairs	Chairs	Chairs



Purpose

The Arctic Winter Games International Committee (AWGIC) schedules sport meetings during each Arctic Winter Games so that representatives from each sport can meet to discuss issues of relevance and make recommendations to the AWGIC.

This information is documented and copies are provided to all AWGIC members, future Host Societies and the Chefs de Mission.

The information is used to improve future Arctic Winter Games and to provide information for AWGIC Board members for the sport selection process for the next AWG.

These meetings are not convened to make final decisions on any matters, only to make recommendations for future Arctic Winter Games.

Process

The Technical Coordinator and the Technical Director or an AWGIC Director will meet with each sports' representatives towards the end of the Games week to review the attached questionnaire. The results of these meetings and the questionnaire will be reviewed by the Technical Coordinator, the Technical Director and the Chefs de Mission following the Games and prior to the preparation of technical packages for the upcoming set of Games.

A maximum of four representatives from each Contingent and the Host Society are invited to attend and provide comments. The chief official for each sport is also invited to attend and provide comments and recommendations.

The name, address and role of each person who attends the meeting are recorded for future reference.



1. Recommendations for your sport for the Arctic Winter Games (use additional paper if required).

3.1 What technical rule changes should be made?

3.2 What changes should be made to:

3.2.1 Age

3.2.2 Team Members

3.2.3 Competition Categories



2. Do you have any other comments on the technical elements of your sport?



YEAR

ARCTIC WINTER GAMES - SPORT MEETING NOTES

SPORT _____

Attendance

NAME	EMAIL ADDRESS	ROLE



SPORT RISK LEVELS

SPORT	RISK LEVEL
Alpine Skiing	➤ High
Archery	➤ Medium
Arctic Sports	➤ Low/Medium ➤ Need ice water and blood impervious plastic bags
Badminton	➤ Medium
Basketball	➤ Medium
Biathlon (Ski and Snowshoe)	➤ Low
Cross Country Skiing	➤ Medium
Curling	➤ Low
Dene Games	➤ Medium/High (pole push)
Figure Skating	➤ Medium
Futsal	➤ Medium
Gymnastics	➤ High
Hockey	➤ High
Snowboarding	➤ High
Snowshoeing	➤ Low
Snowshoe Biathlon	➤ Low
Speed Skating	➤ High
Table Tennis	➤ Low
Volleyball	➤ Medium
Wrestling	➤ High

High Risk of head and neck injury; one physician at site

Medium Risk of sprains, strains, contusions; one physiotherapist or acute care nurse or ski patrol at site

Low Little to no risk of injury; first aid attendants at site

Appendix O – Opening Ceremonies Program Timing



Timing - The Opening Ceremony program must be as follows:

Time	Activity
0 - 3 Minutes	<ul style="list-style-type: none"> Master of Ceremonies (Emcee) welcomes spectators and introduces mascot (if appropriate) and musicians or others accompanying the participant march in.
4 - 20 Minutes	<ul style="list-style-type: none"> Emcee introduces contingents as they march in. Emcee must also introduce the designated political leader (Stage Special Guest) for each Contingent at this time. Contingents march in as noted in the flag policy with the Host Team marching in last. Officials march in first. Cultural participants march in with their respective team. All teams follow their state, territorial or provincial flag and a banner identifying the Contingent, see Flag Policy. Marshals in holding area must be prepared to move participants along at a fairly fast pace to maintain these time standards. Teams are to be seated together and not mixed with other Contingents.
21 Minutes	<ul style="list-style-type: none"> Stage Special Guests are identified by AWGIC and cannot be altered unless approved in writing by the AWGIC. Stage Special Guests must be seated prior to the start of the ceremony.
22 - 24 Minutes	<ul style="list-style-type: none"> Opening prayer and/or entertainment.
25 - 28 Minutes	<ul style="list-style-type: none"> National anthems played in alphabetical order with host country played last.
29 - 31 Minutes	<ul style="list-style-type: none"> Games theme song.
32 Minutes	<ul style="list-style-type: none"> Opening speech by the AWGIC President or their designate
33 Minutes	<ul style="list-style-type: none"> Speech by Host Federal government representative (or State representative in Alaska or national government representative outside of North America).
34 Minutes	<ul style="list-style-type: none"> Speech by Host jurisdiction government representative (not required in Alaska or outside of North America as this is covered above).
35 - 40 Minutes	<ul style="list-style-type: none"> Entertainment.
41 Minutes	<ul style="list-style-type: none"> Speech by Host Contingent Mayor.
42 Minutes	<ul style="list-style-type: none"> Speech by Host Society President.
43 - 47 Minutes	<ul style="list-style-type: none"> Entertainment.
48 - 49 Minutes	<ul style="list-style-type: none"> Lighting of the Torch by two participants (suggest one male and one female) from the host contingent .The participants must be current or former Arctic Winter Games Participants from the Host Contingent They are to enter the venue running together carrying a hand-held torch and are to light a Games torch which may be kept burning throughout the week. The torch must include the AWGIC symbol on it.
50 - 52 Minutes	<ul style="list-style-type: none"> Athletes Oath – presented by Athletes competing in the current AWG from the host contingent Officials Oath presented by an Official officiating at the current Games from the host contingent

Appendix O – Opening Ceremonies Program Timing



53 - 55 Minutes	<ul style="list-style-type: none">• Raising of the Arctic Winter Games Flag, may be underscored by an instrumental version of the Games theme song.
56 Minutes	<ul style="list-style-type: none">• The AWGIC President or their designate declares Games officially open.
57 - 60 Minutes	<ul style="list-style-type: none">• Emcee to announce concise departure plans of the participants• Participants to march out to close.• Fireworks outside the Opening Ceremony venue are recommended. (within close proximity to the Opening Ceremony venue with ample time for athletes and special guests to get to the site)

Note: The Emcee's script is to be approved by the AWGIC no later than 24 hours prior to the Ceremonies and be tightly controlled with no allowance for additional material to be added. No Corporate sponsors are to be given any opportunity for a speaking role during the Ceremonies.

Recommendation: Any marquee entertainment must be incorporated within the Opening Ceremony to allow contingent participants to view it

Appendix P – Closing Ceremonies Program Timing



Timing - The Closing Ceremony program must be as follows:

Time	Activity
0 - 2 Minutes	<ul style="list-style-type: none"> The Emcee welcomes spectators and introduces musicians or others accompanying the participant march in. Comments on the success of the week.
3 - 17 Minutes	<ul style="list-style-type: none"> Emcee introduces participant march in. Flags march in at the head of the procession according to the Flag Policy or in the alternative flag bearers are on the stage. All participants and officials are to march in with Contingents mixed together to symbolize new friendships made
18 Minutes	<ul style="list-style-type: none"> Emcee introduces Stage Special Guests. Stage Special Guests must be seated prior to the start of the ceremony.
19 - 21 Minutes	<ul style="list-style-type: none"> Entertainment - OPTIONAL
22 - 23 Minutes	<ul style="list-style-type: none"> Speech by Host jurisdiction government representative. OPTIONAL
24 - 25 Minutes	<ul style="list-style-type: none"> Speech by Host Society President. OPTIONAL
26 - 28 Minutes	<ul style="list-style-type: none"> Entertainment. OPTIONAL
29 - 33 Minutes	<ul style="list-style-type: none"> Emcee introduces AWGIC President and/or their designate AWGIC President and/or their designate explains the purpose of the Hodgson Trophy and makes the presentation to the winning Contingent's Chef de Mission.
34 - 38 Minutes	<ul style="list-style-type: none"> Emcee says "And now President (or their designate) (name of AWGIC President/designate) of the AWGIC will present the Arctic Winter Games flag to the Mayor of (name of next Contingent to host) of (territory, province or state name) the next host of the Arctic Winter Games in March, (year of next Games). The AWG flag is lowered, folded by a ceremonial troop and presented to the President of the AWGIC or their designate, or in the alternative the flag is already folded and ready to be passed on to the next host The President of the AWGIC or their designate then passes the flag to the Mayor of the next host Contingent. During this process the instrumental version of the Games theme song may be played in the background.
38 - 42 Minutes	<ul style="list-style-type: none"> Entertainment. OPTIONAL
42 - 45 Minutes	<ul style="list-style-type: none"> AWGIC President or their designate declares the Games closed. At the exact moment the Games are declared closed the torch is to be extinguished.
46 Minutes	<ul style="list-style-type: none"> Participants march out. Fireworks are optional if time allows and should be within close proximity to the venue with time allowed for participants and special guests to get to the site for viewing.

Notes:

Hodgson Trophy may be placed on the stage prior to the start of the Closing Ceremony or may be brought up by local dignitaries or RCMP in red serge.

Timing of the Closing Ceremonies may be adjusted if there are no formal speeches

Appendix P – Closing Ceremonies Program Timing



The Emcee's script is to be approved by the AWGIC no later than 24 hours prior to the Ceremonies and be tightly controlled with no allowance for additional material to be added. No Corporate sponsors are to be given any opportunity for a speaking role during the Ceremonies.

Recommendation: Any marquee entertainment must be incorporated within the Closing Ceremony to allow contingent participants to view it



BASKETBALL	
Sport Chair	Matt Wilken
Head Official	Jeremy Pletnikoff
Venue	University of Alaska Fairbanks Patty Center 410 Tanana Loop Fairbanks, AK 99775
Mileage and Directions from Athletes' Village / Lathrop High School to West Valley High School	<p>The UAF Patty Center is 7.4 km from the Athletes' Village</p> <ul style="list-style-type: none"> □ Go West on Airport Way □ Turn right/South onto University Avenue at traffic light □ Turn left/West onto Alumni Drive at traffic light □ Continue West onto Tanana Loop East at stop sign □ Turn right/North into the Patty Center parking lot
Bus Route	<p>Moose Shuttle – The bus will travel between these stops every 15 minutes throughout the day.</p> <ul style="list-style-type: none"> □ Ryan/Lathrop □ Hutchinson HS □ West Valley HS □ UAF SRC/Patty Gym □ UAF Museum
Equipment	Molten FIBA 12-panel 2-tone leather basketballs GG series
Seating Capacity	900
Locker rooms / Showers	Locker rooms are available; athletes must shower at the venue. ** Please be sure to have all athletes and coaches bring their shower gear to include a towel to the venue.
Ulu Rounds / Awards	After the Medal Rounds at UAF Patty Center
Sport Specific Opening / Closing Ceremonies	None
WiFi Availability	Yes – UAF public WiFi
Cellphone Coverage	Yes – CDMA, GSM, 3G, possibly 4G LTE
VIP Area / Location	There will be a VIP room located just outside the gym.
Food Service at Lathrop High School	<p>Food Service Hours:</p> <p>Breakfast 6:00-10:00</p> <p>Lunch 11:30-14:30</p> <p>Grazing 10:00-22:00</p> <p>Dinner 16:30-19:30</p>
Concessions	UAF Student Group
Ticketed Event	Yes – Super Pass, Day Pass and Medal Round Tickets
Venue Medical Coverage	Level 2 = Two EMT II or above during competitions
Venue Daily Schedule	Doors will open at 7:30 and close at 22:00

Facility Information Form

Complete one form for each venue



Sport:

Facility Name:

Facility Address:

City: Facility Contact:

Facility Description:

Competition Area Details: (size, courts, floor type, ceiling height, score clock, etc.)

Equipment available with your community for the sport (i.e. curling rocks, nets, mats, etc.). Describe the equipment and indicate who owns it.

Number of change rooms: Male: ____ Female: ____ Number of shower heads Male: ____ Female: ____

Number of washrooms: Male: ____ Female: ____

Identification of room for Officials: _____

Permanent seating available: Yes No Spectator Capabilities: Sitting: ____ Standing: ____

SPORT INFORMATION

Is there an existing program/club for this sport in your community? Yes No

Distance to Athletes Village: _____

Proposed upgrades required to accommodate Arctic Winter Games:

Facility Requirements Arctic Winter Games

ARCTIC WINTER GAMES - FACILITY REQUIREMENTS (May vary based on sport selection)

Event	Facility	Notes
Alpine Skiing	Ski Hill	<ul style="list-style-type: none"> Storage and waxing facilities
Archery	Indoor Range/Gymnasium	<ul style="list-style-type: none"> Height and length considerations (e.g. Min 3M Ceiling @35M target)
Arctic Sports	Gymnasium (1)	<ul style="list-style-type: none"> Dedicated Hardwood floor
Badminton	Gymnasium (1)	<ul style="list-style-type: none"> Dedicated Height and lighting restrictions
Basketball	Gymnasium (1)	<ul style="list-style-type: none"> Can be shared
Cross Country Skiing	Ski Trails	<ul style="list-style-type: none"> Can be shared with biathlon 5, 7.5 and 10 km loops Storage and waxing facilities
Biathlon - Ski	Ski Trails Shooting Range	<ul style="list-style-type: none"> Trails can be shared with Cross Country Skiing Shooting Range can be shared with Snowshoe Biathlon Storage and waxing facilities Secure storage for rifles and ammunition
Biathlon - Snowshoe	Ski Trails Shooting Range	<ul style="list-style-type: none"> Shooting Range can be shared with Snowshoe Biathlon Secure storage for rifles and ammunition
Curling	Curling Rink	<ul style="list-style-type: none"> Minimum four sheets
Dene Games	Gymnasium or Hall Large field <ul style="list-style-type: none"> ○ Snowsnake ○ Pole Push 	<ul style="list-style-type: none"> Can be shared
Hockey	Indoor Arena (2)	<ul style="list-style-type: none"> Can be shared with Figure Skating and Speed Skating Drying area for uniforms
Figure Skating	Indoor Arena (1)	<ul style="list-style-type: none"> Can be shared with Hockey and Speed Skating

Facility Requirements Arctic Winter Games

Gymnastics	Gymnasium (1)	<ul style="list-style-type: none"> • Specialized equipment • Can be shared
Indoor Soccer	Indoor field (1)	<ul style="list-style-type: none"> • Dedicated • 19 x 32 meters minimum
Snowboarding	Snowboarding Venue	<ul style="list-style-type: none"> • See Technical Package for details
Snowshoeing	Trails 400 meter snow track	<ul style="list-style-type: none"> • See Technical Package for details
Speed Skating	Indoor Arena (1)	<ul style="list-style-type: none"> • Can be shared with Hockey and Figure Skating • 100 x 200 feet (31 x 61 meters) minimum • Speed skating mats
Table Tennis	Gymnasium or Hall (1)	<ul style="list-style-type: none"> • Dedicated
Volleyball	Gymnasium (1)	<ul style="list-style-type: none"> • Can be shared
Wrestling	Gymnasium or Hall (1)	<ul style="list-style-type: none"> • Can be shared • Wrestling mats
Cultural Events - Gala	Theatre Venue	<ul style="list-style-type: none"> • Performance stage • Media Facilities • Lighting and Sound equipment
Opening / Closing Ceremonies	Indoor Venue	<ul style="list-style-type: none"> • 2000 participants • 1000 – 2000 spectators • Performance stage • Media facilities



Facility Requirements Arctic Winter Games

Other Facilities

Schools or other facilities (in one community) are required for the accommodation of athletes, coaches and cultural participants. Hotels or similar are required for mission staff and officials (at Host Society expenses) and special guests and media (at their expense).

Non-Sport Specific Facility Requirements

Purpose	Facility	Notes
Participant Dormitories	School or similar	<ul style="list-style-type: none"> 2000 participants, see Staging Manual for requirements
Mission Staff, Sport Officials and AWGIC accommodations, lounges and meeting spaces	Hotels	<ul style="list-style-type: none"> 100 mission staff Variable number of senior officials Up to 15 AWGIC Host Society expense Special Guest Lounge Board Rooms/Meeting space for AWGIC
Mission Staff	Office Space	<ul style="list-style-type: none"> Separate office space for each Unit
Special Guests, Media, Parents and visitors	Hotels and other accommodations	<ul style="list-style-type: none"> Variable numbers (100 – 500+) Not a Host Society expense
Participant Care and Comfort	<ul style="list-style-type: none"> Infirmery, including isolation rooms Recreational areas Cafeteria/Meal Service 	
Host Society	<ul style="list-style-type: none"> Games office Mission Headquarters Games week offices for transportation, security, catering etc. Storage and fabrication Retail location(s) 	

SAMPLE LETTER for dignitaries/special guests AWG (Level 1 Guests)

I am pleased to invite you to the ** Arctic Winter Games being held in ** Alberta, Canada from **, as a special guest of the Host Society. This high-profile circumpolar event will see over 2,000 international participants arriving to share in a week of sport competitions and cultural exchange.

The ** Arctic Winter Games will showcase athletes, artists and performers in a variety of sporting events and cultural performances, including sport and cultural extravaganzas unique to the northern circumpolar world. The Games include sports played in similar sporting events like skiing, hockey and gymnastics, but also feature northern sporting events like Arctic Sports and Dene Games.

Participating contingents include Alberta North, Alaska, Greenland, Northwest Territories, Nunavut, Nunavik (Northern Quebec), Sapmi (Norway, Sweden, Finland), Yamal (Russia) and Yukon.

Something something unique about this year's games or location or Host Community

Registration and Accreditation

As a special guest you will be pre-registered by the Host Society in the Registration and Accreditation system. Early in the new year you will receive an email with your **userID and password**. Once you receive this email and if you are planning on attending any portion of the Games, you must **login to our registration system to complete your registration** thus ensuring proper accreditation and access to events. **Please complete your registration by **insert date which relates to any required deadlines for ticket count, hotel room booking etc**.** Depending on your email provider, this email may show up in your your junkmail folder. If you have not received the email by **Insert date**, please contact **insert name/email of Host Society Special Guest contact**

VIP Hotel Information

Should you require accommodation information for your stay in **, please contact **insert hotel Contact info** or you may contact **insert name**, Operations Coordinator Arctic Winter Games International Committee at operations@arcticwintergames.org

Special Guests and one guest, will have access to:

- Opening Ceremonies (VIP Area)
- Closing Ceremonies (VIP Area)
- All Sporting Events including Finals (VIP Area)
- VIP Lounges located in various venues
- Transportation Services
- Local Maps and Information
- Games Information Package

Appendix T – Special Guest invitation Sample



We encourage you to visit our website ** or contact the ** Arctic Winter Games office at ** for further information regarding events, ticket purchases, merchandise and schedules.

We look forward to welcoming you to our community to experience these unique Games and the hospitality of our community.

Yours truly,

President ** Arctic Winter Games Host Society.