

2020



Arctic Winter Games International Committee BID MANUAL



Table of Contents

1.0	INTRODUCTION.....	4
1.1	Purpose and Overview.....	4
1.2	Arctic Winter Games International Committee.....	5
1.2.1	Funding the Arctic Winter Games.....	5
1.2.2	AWGIC Role and Responsibilities.....	6
1.2.3	The Host Community.....	6
1.2.4	The Host Society.....	7
1.3	Economic, Social and Community Impact.....	7
1.4	Bid Proposal Requirements.....	9
1.4.1	Hosting Rotation.....	9
1.4.2	Bid Timelines.....	9
1.5	Bid Evaluation.....	10
1.5.1	Technical Review.....	10
1.5.2	Site Visit.....	10
1.5.3	Hosting Contract.....	10
1.5.4	Bid Proposal Submission Checklist.....	11
2.0	HOST COMMUNITY SUBMISSION GUIDE.....	12
2.1	Community Overview and Support.....	12
2.1.1	Community Profile & Event Hosting History.....	13
2.1.2	Visitor Services.....	13
2.1.3	Volunteer Program.....	14
2.2	Administration and Finance.....	14
2.2.1	Host Society Structure & Staffing.....	14
2.2.2	Insurance.....	15
2.2.3	Finance.....	15
2.3	Care and Comfort.....	16
2.3.1	Accommodations.....	16
2.3.2	Food Services.....	16
2.3.3	Medical Services.....	17
2.4	Culture and Ceremonies.....	17
2.4.1	Opening/Closing Ceremonies and Medal Ceremonies.....	17
2.4.2	Cultural Program/Gala/Festival.....	18



2.5	Games and Event Management System	18
2.6	Information and Technology.....	18
2.7	Marketing, Sponsorship and Hospitality.....	18
2.7.1	Sponsorship & Fundraising	19
2.7.2	Hospitality	19
2.8	Facilities/Venues and Logistics	19
2.8.1	Facilities.....	19
2.8.2	Transportation	20
2.8.3	Risk Management/Security.....	20
2.8.4	Environmental Services.....	21
2.9	Sport.....	21
2.9.1	Sport Selection	21
2.9.2	Sport Requirements	21
2.9.3	Officials.....	22
2.10	Legacy.....	22

The requirements outlined in this Bid Manual are subject to change from time to time. Prospective Bid communities should consult with the AWGIC by contacting info@arcticwintergames.org.



ARCTIC WINTER GAMES

Bid Manual

1.0 INTRODUCTION

The Arctic Winter Games is a high-profile circumpolar sport competition for northern and arctic athletes, and a 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 compete in friendly competition and share cultural values of northern regions of the world.

SPORT DEVELOPMENT/ATHLETE DEVELOPMENT

The achievement of individual excellence in athletics, with a favourable result from competition, is not a primary objective of the Arctic Winter Games. Instead, 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 all 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 this manual is to provide interested communities with the information and tools required to complete a bid submission to host an Arctic Winter Games. It is the responsibility of Bid Committee to ensure that key members of their municipality 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 documents and information in this Bid Manual outline important factors to consider when bidding to host the AWG. Each AWGIC member is available to provide advice to prospective bidding communities. Questions to AWGIC members can be directed to info@arcticwintergames.org.

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. Current guest units include Nunavik, Sampi, (northern Finland, Sweden and Norway), and Yamal.

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 advise them on issues.

The AWGIC President and Vice President are elected at the summer meeting in the year in which the Arctic Winter Games have been staged and shall hold office until the date of the summer meeting the year after the next Arctic Winter Games year. The Secretary, Treasurer, and 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 and the promotion and marketing 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 as they prepare for the Games.

1.2.1 Funding the Arctic Winter Games

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. In the Canadian territories, Host Societies normally receive grants from the Government of Canada (Heritage Canada - Sport Canada), the territorial governments, and the host municipalities through an application process. The latter two also may provide donations in kind.

In Alaska, the state and municipal/borough governments normally provide funding, again through an application process. In Northern Alberta, the Games are funded by grants from the Province of Alberta and the host community. In Greenland, the Host Society receives financial support from the Greenland Home Rule Government 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 contributions are secured through the sponsorship program that meet Games budget requirements.

1.2.2 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;
- 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 to the Host Society to give sufficient information and guidance to enable them to 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, and;
- 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.

1.2.3 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).

1.2.4 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. 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 and the terms of the contract signed by the Host community, the Arctic Winter Games International Committee and the Host Society. 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 and other staff required to stage the Games in accordance with the standards and requirements set by the AWGIC;
- To appoint and organize, in accordance with the AWGIC contract, 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. The AWGIC directors from the respective state, province, or territory are usually ex officio members of the Host Society Board of Directors.

1.3 Economic, Social and Community Impact

Since 1998, a variety of social and economic impact studies have been completed following the Games. Notable statistics from the research on the current level of participation at the AWG:

- There are more female participants than male;
- Beginning with the 1970 Games in Yellowknife, an estimated 27,000 young northerners have attended and been positively impacted by the Games.



According to the social impact studies on the benefits of the Games by Dr. Sam Langford and Dr. Larry Neil, most of these 27,000 participants have come away from their Arctic Winter Games experience with:

- enhanced self-esteem;
- a sense of belonging;
- increased cultural awareness;
- growth in (their) personal outlook on life;
- strengthening of (their) community ties.

Comments from Host Community members have included:

- creates awareness of the world outside of one's own community, including development of respect for northern cultures;
- builds a sense of community, encouraging community spirit;
- leaves a legacy of volunteers.

Economic benefits have also accrued to host communities and our northern economy as a result of the Games.

- In 2000, this was estimated in the \$6 million range for the Yukon economy. A figure approximately 8 times as much as the investment made by the Territorial Government for that event.
- In 2010, an economic impact study found that the total economic impact was estimated to have exceeded \$10.8 million in Alberta, \$7.29 million of which was sustained in the Host City of Grande Prairie.
- In 2018, the economic impact of the Games was \$38.7 million (capital and operations).

Media coverage during the Games plays a large part in bringing exposure of our circumpolar regions. Audiences outside of the region can access Games events, including cultural performances and human-interest stories featuring the Host community. In the last 20 years in particular, it has not been uncommon for the Games to be covered by 300 to 400 media representatives from all of the participating Contingents and other countries. This exposure has increased tourism and business opportunities highlighting our northern communities allowing our friends and neighbours to have a clearer understanding of the uniqueness of the north.



1.4 Bid Proposal Requirements

Communities interested in hosting the Arctic Winter Games are asked to prepare a formal Bid package for submission to the AWGIC. A detailed bid package (PDF or Word format), in English, based on the guidelines contained in this manual is to be submitted electronically (Drop Box, One Drive or other easily accessible electronic format) to the President of the AWGIC at info@arcticwintergames.org

Throughout this document, reference is made to both the AWG Staging Manual and the AWG Sport Technical Packages. Both of these documents can be found at <http://arcticwintergames.org/> (arcticwintergames.ca)

1.4.1 Hosting Rotation

The Arctic Winter Games International Committee (AWGIC) is responsible for the selection of host communities for each set of games within the jurisdictions responsible to host the Games. The present Hosting Rotation is:

- 2022 Northern Alberta
- 2024 Alaska
- 2026 Nunavut/Greenland
- 2028 NWT
- 2030 Yukon

Bid Hosting rotation is presently under review for 2026 forward.

1.4.2 Bid Timelines

The following timelines have been developed to outline the major milestones of the AWGIC bid process and award. Approximately four years in advance of a set of Games, the President of the AWGIC initiates the bid process by asking the political leader responsible for sport of the host contingent to ask municipalities who might be interested in staging the Games to submit a letter of interest in hosting. The AWGIC will assist the host jurisdiction by conducting information sessions for potential bid communities.

Critical Dates:

- 47 to 41 months out:
 - AWGIC officially launches the bid process, requests letter of interest from potential bid communities
 - Communities submit Intent to Bid letter to the AWGIC
 - AWGIC holds information sessions for potential bid communities
- 41 months out:
 - Deadline for interested communities to put forward their bid submissions to AWGIC

- 38 months out (January):
 - AWGIC community visits
 - AWGIC evaluation
- 36 months out (no later than 30 months out)
 - AWGIC awards the Games to the hosting community

1.5 Bid Evaluation

The overall objective is to create a fair and equitable process by which bids can be assessed while focusing on the key mandatory requirements of the bid submission. It is important that all Bid Committees understand the information to be provided as well as the hosting requirements and standards outlined in this document and in the Staging Manual.

1.5.1 Technical Review

A Technical Review is done by the AWGIC that focuses on the mandatory bid requirements outlined in the Bid Manual. A successful host community will clearly demonstrate the technical capabilities to deliver a quality Games that meet the prescribed venue standards, provide quality care and comfort for participants, and demonstrate community capacity, leadership and engagement to plan and deliver a multi-sport competition.

1.5.2 Site Visit

The AWGIC will conduct a site visit as per the timeline outlined above. The site visit provides the opportunity for a detailed assessment of the strengths and weaknesses of each bid relative to the basic requirements for hosting the Games and relative to the other bids. The site visit brings to life all details described in the Bid document and gives the community a chance to demonstrate its support of the Games. It also provides the AWGIC with an opportunity to question the Bid Committee about details within the bid.

Appendix A – Host Bid Site Evaluation Checklist

1.5.3 Hosting Contract

The Arctic Winter Games International Committee will enter into a formal agreement with the Host community. This agreement confirms the establishment of the Host Society and defines the responsibilities of hosting the Games in accordance with the provisions and policies of the AWGIC. 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). A sample Hosting Contract is available upon request to info@arcticwintergames.org



1.5.4 Bid Proposal Submission Checklist

Please ensure the following mandatory requirements have been submitted as part of your Bid Application:

- Introductory cover letter for Bid Submission
- Bid Committee Members
- Letters of support from government & community organizations
- Resolution of Municipal Council to Bid on the Games
- Host Society Establishment Plan
- Community Profile
- Community Engagement Plan
- Hosting experience
- Visitor services available (hotels, restaurants, transportation, etc.)
- Volunteer Plan
- Staffing Plan
- Insurance Coverage Requirements
- Budgets – Capital, Operations and potential sources of revenue generation
- Accommodations Plan for housing participants & Officials
- Food Services Plan
- Medical Services Plan
- Opening & Closing Ceremonies Plan
- Cultural Program & Gala Plan
- IT structure & capabilities in community
- Identification of potential sponsors
- Hospitality Services & Special Guest Recognition Plan
- Facilities Plan - sport & non-sport venues
- Sport Facility Information Forms
- Transportation Plan
- Community Emergency Measures Plan
- Sustainability Plan
- Possible Regionally Relevant Sport Selection additions
- Sport technical requirements in your community
- List of local technical experts
- Officials Plan
- Legacy Plan

2.0 HOST COMMUNITY SUBMISSION GUIDE

2.1 Community Overview and Support

The delivery of the Games is a partnership between the AWGIC and the Host Community. It is an opportunity to showcase your community to the circumpolar north. Each Host Community will be responsible for forming a Bid Committee, comprised of dedicated planning volunteers who will develop the Bid submission based on the components outlined in this document. A transition plan between the Bid Committee and the Host Society is required to demonstrate the evolution to the working Host Society.

Due to the size and scope of the Arctic Winter Games, municipal and local government support is critical to the success of the event; therefore, it is important to indicate the type of support your municipality, local government and school boards are prepared to commit to the Host Society.

Mandatory Bid Requirements:

- Introduction cover letter to your Bid Submission, please include the following information:
 - Proposed dates for staging the Games;
 - Agreement to accept all hosting requirements as outlined in the Hosting Contract and Staging Manual.
- Full list of Bid Committee members including name, job title and experience.
- Letters of support from the following community organizations is beneficial:
 - All levels of government in the jurisdiction (municipal, territorial, state, indigenous, etc.) Letters should outline:
 - Financial commitment
 - Facility commitment (value in kind)
 - Personnel and equipment commitment
 - Chamber of Commerce/business community
 - Local School Districts/Boards (confirmation of provision of school facilities for competition and accommodation for participants during the Games).
 - Volunteer Services Organization i.e. Volunteer Services Bureau
 - Service Clubs
 - Media including Radio and/or Television stations
 - RCMP or other local law enforcement agencies
- Resolution of Municipal Council indicating support for the bid submission. This resolution must include support for financial contribution to the Host Society in cash and support of in-kind services and facilities.

- Establishment Plan – Have any members of the Bid Committee committed to volunteering for the Host Society Board of Directors or in other positions such as Sport and/or Venue chairs? Provide details on the timing of transitioning from the Bid Committee to the Host Society structure.

2.1.1 Community Profile & Event Hosting History

Community support is critical to the success of the Games. While a display of public support for the Games is essential, it must be sincere and representative of the entire community – community leaders in sport, arts, business, culture, the public sector, etc. Diversity and inclusion are core values of the AWGIC, this is an opportunity to highlight how you will engage your community.

Tell the story of your community, what makes you unique. Provide some basic information on your history, location, population, demographics, weather profile and maps, etc.

A Community Engagement Plan provides you with an opportunity to highlight potential activities or events you will initiate in your community to increase involvement or awareness of the Games. Are there specific areas or populations you will target and how will you accomplish this, i.e. youth, First Nations, Truth & Reconciliation Calls to Action and neighbouring communities.

Mandatory Bid Requirements:

- Community Profile
- Community Engagement Plan
- Hosting experience - List of major sporting and non-sporting events hosted by your community in the past five years. Please include the following:
 - Name and date of event
 - Participation numbers
 - Volunteer numbers
 - Total budget
 - Indicate if your community has previously hosted an Arctic Winter Games (include year).

2.1.2 Visitor Services

Host Societies, the AWGIC and participating Contingents will all have special guests and visitors attending the Games. This is an opportunity to showcase the services and establishments available in your community and surrounding area.

Mandatory Bid Requirements:

- Identify the number of hotel beds per establishment and provide details on other services available for mission staff, officials, special guests, media, contractors, and spectators.



- Identify public eating facilities and shopping including local entertainment and public access sport facilities available to the general public and Games' participants.
- Identify local transportation availability including vehicle rental agencies, municipal bussing, taxi services and access to the community by ground or air transportation. Include information on the nearest airport and airport capacity.

2.1.3 Volunteer Program

An Arctic Winter Games cannot succeed without a strong volunteer sector. The Arctic Winter Games are volunteer driven and staff supported. The Host Society is responsible for recruiting, training and recognizing all the volunteers required to carry out an Arctic Winter Games. A variety of types of volunteers are required for every functional area including sport, medical, food services, ceremonies, information technology, marketing, guest services, and athlete care and comfort.

The Host Society is responsible for ensuring that all Games personnel (staff and volunteers) are subjected to security clearance (criminal record check and/or vulnerable sector check) procedures approved by the local law enforcement agency.

Mandatory Bid Requirements:

- Provide a volunteer plan including:
 - volunteer recruitment and engagement
 - indicate level of support from local RCMP, State Troopers, local security agencies, etc.

2.2 Administration and Finance

The management of the Arctic Winter Games is unique to each jurisdiction and depends largely on the people involved and their experience with major events. The selection of key personnel and the establishment of an organizational structure, an internal communication plan and an interdependency plan are important first steps to ensuring a successful Games.

2.2.1 Host Society Structure & Staffing

Each Host Society is required to use the Venue Management Model and the governance structure outlined by the AWGIC Staging Manual. Typically these include a Board of Directors that sets policy and approves major decisions. Usually the Board includes:

- 15 – 25 members, each with responsibility for several committees or units that handle various aspects of the Games;
- A smaller Executive Committee of the Board that meets more regularly to consider operational matters and screen issues being brought to the Board for consideration;
- Committees or operational units with defined responsibilities for a particular service or aspect of the Games, i.e. Medical Committee.

Board of Directors and Committee members should include representatives from the business, municipal government, state, provincial/territorial government, media, legal, accounting, sporting, and cultural sectors in organizing the Games. The AWGIC Directors from the respective state, province or territory are usually ex officio members of the Host Society Board of Directors. Management models other than what is set out in the Staging Manual are acceptable provided they are approved by the AWGIC.

The Host Society is responsible for hiring and overseeing all staff required to stage the Games in accordance with the requirements outlined in the Staging Manual. The Host Society may also consider professional support in human resources, procurement, contracting, finance and logistics, this can be staff but can also be contracted or provided by other organizations.

Appendix D- Venue Management Model

Appendix E – Governance Structure and Staffing

Appendix E1 – Sample Board Structure

Mandatory Bid Requirements:

- Provide a high-level staffing plan including commencement dates and a recruitment strategy.

2.2.2 Risk Management and Insurance

All Host Societies are responsible for establishing a comprehensive risk assessment and management plan including appropriate level of general liability, board, facility, vehicle and other appropriate insurance coverage. Consideration should also be given to specialty insurance in relation to abuse/harassment liability coverage.

Mandatory Bid Requirements:

- Provide information on plan for insurance coverage
- Plans for developing a comprehensive risk management plan

2.2.3 Finance

The Host Society is responsible for all financial aspects of the Games and must implement a financial management system that ensures the viability and integrity of the Games. This includes budgeting, fundraising, bookkeeping, financial and purchasing controls, auditing and other related functions. They must provide regular accounting of the progress of the Games to the AWGIC and all levels of government.

Mandatory Bid Requirements:

- Proposed Capital Budget
- Proposed Operations Budget

- Provide a list of potential sources of revenue generation, including grants and fundraising opportunities specific to your community
- Identify proposed financial management system i.e. municipal, contract, etc.

2.3 Care and Comfort

The Games Village experience at a multi-sport event can either create a negative or positive experience for the event for participants. Demonstrating your understanding of this very important success measure is essential.

2.3.1 Accommodations

The quality of a participant's and Games officials (Mission staff & Sport Officials) accommodation is critical to their performance and experience. It is important to provide the appropriate care and comfort for all participants (approximately 2000). The Host Society is responsible for providing accommodations, at no charge, for all Contingent members (Athletes, Cultural Participants, Coaches, Managers, Chaperones, Chefs de Mission/Mission Staff, Officials). The Host Society is required to accommodate all participants in one community and must follow the accommodation standards outlined in the Staging Manual. Participants must also be provided with shower and washroom facilities to the ratios described in the Staging Manual.

Mandatory Bid Requirements:

- Plan for participant accommodations as outlined in the Staging Manual, must consider the safety and security of participants and their belongings.
 - Plan to be based on 2000 participants and includes mission staff, athletes, cultural participants, coaches, managers and chaperones.
 - Provide details on accommodation venues (location, number of rooms, etc.)
 - Identify showers and washroom facilities (location, numbers, etc.)
- Plan for Officials accommodation (location, numbers, etc.)

2.3.2 Food Services

The Host Society is responsible for providing nutritious and diverse foods for all participants. Consideration must be given to appropriate food for athletes, the eating habits of northern people, and any special diet requests, specifically vegetarian, gluten and lactose free, and traditional food options.

Mandatory Bid Requirements:

- Provide a food services plan for all participants.

2.3.3 Medical Services

The Host Society is responsible for providing comprehensive medical services for all Games participants including a Poly Clinic (infirmary), first aid and safety personnel at all sport venues, a supervised isolation room and access to hospital and related services.

Mandatory Bid Requirements:

- Provide a Medical Services plan showing evidence of comprehensive medical services for all Games participants. Include information on:
 - Medical services and personnel available in the community
 - Plans for a Poly Clinic & isolation rooms
 - Access to hospital and related services

2.4 Culture and Ceremonies

The Arctic Winter Games brings the circumpolar world together to celebrate the north through athletic competition, cultural exchange and social interaction.

2.4.1 Opening/Closing Ceremonies and Medal Ceremonies

The Host Society is responsible for the planning, organization and implementation of the Games Opening and Closing Ceremonies and must adhere to the requirements outlined in the hosting contract and the Staging Manual. The ceremonies should include the protocols and traditions of the AWG, while being athlete-centred with a northern theme. The Opening Ceremonies is an opportunity for the Host Society to be creative and set the tone for the Games. The Opening Ceremonies are for the athletes and for the community and should be youth focused and create energy and excitement for all participants about the week ahead. The Closing Ceremonies are short and are focused on the protocol requirements in the Staging Manual and a fun goodbye for all participants.

The Host Society is also responsible for the planning, organization and implementation of Ulu award presentations for each sport in the Games

Mandatory Bid Requirements:

- Provide a plan outline for a youth-oriented opening ceremony and closing ceremony, including possible entertainment. The plan for the opening ceremony and the closing ceremony should include:
 - Potential venues to host Ceremonies, include size, seating capacity for spectators and participants and description of these facilities
 - Transportation of participants to and from venue.

2.4.2 Cultural Program/Gala/Festival

The distinct character of the Arctic Winter Games is reflected best through a cultural program that reflects the host community/region and the circumpolar north.

Each participating contingent includes cultural participants. The Host Society is responsible for establishing a program for Contingent cultural participants which includes performing in a Cultural Gala, opportunities to perform for the community and other Games participants as well as an overall cultural program for the Games. The Cultural program may include a cultural festival, cultural days, and an artist/market plan.

Mandatory Bid Requirements:

- Provide an outline (according to the Technical Package) of the proposed cultural program for the contingent cultural participants.
- Provide a Cultural Gala Plan.

2.5 Games and Event Management System

KIMIK iT owns and contracts the only approved Games and Event Management System (GEMS Pro) which includes registration and accreditation of all Games participants (athletes, coaches, mission staff, chaperones, cultural performers, volunteers, special guests, contractors and media); volunteer workforce management; medical and incident management; sport scheduling and results. It also includes a mobile friendly application (GEMS Uno) that the Host Society can use to disseminate information during the Games. The Host Society will agree to enter into an agreement with KIMIK iT and the Arctic Winter Games International Committee for the use of GEMS Pro. This contract includes working with KIMIK iT to tailor GEMS to the policies and procedures of the Host Society early in the hosting process to ensure smooth registrations of participants/guests, volunteer management, and to be Games time ready.

2.6 Information Technology

The Host Society is responsible for ensuring the information technology systems required to support the AWG are planned, implemented and managed.

Mandatory Bid Requirements:

- Provide a high-level overview of the IT structure and support in your community.

2.7 Marketing, Sponsorship and Hospitality

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 media services at the Games.

The Host Society is responsible for promoting the Games in a positive manner and for meeting the marketing objectives laid out in the Staging Manual. An important part of each Games is awareness, building not only within the community but across the region, country and circumpolar north.

2.7.1 Sponsorship & Fundraising

It is the responsibility of the Host Society to ensure the Games are fully funded through a combination of government grants and contributions, corporate support, public contribution and the marketing of Games products. The Host Society will develop a sponsorship and fundraising program that looks for unique opportunities to raise funds to help the Host Society accomplish their financial goals.

Mandatory Bid Requirements:

- Identify potential major, minor and community sponsors.

2.7.2 Hospitality

Host Societies, AWGIC and participating Contingents will all have special guests attending the Games. Many of these individuals are important government, corporate 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 corporate representatives.

Mandatory Bid Requirements:

- Describe any plans for hospitality lounges and services which will be available to special guests to the Games.
- Describe your Special Guest recognition plan

2.8 Facilities/Venues and Logistics

The Host Society is responsible for the provision and management of all sport and non-sport venues as approved by the Arctic Winter Games International Committee.

2.8.1 Facilities

A Facility Requirement list is included as Appendix B. Please refer to the list and outline any deficiencies that the community has and how they will be addressed.



Mandatory Bid Requirements:

- Prepare a draft Facilities plan for both sport & non-sport venues. The Facilities plan should include any capital or maintenance improvement plans that will be required to host sport events.
- Include photos and maps outlining facility locations.
- Complete the Sport Facility Information Form (Appendix C) for each sport.

Appendix B – Sport Facility Requirement List

Appendix C – Sport Facility Information Form

2.8.2 Transportation

The Host Society is responsible for establishing a Games local transportation system for all Contingent participants, officials and special guests.

Mandatory Bid Requirements:

- Describe your Transportation plan based on requirements outlined in the Staging Manual, keeping in mind the following information:
 - Airport size and capacity (contingents typically utilize 15 – 20 aircrafts in total to attend a Games, most are Boeing 737 or similar although Team Greenland charters an Airbus A330)
 - Availability and types of buses to be used for participant transportation
 - Availability of secure vehicles to transport rifles and/or ammunition (biathlon)
 - Customs and Immigration plan identifying capacity and coordination to accommodate arrivals and departures for out of country contingents

2.8.3 Risk Management/Security

The Host Society is responsible for providing all necessary security arrangements 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.

A risk management plan allows the Host Society to reduce or eliminate hazards that could impact participants, volunteers and staff, members of the public and others. The Host Society is responsible for establishing an overall risk management plan to reduce and eliminate hazards to those impacted by the Games.

Mandatory Bid Requirements:

- Describe the Emergency Measures Plan in your community and your assets for implementing the plan.

2.8.4 Environmental Services

The Host Society is encouraged to strive towards making the Arctic Winter Games sustainable according to the Sustainability Plan adopted by the AWGIC and included in the Staging Manual.

Mandatory Bid Requirements:

- Identify your plans to make the Games sustainable and identify any current environmentally friendly initiatives within your community which could be applied to the Games.

2.9 Sport

The Arctic Winter Games are a high-profile circumpolar sport competition that provide an opportunity to strengthen sport development and build stronger connections in the host jurisdiction as well as across the north.

2.9.1 Sport Selection

Sports for an Arctic Winter Games are selected by the Arctic Winter Games International Committee approximately three years ahead of the Games in accordance with the Sport Selection Policy. New sports may only be added to the AWG program where the decision will support maximum participation from member jurisdictions, within agreed upon participation limits.

Mandatory Bid Requirements:

- Identify up to a maximum of two regionally relevant sport additions your community would like to include in the sport program, provide rationale for your request.

2.9.2 Sport Requirements

The Host Society is responsible for coordinating all sport competitions. A sport committee must be established for each sport to stage the competition at the Games according to the Arctic Winter Games Technical Package.

Mandatory Bid Requirements:

- Referring to the technical requirements for each sport being hosted, show evidence of availability of the requirements in the community.
- Provide a list or sample of local technical experts in each of the sports being hosted or in the alternative a plan to recruit or access technical experts.



2.9.3 Officials

Sport Officials are essential to the success of the Arctic Winter Games. The Host Society is responsible for all costs associated with Major Officials including housing, meals, and transportation (to and from the Games as well as during the Games). In cases where suitable officials are not available locally, the Host Society is responsible for identifying and accommodating all costs associated with their transportation to/from the Games. Contingents can be approached to assist in bringing officials from their jurisdiction at no cost to the Host Society for the travel, as they are accommodated on the Contingent charters when room allows.

Mandatory Bid Requirements:

- Describe your Officials plan, including local availability and options to bring in officials from other contingents.

2.10 Legacy

A legacy is important for the host community, the Games should have an impact on the community before, during and after the Games. Communities need to develop a plan and consider what legacies will result from hosting the Games.

Mandatory Bid Requirements:

- Identify a Legacy plan for your community. How will it be achieved, what resources will be committed and how the community will ensure the Legacy plan is executed after the Games.

APPENDICES

Appendix A – Host Bid Site Evaluation Checklist

Appendix B – Facility Requirement List

Appendix C – Sport Facility Information Form

Appendix D – Venue Management Model

Appendix E - Governance Structure and Staffing

Appendix E1- Sample Board Structure



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
1. Organizational Structure/ Organizational Capabilities/ Expertise	<ul style="list-style-type: none"> • Is one municipal corporation responsible for overseeing the Host Society? • What is the plan for creating a Host Society? • Does the committee represent a wide cross section of the community? • Are there individuals with appropriate expertise? • Are there individuals of influence within the community? • Do those in leadership positions have management skills sufficient to manage the project and the volunteers? • How prepared is the organizing committee? • What is the community's projected capacity for organization and management of the project? 	
2. Volunteers	<ul style="list-style-type: none"> • Will they be available in sufficient numbers? • What is their involvement? • Does it look like people are interested in being involved? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
3. Support within the Community	<ul style="list-style-type: none"> • Does the project seem to have support at the current time? • What level of community support is evident during the development of the bid and the site tour? • Does it have clear municipal support? • Does it have clear corporate support? • Does it have the support of local service groups? • Does it have the support of local sport groups? • Does it have the support of the school division? • Does it have the support of the general public including the Aboriginal population? 	
4. Bid Document	<ul style="list-style-type: none"> • What is the quality of the bid document? • Does it provide sufficient detail and address all requirements? • General impression? • Does it tell enough about the local capacity to host? • Does the presentation have any degree of uniqueness? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
5. Site Tour	<ul style="list-style-type: none"> • General reaction - how does the visit make you feel? • Indication of priority of the event to the community. • Indication of community spirit and support. • Indication of organizational capabilities. • Are they able to answer questions? • Is the community involved in the tour? • Do they utilize appropriate hosting skills? • Do they show good human relation skills? 	
6. Accommodations	<ul style="list-style-type: none"> • Are sleeping accommodations for all participants in one community? • Are there adequate toilets and shower facilities or evidence of a plan to bring in toilet and shower facilities? • Have they considered separation of participants by gender? • Are the accommodation facilities in close proximity to eating areas and venues? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
7. Village Services	<ul style="list-style-type: none"> • Are there capabilities for the provision of needed services; i.e. banking, snack shop, souvenirs, etc.? • Is there appropriate availability of medical services? • Are there plans for appropriate social activities? • Are there plans for use of community recreation facilities, cultural activities? • Are there appropriate plans for quiet areas? • Does it appear that the participants will be the focus? 	
8. Food Services	<ul style="list-style-type: none"> • Have they planned for well-prepared, well-balanced, nutritious meals? • Can they capably feed this many individuals? • Do they have a workable system for feeding large numbers during the week? • Can they operate the number of required hours for meal service? • Have they considered box lunches and meals for "satellite" venues? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
9. Facilities	<ul style="list-style-type: none"> • Do they have adequate facilities to host a full complement of sports? • Do they have sufficient capabilities to accommodate spectators? • Do they have sufficient showers, lockers, bathrooms, etc.? • Have they provided for an appropriate area for mission headquarters, media, medical? • Have they provided for adequate Host Society office space? • Have they considered any modifications that may be required to facilities and any additional or temporary facilities/structures? 	
10. Sport Competitions	<ul style="list-style-type: none"> • Does the community have experience in hosting events and competitions? • Have they addressed the provision of technical officials? • Have they adequately provided for all sporting events? • Do they have the technical expertise to provide for all sports? • Have they considered equipment needs for all sports? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
11. Philosophy/Theme	<ul style="list-style-type: none"> • Are their plans consistent with the philosophy of the Games? • Is there a “northern flavor” to the Games? • Is there involvement and support by the Aboriginal community? • Is the planning like any other event or have they tried to capture that special spirit of the AWG? 	
12. Public Services	<ul style="list-style-type: none"> • Are there adequate hotel facilities? • Are there adequate public eating facilities? • Are there adequate facilities for hosting participant banquets and meeting spaces? 	
13. Communications / Promotion / Translation / Results	<ul style="list-style-type: none"> • Are there sufficient systems for media? • Is there evidence of a planned communication system? • What current support/coverage are they receiving? • What potential coverage can they expect? • Will the community’s hosting of the event bring a positive image and identity to the Games? • Has the community adequately addressed translation services required? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
14. Transportation	<ul style="list-style-type: none"> • Does the community have the capability of providing for the arrival and dispatch of the various contingents? • Are there appropriate internal transportation systems? 	
15. Accreditation/Results/Registration/ Security	<ul style="list-style-type: none"> • Do they have plans for an appropriate system for accreditation and registration? Are they aware of or have any experience with GEMS • Do they have the capabilities to adequately address security requirements? 	
16. Budget	<ul style="list-style-type: none"> • Is the budget presented sound and detailed? • Did they take the opportunity to clearly explain it? • Is there evidence of municipal support? • Is there evidence of fundraising to date by the committee? • Has the community previously raised large sums of money for other projects and events? • Is there financial expertise on the committee? • Is the budget realistic? 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
17. Cultural Program	<ul style="list-style-type: none"> • Have they prepared a draft cultural plan according to the AWGIC policy? • Will they put together a “good” cultural program? • Do they have cultural expertise within the community? 	
18. Ceremonies/New Ideas/ Creativity/Entertainment	<ul style="list-style-type: none"> • Are appropriate plans in place to accommodate the opening and closing ceremonies? • Has the community brought forward any new ideas, fresh concepts and/or creativity in their concept of the Games? • Have they prepared an adequate draft plan for Games entertainment? 	
19. Legacy	<ul style="list-style-type: none"> • What kind of legacy will the Games leave in the community? <ul style="list-style-type: none"> ○ Facilities ○ Skills ○ Leadership ○ Community cohesion ○ Strengths ○ Sports (that start as a result of the Games and then continue) 	



Host Bid Site Evaluation Checklist – Arctic Winter Games Bid Manual

FACTOR	DESCRIPTION	COMMENTS
20. General Impressions	<ul style="list-style-type: none"> • How does the community make you feel? • How will it make our participants feel? • What kind of priority are the Games to the community? • What commitment do they have to making it a success? • How will they be for the Corporation and the province to work with? • Is this event special to them or just another event? • How badly do they want to host this event? • What kind of job will they do organizing the AWG? 	
21. Other comments	Information to note when reviewing the Bid	



Facility Requirements Arctic Winter Games Bid Manual

ARCTIC WINTER GAMES - SPORT FACILITY REQUIREMENTS (May vary based on sport selection)

Sport	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 Bid Manual

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	Variable	
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 Bid Manual

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) 	



Sport Facility Information Form Arctic Winter Games Bid Manual

Complete one form for each sport

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:



Venue Management Model Arctic Winter Games Bid 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

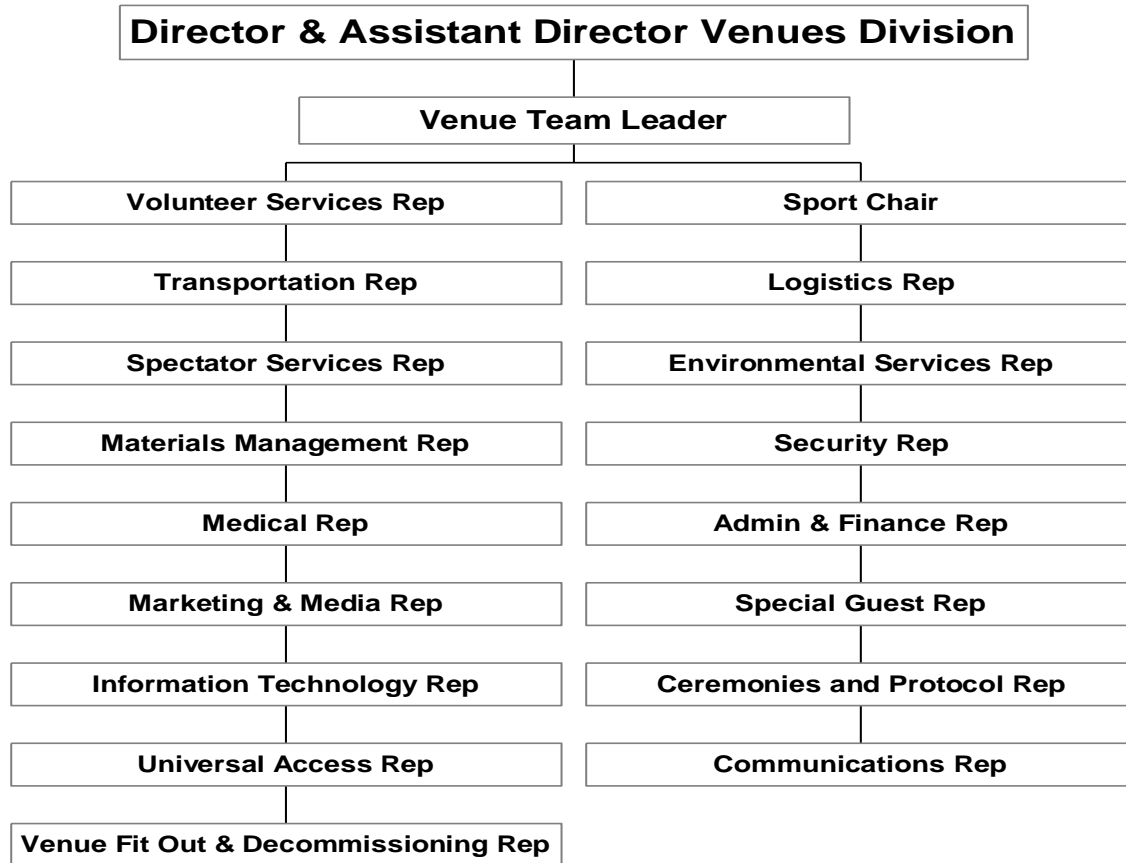
- consists of representatives from functional areas operating in an integrated manner;
- includes representatives from each division that may use or access a facility during a games (sport, security, transportation, media, marketing, cultural, facility management etc);
- is responsible for the planning 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





Governance Structure and Staff Arctic Winter Games Bid Manual

When a municipality is awarded the right to host an Arctic Winter Games (AWG), it forms a Host Society to manage the event based on the terms of the hosting contract and the AWG Staging Manual.

The management of an AWG is unique to each jurisdiction and depends largely on the people involved and their experience with major events. Regardless of the management model chosen, the selection of key personnel and the establishment and maintenance of organizational structures, internal communications and an interdependency model are important first steps to ensuring a successful volunteer driven Games.

Management models other than what is set out in the Staging Manual are acceptable provided they are approved by the AWGIC.

Host Society Structure

1. Each Host Society determines its own management structure, committee requirements and staffing plan. Typically these include:
 - A Board of Directors that sets policy and approves major decisions. Typically the Board includes 15 – 25 members, each with responsibility for several committees or units that handle various aspects of the Games,
 - A smaller Executive Committee of the Board that meets more regularly to consider operational matters and screen issues being brought to the Board for consideration,
 - Committees or operational units with defined responsibilities for a particular service or aspect of the Games (i.e. medical committee),
 - The General Manager and other support staff as required.

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. Host Societies may also consider requiring Directors to have an Assistant Director in place or given consideration to co-Directors.

2. Considerations in the selection of management volunteers:
 - 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.



Governance Structure and Staff Arctic Winter Games Bid Manual

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

- This key staff position 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.
- Staffing requirements are detailed in the AWGIC/host community contract and the Staging Manual. 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 some of these functions out.
 - A Fundraising Manager/Coordinator to support this Host Society function and follow up with sponsor service agreements,
 - A Merchandizing/Marketing Manager if this function is not contracted out,
 - A Marketing/Communications Manager to assist with Games promotion and media management,
 - A Sport Manager/Coordinator to assist with sport programs,
 - A Logistics Manager/Coordinator to assist with transportation, logistics, storage, procurement and related matters,
 - A Cultural Manager/Coordinator to assist with entertainment and cultural programs,
 - A Volunteer Manager/Coordinator to assist with volunteer recruitment, training and support,
 - An office manager and related staff

These staff functions are typically the minimum required to host a Games. In addition, Host Societies have sometimes found it useful to employ the following staff, as the demands of these positions quite often overwhelm volunteers or staff members with other duties.

- Professional procurement staff,
- Merchandising staff with retail experience,
- Clerical support staff as required for peak period,



Appendix E1 Arctic Winter Games Bid Manual

Sample Arctic Winter Games Host Society Board Structure

