



JEUX D'HIVER DE L'ARCTIQUE  
**SOUTH SLAVE 2018**  
ARCTIC WINTER GAMES



*Final Report*  
September 4, 2018

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## Executive Summary and Recommendations

*“Now that the Arctic Winter Games are over, there will naturally be a time of reflection. Some people will marvel that Hay River and Fort Smith actually managed to do something which might have seemed beyond its capacity. The organizers’ audacity in thinking the region could do it was impressive. Actually doing it goes way beyond impressive.”<sup>1</sup>*

### Excellence

1. Community volunteer commitment was very strong in both communities. Numerous individuals, companies and organizations committed significant time and resources (financial and other) to help make the 2018 South Slave Arctic Winter Games very successful. The commitment and contributions by the board were outstanding.
2. Venues were close in proximity. This helped build spirit and excitement. Ice arena facilities in both communities were excellent providing on-site drying services, large dressing rooms, great ice conditions, and excellent support staff.
3. Most Sport Committees (largely structured around local sport organizations) did an exceptional job running their respective events.
4. Games time communications and issue response processes were excellent. The bilingualism requirements for the Games were easily satisfied. Games contingency and emergency planning was extraordinary (Mary Conibear from Calla Strategies and team). Public and community relations were of the highest standard resulting in both communities feeling extremely proud of their achievements.
5. Transportation, specifically arrivals; feedback from Contingents included “second to none”.
6. School Set Up and Take Down of Participant Accommodations - outstanding contributions by business, volunteers and others to complete these operations very successfully.
7. Sponsor satisfaction, included comments such as “very pleased with the experience” (after a few rough starts). Special mention to the board members who supported sponsors (corporate and government) who choose to travel to the Games.
8. Local community members went above and beyond to “Host” the Contingents, many Contingents reported on how friendly and helpful the general population was.
9. Government of the Northwest Territories (GNWT) - support was outstanding across numerous areas and departments.
10. Federal assistance was outstanding in both financial and staff support.

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<sup>1</sup> Hay River Hub editorial – March 28, 2018

11. AWGIC support was outstanding through significant additional work by a number of members.

## **South Slave Differences**

1. Three airports (Hay River, Fort Smith and Yellowknife) significantly increased the logistical challenges and costs for the 2018 Games. While bus travel worked well, it also added an additional workload, cost and risk element to the event.
2. The development and completion of the Hay River Recreation Centre was a stress factor outside the control of the Host Society.
3. Two-town dynamics: learning to work together and co-manage an event of this magnitude had its challenges. It also resulted in significant benefits.
4. The volunteer pool (total number available) was smaller than previous communities.

## **Must Do's Going Forward – All Games Hosts**

1. Governance: it is recommended that the Arctic Winter Games International Committee (AWGIC) work closely with Hosts to design and implement an effective governance system, specifically:
  - a. Board members must be assigned and be responsible for portfolios. Staff should continue to report to the General Manager so a well-designed communications matrix is required.
  - b. Board members should also be assigned direct responsibility for supervising committee chairs (with staff support).
  - c. A senior municipal staff member should be appointed to the Board to provide both regular input from and to the Municipality as well as to ensure open communication between the Board and the Municipality.
  - d. Municipal councilor(s) should also continue to be appointed to the Board to provide political insight and support.
2. Oversight: it is recommended that the AWGIC and the host government (territorial, provincial, state) improve reporting requirements including 'must see checklists' at appropriately scheduled times so that recovery plans can be put in place earlier when challenges are identified.
3. Government Relations: it is recommended that intergovernmental agreements should be established early on in the planning process (Federal – Territorial / Provincial – Municipal and Indigenous). A regular schedule of meetings should be held to keep these governments up to date on plans for the Games.
4. Surrounding communities: if there are surrounding communities that will be involved in any aspect of the Games (i.e. loaning equipment, hosting a special event, or hosting an event during the Games) they must be engaged early and a plan implemented to maintain that engagement. Risk Management considerations must be factored into this element of the



Games (i.e. in 2018 the AWGIC asked the Host not to put some sports in the smaller communities).

5. Fundraising: Performance based external contract fundraisers should not be utilized. Host Societies should establish staff position(s) with responsibility for supporting a board lead fund raising / sponsorship program. The sponsorship recognition program for 2018 was too complicated. Dedicated sponsorship fulfillment staff resources are a must. An Executive Assistant should also be provided for the President / Vice-President / General Manager to assist in this area.
6. A commitment to the Games Event Management System (GEMS.pro) by the General Manager and all staff, committee chairs and others is critical. GEMS.pro offers significant benefits to the Host in designing, planning, and managing the Games and is an important part of the transfer of knowledge to future Hosts.
7. The development of a Risk Management and Emergency Measures Plan in coordination with the Games Operation Centre is central to proper planning and Games issues management.
8. Games Time Use Agreements: must be established early by the General Manager (with Board support) and with sufficient detail to address all matters. A communications plan should then be established to keep building / facility owners up to date on developments as they proceed. Consideration should be given to having senior officials from major building / facility owners on the board (school authorities, sport clubs, etc.).
9. Key corporate functions need to be in place early and should be managed by individuals with experience in each area:
  - a. Finance
  - b. Human resources
  - c. IT
  - d. Logistics
  - e. Procurement
  - f. Communication
10. Volunteers: Elders and seniors are an important part of all communities, and with Games, they bring a considerable amount of experience and volunteer commitment. However, some are not technically inclined and have challenges with registering and shift assignments in GEMS.pro.

Once recruited, volunteer communications and engagement need to be maintained to increase interest and stem the flow of inaccurate information throughout the community.

11. Community Engagement: a staff / board member team should be established to develop and implement a community engagement plan. This could include regular meetings with community groups to keep them up to date on Games planning and a “front desk receptionist” to assist with drop-in inquiries, volunteer registration, etc.

## **Must Do's Going Forward – Smaller Communities**

1. When recruiting senior staff seek assistance from the AWGIC and/or the host government on human resource processes and applicant competencies related to project management, networking, communications and leadership with communities.
2. Advanced information sessions should be held for all major contract areas to give local / regional businesses an opportunity to develop options or partnership arrangements. These sessions should also be designed to allow businesses an opportunity to provide the Host with different delivery options.
3. Larger projects (i.e. janitorial) may need to be broken up into smaller contracts to give local companies an opportunity to bid on work within their capacity.
4. The structuring of logistics, warehousing, and transportation of goods plan needs to be developed early by experts in these areas.
5. Conflict of interest, perceived or real, will come up. A good policy and strong communications plan are required to proactively address issues.
6. A Procurement Policy needs to have local preference but only to a pre-determined amount (i.e. equivalent to Municipal governments). The Host Society must have a strong communications plan that proactively addresses any related issues.
7. Staff: it is inevitable that some professional staff will need to be recruited from outside the host community. Local individuals capable of doing the work do exist but most are not willing to leave permanent positions to take a term assignment with the Host Society. Outside staff should be supported through a community integration program that helps introduce the community to them and them to the community.
8. Engagement of volunteer chairs, and networking / collaborative opportunities must be set-up early and continued.
9. Merchandising: give strong consideration to contracting out. The staff time and risk of financial loss are significant.
10. Secondments: consider early approaches to governments and larger companies to consider seconding staff and or providing organizational support (see #9 under Must Do's Going Forward – All Games Hosts).
11. Opening and Closing Ceremonies: depending on logistical considerations hold the Opening Ceremonies in one community and the Closing Ceremonies in the other.

## General Games Management

Early in 2016 the 2018 South Slave Arctic Winter Games Host Society hired its first General Manager. This individual departed the organization in late March. In June 2016 a new General Manager was hired. Between September 2016 and January 2017 four Managers joined the Host to lead four Departments covering the range of all Host Society activities.

Shortly after the core staff were in place, it was decided that the Board of Directors would assume a governance role while the Managers and General Manager focused on Operations. Managers recruited coordinators and other staff, and in the end there were a total of 17 paid positions, and 43 volunteer committees (see attached organizational design). In October 2017, the GNWT also provided the full-time services of the Director of Sport, Recreation and Youth to support management requirements for the Games.

Things that worked:

- The selection and appointment of some of the strongest, most committed volunteers in both communities to the Host Society Board.
- The sheer determination of both communities to host a successful 2018 Arctic Winter Games.

Challenges:

- A governance model (staff driven) is not appropriate to the Arctic Winter Games. Limited financial resources means it is simply not possible to hire enough staff to support all key activities. Hay River and Fort Smith have a strong volunteer base. A Board driven, staff supported model is more appropriate.
- The Host Society transitioned through many organizational changes during its existence, and overall struggled with the relationship between the Host Society Board, staff, and the volunteer committee chairs.
- There were significant problems in recruiting and retaining volunteer chairs in a number of key areas. This was compounded by the need to duplicate chairs in many areas in both communities, i.e. security, accommodations, food services and transportation.
- Internal communications and communication with Chefs de Mission, the AWGIC and key supporters were challenged at times.

## Recommendations

1. Board members should be assigned and be responsible for portfolios. Staff should continue to report to the General Manager, so a well-designed, and understood, communications matrix is required.
2. Board members should also be assigned direct responsibility for supervising committee chairs (with staff support).
3. A senior municipal staff member should be appointed to the Board to provide both regular input from and to the municipality.
4. Municipal councillor(s) should also continue to be appointed to the Board to provide political insight and support.
5. Consider the skills that will be required to run major, multi-sport Games and ensure people with those skills are recruited into key positions.
6. Establish a strong culture of positive internal communications and interaction across the Host Society, Chefs de Mission, the AWGIC and key supporters of the Games.

## 2018 South Slave Arctic Winter Games – Committee Structure

ATHLETE SERVICES				
<b>Transportation</b>		<b>Accommodations</b>		<b>Medical</b>
Robert Bouchard & Al Dumont		Nicky Cawson		Anthony Jones
<b>Food</b>		<b>Athlete Entertainment</b>		<b>Security</b>
Sandra Lester		Jill Morse & Lori Rutherford		Kathy McBryan
VOLUNTEER SERVICES				
<b>Recruitment &amp; Recognition</b>		<b>Training</b>		
Stephanie Makisoc & Kelsey Gill				
CULTURE AND CEREMONIES				
<b>Opening and Closing Ceremonies</b>		<b>Medal Ceremonies</b>		<b>Sport Specific Opening</b>
Karen Rowe		Karen Rowe		Karen Rowe
<b>Exhibits &amp; Workshops</b>		<b>Gala</b>		
Rachel Dell		Diane Seals		
MARKETING AND COMMUNICATIONS				
<b>Signage &amp; Decorations</b>		<b>Media</b>		<b>Social Media</b>
Mike Keizer & Hilary Le-Roy Gauthier		Ryan Rowe & Meagan Wohlberg		Meagan Wohlberg
<b>Advertising &amp; Publishing / Ulu News</b>		<b>Outreach</b>		<b>IT</b>
Jeff Turner / Samantha Stockell		Sarah Rosolen		Glen Smith & Chris Westwell
		<b>Languages</b>		
		Joey Roy		
OTHER AREAS				
<b>Fundraising</b>		<b>Special Guests</b>	<b>Visitor Experience</b>	<b>Registration &amp; Accreditation</b>
Pam Coulter & Keith Dohey		Julianne Fuller, Dana Ferguson & Myrtle Graham	Tara Tompkins	Michelle Schaub
SPORT AND VENUES				
<b>FORT SMITH</b>				
<b>Women's Hockey</b>	<b>Cross Country Ski</b>	<b>Arctic Sports</b>	<b>Table Tennis</b>	<b>Curling</b>
Allie McDonald	Patti-Kay Hamilton	Kyle Donovan	Roger Vale	Janie Hobart
<b>Snowboarding</b>	<b>Speed Skating</b>	<b>Figure Skating</b>	<b>Basketball</b>	
Craig Walsh	Jane Peterson	Brenda Tuckey	Chris Heidema	
<b>HAY RIVER</b>				
<b>Volleyball</b>	<b>Men's Hockey</b>	<b>Gymnastics</b>	<b>Wrestling</b>	<b>Futsal</b>
Eddie Smith	Penny Pokiak	Nikki Ashton	Annette Rupert	Stephane Millette
<b>Biathlon Snowshoe</b>	<b>Biathlon Ski</b>	<b>Dog Mushing</b>	<b>Badminton</b>	<b>Dene Games</b>
Doug Swallow	Doug Swallow	Andrew Cassidy	JJ Hirst	Andy McKay

## Accommodation

Unique solutions were required to ensure all Games participants were properly accommodated. The following is a breakdown of accommodation venues utilized across three communities (Hay River / Kátł'odeeche and Fort Smith).

### Participant Accommodation

Participants stayed in seven schools (four in Hay River, one in Kátł'odeeche (KFN) and two in Fort Smith). Using participation numbers, school break-downs were created allocating genders and Contingents to each school. Teams were kept together as much as possible, with 18-22 individuals per room (as per the Arctic Winter Games Staging Manual [Staging Manual] requirements).

With the exception of Chief Sunrise School in KFN all residents were within easy walking distance of downtown (most venues) in both communities.

A first draft room allocation was sent to Contingents on October 31, 2017 to give Mission Staff room breakdowns. These room breakdowns were updated as participation numbers were finalized and used to update GEMS.pro so Mission Staff could complete the "heads-to-beds" exercise. Beds-per-room changes were made on a case by case basis as Mission Staff made requests to keep teams together, or single beds were added.

- A Mayor and co-Mayor managed each participant accommodation venue during the week. They were the main point of contact to the Host Society. Senior education staff were recruited for these positions in Fort Smith. They had a definite advantage for early access, set-up, take-down, and general operations during the Games. This did not occur in Hay River and although the Village Mayors did a good job it would have been more advantageous to have them teamed up with a senior school staff member.
- Master keys were issued to Village Majors, key Host Society staff, and janitors for the Games.
- Beds:
  - 500 bunk beds, 100 single beds, and 1,100 mattresses were rented from the Saskatchewan Games Council (no top bunk rail).
  - 411 bunk beds and 585 mattresses were purchased from the 2015 Canada Winter Games.
  - 571 mattresses were purchased to complete the requirements and replace worn out mattress from the 2015 Games.
  - 1900 sleeping bags were purchased for participants. Sleeping bags left after the Games were donated to local organizations and schools.
  - Participants were asked to leave sleeping bags behind to reduce aircraft weight challenges for charter flights.
  - Fitted sheets and / or mattress covers were also borrowed / purchased to maintain the cleanliness of the mattresses.
  - In Hay River, bunk bed setup and takedown was managed by a sponsor company with significant experience in moving and transportation services. The company assigned personnel and equipment to undertake this significant task. Volunteers and staff assisted. In both communities, the setup and takedown processes were completed well under the expected timeframes. School authorities were also very satisfied with the condition of schools after the Games.

- In Fort Smith senior school staff (Village Mayors) facilitated an early start to the change over by bringing beds and mattresses into the school up to a week before the Games and allowing some rooms to be set up before school classes concluded for the spring break. A local construction company, school staff and students, corrections staff and inmates, Host Society volunteers (including Youth Ambassadors) and staff assisted with the set-up and takedown of beds.
- Shower and toilet facilities were provided through a combination of portable wash cars (near the participant accommodation venues) and use of existing services primarily in community sport venues (arenas and swimming pools). The Staging Manual standards were not met but through careful scheduling both services worked reasonably well during the Games.
  - Note – janitorial services for shower and toilet facilities need to occur at least three times per day to maintain cleanliness.
- There were no Janitorial service companies of sufficient size to undertake a full contract for dormitories and other Host Society venues in either community.
  - Individual janitors were contracted to cover 1-2 facilities each.
  - Aurora College was contracted to clean their facilities in Fort Smith.
  - KFN was contracted to complete janitorial work for venues in Hay River community.
  - Both municipalities covered janitorial services in their venues as part of their contribution to the Games.
- Janitorial services were undertaken in public areas for each participant accommodation venue twice a day. It was the responsibility of coaches and managers to ensure participants were keeping their respective rooms clean. The Village Mayors completed periodic room checks to ensure rooms were clean during the week of the Games. Extra garbage bags and brooms were kept onsite.
- Participants could choose to check their valuables at the Village Mayors.
- Participants were asked to remove their outdoor shoes/boots as they entered the participant accommodation venue. Mats were provided in the dorms for the boots. At some schools the participants carried their outdoor footwear to their rooms. At others they were left by the door; this became a tripping and exiting hazard.
- All rooms included the appropriate contingent flag and signage as follows:
  - No outdoor shoes
  - No food or drinks
  - Curfew time
  - Athlete entertainment information
  - Power bars were available from the Mayor's office for use in the dorms
- Games branded reusable tote bags were given to each teacher and student to pack up their personal belongings as well as to build excitement prior to the Games. Presentations were completed at high schools to encourage students to volunteer to help with setup and tear down.
- Other items to consider for participant accommodation venues:
  - Recycling bins

- Provide often forgotten items at the Mayor's office (ear plugs, tooth brushes, etc.)
- Coffee/tea in coaches/volunteer lounge
- Juice/water in volunteer lounge
- Extra garbage bags/recycling bags
- Power bars in each room for extra outlets for charging

## **Mission Staff**

Mission Staff stayed in a combination of staff houses, homestay, and hotels. There was no stand-alone facility in either community that could handle all Mission Staff. Initially it was planned to house all Mission Staff in staff housing or homestays, but not enough were available and the set-up time for vacant staff housing was overly time-consuming so hotels were utilized once other needs were finalized. For Homestays, an MOU was created to ensure both the families and the Host Society were in agreement on the terms and conditions of the program.

- For Mission Staff and other accommodation that required additional beds, single beds were purchased from Joint Task Force North (JTfN) and received as donations from a decommissioned mine site north of Yellowknife. These beds were donated to the organizations that provided accommodation and local groups.

## **Sport Officials**

Sport Officials stayed in three different venues in Hay River (2 commercial camps and 1 former treatment centre) and one venue in Fort Smith (College residence). There was an Official's Liaison in both communities that assisted with the check in process and answered questions during the week. A significant amount of time was spent setting up Official's accommodation venues, as well as ensuring there were enough keys and that all keys functioned properly and that basic services were provided. The logistical challenges of multiple venues in Hay River were significant.

## **Special Guests**

Guests included contingent guests, government officials, sponsors, International Committee members, contractors, media, and 2020 Games observers. Hotels were booked in each town for these individuals. Guests submitted the dates they would be staying, and the Host Society did the initial bookings. The hotel was given the main contact for rooms and would contact them directly to finalize bookings and payments. There were several challenges with this process as hotel owners did not want to deal with constantly changing reservation dates and related information. The Host Society was ultimately required to guarantee bookings and then work to have the appropriate parties cover their own costs.

## **Contractors and Media**

Contractors and media stayed in a combination of hotel, homestay and College residents (Fort Smith). The Host Society was primarily responsible for contractor bookings. Media were responsible for their own (although the Host Society did reserve rooms for their use). The same level of service was not always provided across all accommodation venues.

## **Recommendations**

1. Utilize companies / sponsors experienced in moving / shipping and with access to equipment and personnel familiar with these types of activities to set-up and take-down schools for use as participant dormitories.
2. Utilize bunk beds with top bed rails for safety purposes.

3. Recruit senior education staff as Village Mayors.
4. Negotiate venue use agreements early and include detailed information on the responsibilities of all parties.
5. Ensure portable wash cars are cleaned frequently, provided with proper security, and appropriate ground cover to avoid slipping and tracking mud/snow into the trailers.
6. Work with the hotels early, as soon as the bid is confirmed, to negotiate block bookings and any other services you may need from them. Engage the Special Guest chair, Sponsorship Chair and AWGIC liaison to assist with negotiations. Ensure that hotels understand that Special Guest bookings will change, and it is their responsibility to connect directly with the Guest, as it is their booking and they will be paying for the room.
7. Ensure hand sanitizers and first aid kits are more readily available in participant accommodation venues.
8. Remove mattresses stored in sea cans early so that they can be aired out.

### **Accommodations – Technical Information**

- [Participant Village Breakdown by Gender](#)
- [Participant Village Mayor Binder](#)
- [Participant Village Volunteer Handbook](#)
- [Participant Handbook – Hay River](#)
- [Participant Handbook – Fort Smith](#)
- [Participant Village Arrival Procedure \(sample\)](#)
- [Participant Village Fire Drills \(sample\)](#)
- [Participant Village Lock Down Procedures \(sample\)](#)
- [Participant Village Accident Procedures \(sample\)](#)
- [Participant Village Emergency Response Plan \(sample\)](#)
- [Participant Village Daily Reports \(sample\)](#)
- [Participant Village Room Capacity and Layouts \(sample\)](#)
- [Participant Village Check Out Procedures \(sample\)](#)
- [Participant Village Sanitation Plan](#)
- [Hotel Accommodation Planner Tool](#)
- [Non-participant Accommodation Summary](#)
- [Bunk Bed Rental](#)
- [Wash car Quote](#)
- [Wash car RFP](#)



<b>Participant Villages</b>	
<b>Hay River / Kátł'odeeche</b>	
<b>School</b>	<b>Beds / Rooms</b>
Diamond Jenness Secondary (female)	289 beds / 15 rooms
Ecole Boréale (female)	124 beds/ 7 rooms
Princess Alexandra (male)	243 beds / 14 rooms
Harry Camsell (male)	238 beds / 12 rooms
Chief Sunrise	80 beds (Bunks)
<b>TOTAL</b>	<b>974 (~487 bunks although some single beds were used)</b>
<b>Fort Smith</b>	
<b>School</b>	<b>Beds / Rooms</b>
Joseph Burr Tyrell Elementary (female)	448 beds / 24 rooms
Paul William Kaeser High	298 beds / 18 rooms
<b>TOTAL</b>	<b>746 (~373 bunks although some single beds were used)</b>

2018 South Slave Arctic Winter Games / Non-Participant Accommodation Summary							
Hay River				Fort Smith			
Location	Number	Who Paid		Location	Number	Who Paid	
Mission Staff				Mission Staff			
Alaska	Bed & Breakfast	7	Donation	Alaska	Hotel	6	Host Society
	Hotel	1	Host Society				
Alberta North	Bed & Breakfast	8	Donation	Alberta North	Hotel	6	Host Society
Greenland	Staff Housing	5	Donation	Greenland	Staff Housing	7	Donation
	Homestay	2	Donation				
Nunavik Quebec	Bed & Breakfast	5	Donation	Nunavik Quebec	Staff Housing	3	Donation
Nunavut	Hotel	5	Host Society	Nunavut	Hotel	7	Host Society
	Staff Housing	3	Donation				
Northwest Territories*	Staff Housing	2	Host Society	Northwest Territories*	Homestay	2	Donation
	Homestay*	5	Donation		Homestay*	2	Donation
	Hotel	1	Host Society		Hotel	3	Host Society
Sapmi	Homestay	1	Donation	Sapmi	Hotel	2	Host Society
Yamal	Staff Housing	4	Donation	Yamal	Hotel	2	Host Society
Yukon	Homestay	5	Donation	Yukon	Hotel	7	Host Society
	Hotel	3	Donation				
Sub-total		57				47	
*Northwest Territories appointed mission staff from Hay River and Fort Smith These individuals stayed in their own homes.				*Northwest Territories appointed mission staff from Hay River and Fort Smith These individuals stayed in their own homes.			
Sport Officials*				Sport Officials*			
	Commerical Camp	16	Host Society		College Residence	68	Donation
	Commerical Camp	32	Host Society		Bed & Breakfast	1	Host Society
	Former Treatment Centre (KFN)	26	Host Society				
		74				69	
* 10 officials were residents of Hay River, total required = 84				* 5 officials were residents of Fort Smith, total required = 74			
Youth Ambassador Program				Youth Ambassador Program			
<u>Northwest Territories</u>				<u>Northwest Territories</u>			
Manager	Hotel	1	GNWT	Manager	Homestay	1	Donation
Staff	Wilderness Lodge (KFN)	3	Host Society	Staff	Staff Housing	2	Host Society
Youth Ambassadors	Wilderness Lodge (KFN)	10	Host Society	Youth Ambassadors	Staff Housing	10	Host Society
<u>Nunavut</u>				<u>Greenland</u>			
Staff	Wilderness Lodge (KFN)	3	Host Society	Youth Ambassador	Staff Housing	1	Host Society
Youth Ambassadors	Wilderness Lodge (KFN)	12	Host Society				
		29				14	
Contractors				Contractors			
Production Company	Hotel	14	Host Society	Production Company	Hotel	2	Host Society
					College Residence	6	Donation
Bus Drivers	Commercial Camp	16	Host Society	Bus Drivers	College Residence	22	Host Society
GEMS Contractor - Kimik IT	Hotel	2	Host Society	GEMS Contractor - Kimik IT	Hotel	1	Host Society
Canadian Sport Tourism Alliance	Hotel	1	GNWT	Canadian Sport Tourism Alliance	Hotel	1	GNWT
Operations Centre Manager	Hotel	1	GNWT				
Athlete Entertainment	Homestay	2	Donation	Athlete Entertainment	College Residence	1	Donation
Scarlet Security			Host Society	Scarlet Security		3	Host Society
Food Contractors	Hotel	10	Contractor	Food Contractors	College Residence	15	Host Society
Gymnastics Equipment	Hotel	1	Host Society				
Medical Support	Homestay	3	Host Society	Medical Support	Homestay	4	Donation
Medical Support	Hotel	2	Donation				
NorthwesTel	Hotel	5	Host Society	NorthwesTel	College Residence	3	Host Society
Sport Canada TV	Hotel	1	Host Society	Sport Canada TV	College Residence	1	Host Society
IT Contractor - Oxygen	Hotel	1	Host Society	IT Contractor - Oxygen	College Residence	1	Host Society
		59				60	
Special Guests				Special Guests			
AWGIC	Hotel	6	Host Society	AWGIC	Hotel	5	Host Society
Government*	Hotel	20	Special Guests	Government*	Hotel	10	Special Guests
Other**	Hotel	16	Special Guests	Other**	Hotel	5	Special Guests
Sponsors***	Hotel	61	Special Guests	Sponsors***	Hotel	5	Special Guests
2020 Host	Hotel	4	2020 Host	2020 Host	Hotel	2	2020 Host
Sub-total		107		Sub-total		27	
*Government = Federal, Territorial/Provincial, Indigenous & Municipal (some travelled to both communities so there is some room overlap)				*Government = Federal, Territorial/Provincial, Indigenous & Municipal (some travelled to both communities so there is some room overlap)			
** Other Special Guests, total = 26 (some from the community)				** Other Special Guests, total = 26 (some from the community)			
*** Sponsor Guests, total = 113 (some from the community)				*** Sponsor Guests, total = 113 (some from the community)			
Media	Hotel	39	Media	Media	Hotel	22	Media
* Total media = 62							
<b>Total</b>		<b>365</b>		<b>Total</b>		<b>239</b>	
		<b>Total All</b>	<b>604</b>				

## Catering

A local contractor was hired to provide catering for the Games. In the planning stages, staff worked with the contractor to ensure all Staging Manual requirements were understood and plans were put in place to meet these. Volunteer Chair turnover created some problems in the important relationship between the Catering Contractor, Host Society leads (staff and volunteers) and Contingent catering mission staff. This resulted in some delivery challenges that staff were able to address. The lack of commercial dish washers and composting facilities in both communities meant a substantial amount of waste was generated by both cafeterias.

### Fort Smith

- Food was prepared in the College Residence kitchen (Breynat Hall) and transported to the cafeteria. Prior to the start of the Games a freezer and some electrical work had to be completed to ensure the kitchen was operable. Some challenges were encountered with completing these repairs because of a shortage of local trades people and code compliance requirements.
- A machine shop was cleared and cleaned out for use as the cafeteria. The room seated over 300 participants with a separate serving room. Hot meals were provided at specified times with grazing available all day. Gluten free options were available (see separate notes on dietary restrictions). An unstaffed bag check was provided but not utilized well. Most participants did not bring their bags to the cafeteria.
- Offsite hot lunches were provided at the Fort Smith Ski Club.
- Box lunches were provided for Arctic Sports Officials (all days) and Figure Skating Officials (one day) for days when schedules would not allow them to leave the venue.
- A separate entrance and exit kept traffic moving.
- High quality food kept participants happy.

### Hay River

- Food was prepared in a commercial kitchen at the Homesteader Hotel and transported to the cafeteria.
- The cafeteria was located in the ground floor activity room of the Recreation Centre with spill over tables set up in the hallway between that room and the swimming pool. These rooms seated a maximum of 330 participants.
- Volunteer servers facilitated an overall reduction in waste.
- Each meal had a volunteer lead/supervisor who recruited their own volunteer team of servers.
- Offsite hot lunches were provided at the KFN and the Hay River Ski Club.
- Box lunches were provided for Wrestling Officials and athletes (three days) and Badminton Officials (all days) for days when schedules would not allow them to leave the venue.
- A separate entrance and exit kept traffic moving.
- High quality of food kept participants happy.

### Food Quantity

Overall food quantity was good although some delivery time delays were experienced at the start of the week (transportation between the kitchen and the cafeteria).

## **Food Safety**

Food safety protocols and practices were excellent in both communities. Attention to the provision of hand sanitizer stations and volunteer support to encourage athlete use are important. Some delivery issues were experience related to hand sanitizer stations but these were quickly addressed.

## **Cafeteria Layout**

Unique spaces were transformed to accommodate the cafeterias. In Hay River the community hall and an open hallway in the recreation centre were allocated as the cafeteria. Open space in the hallway was designated using pipe and drape and then eventually switched to sandwich boards designating the space as athletes only. In Fort Smith, the heavy equipment shop was transformed into a cafeteria space.

Each cafeteria seated just over 300, and there were designated overflow spaces in both locations. Cafeteria layouts are attached but were changed during the week of the Games to best manage crowds.

## **Off-Site Hot Lunches and Boxed Lunches**

Off-site hot lunches were provided as identified above. The participant experience was greatly enhanced by this service. Host Society administration requirements were also positively impacted.

Boxed lunches were used for in-transit meals for any transportation longer than one hour as well as for specific sports that put in legitimate requests during the week of the Games, see summary chart. Contents of boxed lunches are included in quote from Sobeys.

In-transit meal numbers were 4000, as well as 65 pizzas for teams traveling to Yellowknife after the Closing Ceremonies.

## **Menu**

The menu was developed according to the requirements in the Staging Manual. Daily changes were made as some items were no longer available, specifically starches.

## **Water Consumption**

Seventeen pallets of single use bottled water were consumed during the Games (donated). These were only provided at the cafeterias. Water bottle refill stations were not available because of cost.

Water at venues and sport competitions was provided through reusable water jugs (96 in each community). Hand pumps were provided, and venue leads were responsible to requesting additional water jugs and ensuring the empty ones were returned. A construction company in each community was the main point of contact for water delivery.

## **Specialty Meals**

Dietary requirements were included in GEMS.pro and extracted for the caterer. It was difficult to get this information in a timely manner, as some Contingents took longer to get their participants into the GEMS.pro.

The high number of self-identified celiac participants meant that meals needed to be prepared in separate kitchens to avoid cross contamination. In Fort Smith this was available through the

College and facilitated by a Board member with experience in this area. In Hay River, an Edmonton based contractor prepared food which was flown up daily.

Other specialty meals, including lactose free meals, lactose free milk, and chocolate milk, as well as yogurt, were all purchased from a local supplier.

### **Bag Check areas**

Bag check areas are typically established to avoid crowding in cafeteria spaces and reduce the amount of additional food athletes take with them after a meal. The lack of volunteers to check bags in / out and traffic flow issues resulted in less than optimum use of these in both communities.

### **Recommendations**

1. Recruit a strong volunteer chair whose role it is to:
  - a. Recruit, manage and schedule volunteer server team leads,
  - b. Support the staff lead's work with the contractor in the planning stages to fully understand and implement the Staging Manual requirements,
  - c. Chair daily morning meetings with Contingent mission leads for catering, the contractor and others to address and resolve issues.
2. Clarify the catering contract to fully outline the expectations of the caterer, i.e.:
  - a. Participation in morning meetings
  - b. Availability and preparation of specialty meals
  - c. Boxed lunches
  - d. Off-Site hot meals
  - e. If multiple cafeterias are used, confirm leads for each
3. Develop a robust plan for participants with dietary restrictions. Gluten free food should be available and prepared and served separately from other menu items. Dairy free menu items should be clearly labeled.
4. The continuation of off-site hot meal options is recommended. Consider boxed lunches only for special situations related to Sport Officials who cannot leave a venue or other unusual circumstances.
5. Consider options to reduce waste (compostable dishes and cutlery, reusable dishes and cutlery).
6. Caterer recommendation for the future, only provide one starch, as having two increased the amount of food wastage.

### **Catering – Technical Information**

- Catering – Contract
- Catering contract amendment 1
- Catering contract amendment 2
- Catering – Menu
- Catering – Quantity calculations
- Catering – Off site hot lunch days
- Catering – Off site lunch summary
- Catering – Cafeteria layout – Hay River
- Catering – Cafeteria layout – Fort Smith

## Ceremonies and Awards

One of the more important decisions made related to ceremonies and cultural programming at the Games was the award of sole-source contract to Patrick Roberge Production (PRP) because of their considerable experience with past Arctic Winter Games and similar events. This decision was taken after initial plans to issue a Request for Proposals in the Region were determined to likely be unsuccessful given the size and scope of the Games requirements. The final PRP contract included management of the Opening Ceremonies, Cultural Gala and Cultural Participants Program and the provision of technical support for the Closing Ceremonies (see Cultural Program report for additional information).

### Opening Ceremonies

The AWGIC requirements for the Opening Ceremonies are prescribed in detail in the Staging Manual. PRP worked with the Ceremonies Committee to develop a professionally presented, culturally relevant and entertaining Opening Ceremonies for the Games. Time limits were exceeded because of the addition of a memorial tribute to long-time South Slave volunteer Pat Bobinski. Participant, media and public reaction to the Ceremony was very positive.

#### *Things that worked:*

- The retention of a professional production company.
- Detailed step by step planning and inter-committee work to map out (and practice) all of the activities connected to the Opening Ceremonies including:
  - Departure and transportation of participants from Fort Smith to Hay River
  - Participant assembly (Hay River and Fort Smith) for the march-in
  - The Opening Ceremonies
  - Post Opening Ceremonies feeding plans
  - Departure and transportation of participants back to Fort Smith
- A late decision to purchase pizza for Fort Smith athletes upon their return (reasonable cost and did not require the cafeteria to be open).
- Municipal support to close some streets in both communities to facilitate pedestrian traffic and participant loading on to buses.
- Encouraging Hay River residents to line the streets for the march-in to cheer on and celebrate the participants.
- A volunteer and community driven celebratory event in Fort Smith to involve residents, via video conferencing, in the Ceremonies.
- A sponsored pre-reception for Special Guests on-site.
- Creating a daily run sheet for transportation, marshalling, and the athlete parade for Opening Ceremonies identifying a person in charge of each element.
- Pre-taping speeches of dignitaries for Opening and Closing Ceremonies.
- Weekly calls with the committee and PRP, to ensure the Opening Ceremony was well planned and those involved had a shared understanding.

#### *Challenges:*

- Limited seating in the Opening Ceremonies venue (Hay River Recreation Centre arena).
- March-in timing, needed more volunteers to encourage participants to 'move along'.
- Limited capacity of the designated pre-reception area for Special Guests.

## **Closing Ceremonies**

The AWGIC requirements for the Closing Ceremonies are prescribed in detail in the Staging Manual. A local producer was retained to manage the Closing Ceremonies. Patrick Roberge Productions (PRP) was retained to provide technical support. The AWGIC agreed to an abbreviated program given the very tight departure requirements for Contingents. Ultimately the program was shortened even further when weather made the on-street athlete parade potentially dangerous (frost bite). To facilitate a safe ceremony and departure, participants were housed in their dormitories or buses (from Fort Smith) until just before the event started.

### *Things that worked:*

- The retention of PRP to provide technical support.
- Approval by the AWGIC to shorten the program because of other constraints related to departure of Contingents.
- The use of Closing Ceremonies entertainers to continue performing after the Ceremonies for athletes on departure flights scheduled throughout the evening and overnight.
- The use of the large digital announcement board to advise participants on bus departure times and related information.

### *Challenges:*

- The weather.
- Hay River airport departure limitations.

## **Medal Presentations**

The planning for and implementation of medal presentation ceremonies is complex and the timing needs to be exact to properly recognize athletes for their accomplishments and provide spectators, parents, media and others with appropriate opportunities to celebrate. For individual sports, medal presentation ceremonies were typically held at the end of each day's competition although some were held the next morning because of late schedules. For team sports, medal presentations were held at the conclusion of the Gold Ulu Game with bronze Ulu recipients attending that ceremony to receive their medal.

### *Things that worked:*

- The support of the NWT Youth Ambassador Program to manage medal ceremonies.
- Maintaining limits to the length of some ceremonies (30 minutes or less), particularly those that took place outside.
- Inventorying the Ulu when they were received from the AWGIC. An error was made in typesetting the cross country ski medals so these had to be re-manufactured.
- Establishing a direct link between Special Guests wishing to present medals and ceremony organizers to ensure attendance.
- Setting up back-up presenter plans for cases where scheduled presenters were unable to attend.
- The development of Emcee scripts, a master run sheet and set up teams for daily medal ceremonies.
- Running a mock medal ceremony to see what worked, what didn't and what was missed.
- Contacting the sport chairs early to get input.
- Creating a daily run sheet of every medal presentation detailing who was in charge and what they needed for the ceremonies. There were four teams per community to do preparation, set up (flags/scripts/medals) and for the medal presentations.

- Providing the medal teams with cell phones that were pre-loaded with the national anthems and with the capacity to link via blue tooth or other technology to venue sound systems. Note – digital versions of all Contingent anthems are available on the AWGIC website.
- Utilizing the Spirit Squad to assist with medal ceremonies. They were given a medal schedule and signed up for shifts and knew who they were reporting to for the day. They added great excitement to the events.

*Challenges:*

- Planning was started too late - the schedules are extensive – don't underestimate the time required to properly plan.
- A shortage of flags and flag poles.
- Not all venues had sound systems.
- Not identifying back up indoor ceremony locations for outdoor events – created problems with cold weather or when ceremonies were too long.
- Keeping the medal ceremonies consistent in both communities.
- Sport chairs wanting to host their own Ulu ceremonies i.e. creating their own podiums, Ulu holders. This meant that their ceremonies looked different and not uniform to the other ceremonies.
- Bilingual ceremonies (a shortage of bilingual emcee's in Fort Smith).

### **Cauldron Lighting**

Two distinct cauldrons were manufactured (one for each community) for the Games by a sponsor. They were placed in prominent locations weeks before the Games. Municipal governments and volunteers undertook the planning and implementation of cauldron lighting ceremonies a few days before the Games started. These were quite successful and help build pre-Games public excitement. A cauldron could not be placed inside the Opening Ceremonies venue because of fire safety regulations. The Opening Ceremonies team built in a digital lighting ceremony involving the cauldrons as part of the ceremony. Note – the official legacy torch for the Arctic Winter Games was provided by the 2008 Arctic Winter Games Host Society (Yellowknife).

### **Sport Specific Opening and Closing Ceremonies**

Sport specific Opening and Closing Ceremonies are optional. The Ceremonies committee supported those sports who wanted to undertake such events where possible.

### **Theme Song**

The Host Society sought out nationally recognized performer Serena Rider to undertake the development of a theme song for the Games. The selection of Ms. Rider was popular and an important part of the Opening Ceremonies. A pre-Games release of the song helped build excitement towards the Games. The song was also released on iTunes for sale to the general public with proceeds going back to the Host Society. This did not prove to be a significant fundraising venture and copyright issues were problematic related to the long-term use of the song by the AWGIC.



## **Recommendations**

1. Retain professional support to assist in all of these areas.
2. Peruse the staging manual on a regular basis and use the timelines.
3. Build flexibility into medal presentations as there are always delays because of competition delays, weather, etc.
4. Develop a post Games plan that includes equipment pickup and storage and ultimate disposal and site cleanup.
5. Interdependencies between Opening and Closing Ceremonies; arrivals and departures; practice time; and sport schedules are critical to the success of the Games. Start early and review these processes often.

## **Ceremonies and Awards – Technical Information**

- Contract with PRP
- Opening Ceremonies – detailed story board
- Opening Ceremonies – detailed script
- Opening Ceremonies – production schedule
- Opening Ceremonies – rehearsal schedule
- Cauldron design
- Medals - Schedule
- Medals – Emcee script

# **Communications and Information Technology**

## **Communication Management and Protocols**

The Host Society established efficient and effective communications<sup>2</sup> systems for Games time with very few resources. Staff, key volunteers, sponsors and contractors were critical to its smooth operation and success. Staff / contractor support was under resourced for the Games planning process.

## **Signage and Branding**

A logo use and branding guide was developed for all Host Society requirements (digital, signs, posters, banners, bibs etc.) including the items listed below. A half-time (paid hourly) staff person was retained to undertake graphic design work including:

- Signage to support the sponsorship program requirements and program and directional needs in venue
- Special events
- Merchandise, including sales and locations
- Volunteer recruitment and events
- Sport banners, bids and signage
- Social media uses including the website

## **Social Media**

The Host Society utilized Facebook, Twitter, Instagram, SmugMug and GEMS.Uno social media platforms to support Games programming and keep participants, residents and others informed on Games news and activities. A daily Arctic Winter Games digital newsletter was also produced and distributed via email and other means. The almost 100% bilingual social media posts from the Host Society were received well by the Francophone community. The Host Society also monitored social media posts from other sources to anticipate any related media issues and participant or public concerns.

## **Cellular and Internet Support**

Internet service was provided on a sponsorship basis by Northwestel in most Games venues including Host Society offices (see sponsorship agreement). Temporary systems installed for staff and volunteer in Games offices prior to this service were spotty creating some frustrations in the work environment.

Cellular service was provided on a sponsorship basis by Bell Canada (90 smartphones and 46 voice only devices plus associated fully inclusive service for the month around the Games). Bell also made permanent equipment upgrades to cell service facilities in the region.

The Host Society provided all Host, Contingent and AWGIC smart phone users with a digital file to download the Games phone directory. Hard copies of the directory were made available as required and accreditation cards included important phone number for all participants.

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<sup>2</sup> See also comments in the Management section on internal communications.

## **Hardware and Software Support**

Telephony and a range of related services were provided by Northwestel (see sponsorship agreement).

The Northwest Territories (NWT) Computers for Schools Program provided 140 laptop computers loaded with basic programming for Games time use. All equipment was donated to regional schools after the Games. Additional hard and software requirements were contracted or purchased as necessary through local, regional and southern suppliers.

## **Network System and File Sharing**

A Google Drive file management and sharing system was established to support the Games. A file naming protocol was not established which created some difficulties. Some staff also continued to use their own laptops and not place critical files on the shared drive.

## **Radios and Satellite Phones**

Radios were provided on a sponsorship basis by a sponsor for a number of venues and a number of support services where they were either better suited for the program needs, safety purposes or where cellular or regular phone service was not available or not practical. Satellite phones were used in some areas for safety purposes including travel back and forth between the two communities.

## **Photography**

The Host Society used a combination of staff, volunteer, contractor and sponsor donated photography for its own needs. SmugMug was also used for spectator and participant support.

## **Handbooks, Guides and Maps**

Digital only handbooks (athletes, Sport Officials, etc.), spectator guides and venue maps were prepared to support participants, spectators and others.

An independent business created and published a venue map several months before the official Host Society map was created. They used some incorrect information and missed some key sponsors creating some difficulties for the Host Society to resolve.

## **Livestreaming**

The Host Society contracted Sport Canada TV to livestream almost all indoor sport events plus the Opening and Closing Ceremonies and the Cultural Gala. This was an extremely successful venture given the limited spectator seating in most venues. It was also well received by numerous parents and supporters who could not attend the Games. This service could not be provided in some venues because of connectivity issues, or for outside sports because of the potential for damage to equipment.

### *Things that worked:*

- Structured and informal communications processes functioned extremely well at Games time.
- French translation services.
- A strong volunteer core of communications professionals.

*Challenges:*

- Communication needs were understaffed.
- The establishment of a file naming protocol and requirement for all staff to utilize the shared file storage and sharing system (Google Drive).
- Structured and informal communications processes struggled during the planning phase of the Games. Lack of resources to keep the public engaged was a contributing factor but a culture of open communications and dialogue is necessary for optimal success.

## **Recommendations**

1. Work closely with government sponsor communications representatives early to understand their needs and requirement.
2. Design a communications team (staff, contractors, volunteers) reflecting all the Games communications and media related needs.

## **Communications – Technical Information**

- Communications Plan
- Communication Services RFP
- Logo Design and Use Guide
- AWG Phone Directory
- Welcome Guide
- Participant Handbook – Fort Smith
- Participant Handbook – Hay River
- Livestreaming contract
- IT Instruction Sheet
- Website manual
- Website contract 1
- Website contract 2
- Theme song 1
- Theme song 2
- Phones and laptop distribution plan
- Venue Map – Fort Smith
- Venue Map – Hay River
- Signage – Sponsor 1
- Signage – Sponsor 2
- Signage – Sponsor 3
- Signage – Sponsor 4
- Signage – Welcome
- Signage – Sport Banner – Arctic Sports
- Signage – Sport Banner – Dene Games (others available on request)
- Signage – Logo Banner

## **Cultural Program**

### **Cultural Delegates Program**

The requirements for the Cultural Participant Program are detailed in the Staging Manual. PRP was retained to design and lead this Fort Smith based program. They were supported by a number of dedicated and experienced local volunteers. This very successful element of the Games provided participants with a great learning experience and residents of Fort Smith with a unique opportunity to experience cultural performances from around the circumpolar north at various community events and a hugely successful Cultural Gala.

#### *Things that worked:*

- The retention of a professional company to lead the program.

#### *Challenges:*

- The inability to provide any performances in Hay River.
- Limited opportunities for cultural participants to perform for their peers.

### **Performing Artists Program**

The Host Society focused its performing artists program on the showcasing of local / regional / Northwest Territories talent. Initially it was thought that these individuals would perform at no charge (a donation to the Games). Performer and public backlash resulted in a decision to proceed with the retention of a contractor program director and paid performers as part of the program.

#### *Things that worked:*

- The retention of a contractor to organize and manage the program.
- The use of local / regional / Northwest Territories performers to highlight their talents to visitors and participants and save costs (transportation and accommodation).
- The use of flexible performance locations (halls, restaurants, seniors' homes, open spaces in larger buildings and others).

#### *Challenges:*

- Limited budget to pay performers (note, payment is a requirement of funding by Canadian Heritage).
- Securing venue locations for community performances. Some performers did "pop-up" performances at half time breaks for sports; these worked well but could not be scheduled due to changing sport schedules. Impromptu performances worked the best.

### **Exhibits and Workshops**

With support from local organizations like the Northern Lights Museum in Fort Smith and the Hay River Centennial Library, a series of exhibits and workshops were held for the public and participants throughout the week. These projects were managed by professionals and experienced volunteers and were an important part of showcasing the South Slave and its cultures.

### **Cultural Marketplace**

Cultural Marketplaces were established in both communities to showcase local artisans and give them an opportunity to sell their products. Marketplaces were also located somewhat out of the way, and promotion could have been better to encourage more visitors.

## **Recommendations**

1. Retain professional support to assist in all of these areas.
2. Interdependencies for Opening and Closing Ceremonies are critical to the success of the Games. Start early and undertake these processes often.

## **Cultural Program – Technical Information**

- Cultural Program Schedule
- Cultural Gala – Information Package
- Cultural Gala – Floor Layout
- Cultural Gala – Rehearsal Schedule
- Cultural Gala – Contingent Participants

## **Decoration and Flags**

### **Decorations**

The Towns of Hay River and Fort Smith undertook the provision of light standard and trash receptacle decorations for their respective communities. They also installed 'welcome to' signage at strategic locations in the community. The Host Society undertook venue specific decorations as appropriate to each area.

### **Flags**

The Host Society installed flags inside all of its venues using the protocol outlined in the Staging Manual. A shortage of flag poles / standards in both communities meant that the full array of nine Contingent flags plus the Arctic Winter Games flag could not be displayed outside. The medals ceremonies group maintained their own inventory of flags for all related presentations (indoors and outside).

#### *Things that worked:*

- The provision of past Games flags by the 2016 Host Society and the AWGIC.
- The use of electronic bulletin boards to supplement decorations in both communities.

#### *Challenges:*

- A lacked of outside flag poles / standards.
- A shortage of the number of flags that could have been used to properly decorate the community.
- The use of non-approved AWG logos by the Towns and some others.
- The late delivery of flags to Fort Smith.

# Facilities and Equipment

## Facilities

Nearly 50 venues in Hay River, Fort Smith and KFN were utilized for sport, administration, care and comfort, marketing, volunteers, results, IT, culture and ceremonies, and special guests during the Arctic Winter Games. Of these, 17 housed sport competitions.

Hosting the Games in Hay River and Fort Smith (small communities) presented several challenges, including:

- Some facilities did not meet all of the requirements outlined in the Technical Packages. The Host Society worked closely with the AWGIC to address each of these and make facility specific sport technical modifications to allow sports to be hosted in a safe and competitively balanced way. Specifically, modifications were approved in Futsal, Basketball, Arctic Sports (triple jump), Speed Skating, Volleyball and Table Tennis.
- Several venues had limited space for spectators. Live TV streaming of competitions helped address this challenge.
- The allocation of sport venues between communities was further complicated by limited participant accommodation venues and the need for balancing gender allocations to these facilities.
- Temporary venue fit-out was fairly complex in several areas (volleyball, gymnastics / wrestling, etc.). Challenges including the creation of temporary venues, availability of resources, pre-existing venue restrictions, and facility agreements.

### *Things that worked:*

- The newly constructed Hay River Recreation Centre was a huge success. The venue (and its staff) withstood the immense pressures immediately placed on it with the hosting of male hockey, volleyball, cafeteria and the Opening and Closing Ceremonies.
- The Town of Fort Smith developed a new snowboard hill for the Arctic Winter Games. This facility has become an important legacy project that will benefit residents for years to come. The use of an experienced Head Official and Groomer and the support of NWT and Canada Snowboarding were very important factors in the success of this facility.
- Spectators were not asked to remove footwear at sport venues. This eliminated significant blockage of emergency exits (by boots and shoes). Temporary boot mats and carpets were provided along with a mop for volunteers to keep floors dry. Access was also restricted to spectator areas only. (Note – out of habit, some locals did remove their foot but it did not impede traffic).
- Contracted janitorial services worked well. It was difficult to recruit volunteers for this work. Professional cleaners did a great job.
- Special guest reserve seating was provided but no allowance was made for lounges. This eliminated the need for extra cleaning, traffic control and other services.
- The decision to have free access to sporting events was a good one. A ticketing program would have created a number of venue and volunteer logistical issues largely because of the small spectator seating areas.
- Both municipalities provided extensive support for snow removal, janitorial services, garbage collection, temporary toilets, water delivery etc. in their own facilities.
- In each of the larger multiuse venues, a 'venue walk through process' was facilitated immediately prior to the Games. This was a good chance to bring all volunteers from different functional areas, facility staff and other relevant stake holders together to reinforce



the plan for the venue (addressing any last minute changes that may have occurred) and to highlight key points of contact.

- The temporary venues were a huge success (Fort Smith Ski Club, Rowe's Construction, the Hay River (on the ice) and the Hay River Recreation Centre Curling Rink). The Host Society was able to deliver quality product which enhanced the experience of the event.
- Procuring the necessary infrastructure for temporary venues from reputable, total service organizations allowed for smoother installation, transition, maintenance, and take down of these venues (Trade Show Direct, Hay River Disposals, Spieth America, Volleyball Alberta, etc.).
- On site drying areas in both hockey venues was very well received and beneficial to the Host in terms of logistics.
- The close proximity of venues in both communities allowed participants to easily view other events. Many events had great crowds and added to the excitement and the experience in a positive way.
- The establishment of clear and concise dressing room allocation schedule in advance of the Games, specifically for multi-sport venues, eliminated any conflict in the week of the Games as all sports/athletes understood the restrictions on the venues and worked together to ensure a smooth transition from sport to sport.

#### *Challenges:*

- The 'just in time opening' of the new Hay River Recreation Centre was a considerable stress point for Games organizers. While the Host Society had no control over the project, it was continually asked to consider alternatives if the facility could not be open on time. Eventually the Host Society decided that it did not have the resources to plan for such contingencies and that it would rely on the Town of Hay River to make sure the project was completed on time. While this was a significant risk, the Town came through and facility was a significant cornerstone for Games events.
- In venues not owned by the municipalities (schools, College, ski clubs, etc.):
  - User agreements needed to be worked out much earlier so that roles and responsibilities could be clearly identified early on in the planning process.
  - Some significant challenges were encountered with unrealistic expectations of how much money the Host Society had to invest in venues
  - A mixed bag of contracted, sponsored, Government of the Northwest Territories and volunteer services were utilized to address snow clearing, keys and maintenance, janitorial and other services.
- Some contracted janitorial services were only identified the week before the Games started. In small communities, it is unlikely that any one company can undertake the work necessary to provide these services to the Host. Once established, contracted janitors (mostly small one and two person family operations) worked very well.
- Despite successful events at the 2018 Arctic Winter Games, hosting three sports (female hockey, figure skating, and speed skating) in the same venue resulted in significant challenges. The Sport Chairs and Town of Fort Smith arena staff did an exceptional job keeping the schedule on time. However, any unforeseen delays (facility issues, ice resurfacing issues, major injury, etc.) would have resulted in significant impacts on all three sport schedules.
- Communication problems between venue operators, suppliers and others resulted in the Dene Games pole push field being plowed level days before competition and the placement of one shower car in the wrong location (see recommendation on the Venue Management Model).
- The Host Society was able to access most venue blueprints in an electronic format. A sponsor provided staff time to convert files to digital format (CAD) and complete markups

as outlined by the venue team. However, this process was cumbersome and meant lengthy turnaround times. The venue team eventually used PowerPoint diagrams in some venue situations. This was not a very efficient method and at times caused confusion. It would be a huge benefit to have someone on the venue team have access to/experience with CAD. If not possible, consider contracting this service. CADS are an important part of the planning process and when done right can be very valuable to all areas of the team.

## **Recommendations**

1. Established detailed facility use agreements with venues owners early (municipalities, schools, etc.). Include details on possible in-kind contributions or paid services such as snow removal, garbage collection, temporary toilets, water delivery, janitorial services, etc.
2. Establish detailed agreements with appropriate divisions of government including an outline of what they can/will be responsible (snow clearing, keys and maintenance, etc.).
3. Contract out all janitorial services. In small communities it may be necessary to do so with individuals or smaller companies to cover all of the necessary venues.
4. Implement a Venue Management Model to provide for better coordinated services across all Games areas.
5. Utilize total service companies / organizations for temporary use venues (installation, transition, maintenance, and take down).
6. Ensure clear communication with AWGIC and Contingents in instances where the facility does not meet the technical requirements of the sport.
7. Contract or otherwise obtain detailed electronic drawings for all venues early on in the planning process.

## **Facilities – Technical Information**

See links in sport charts below for venue diagrams

- [Venue List](#)
- [Venue Map – Fort Smith](#)
- [Venue Map – Hay River](#)
- [Sport Equipment List](#)

### Fort Smith – Venue Notes

Sport	Venue	Seating Capacity	Fit-out Notes
Arctic Sports	<u>Paul William Kaiser (PWK) High School Gymnasium</u>	120	<ul style="list-style-type: none"> <li>The low seating capacity for spectators was the biggest challenge,</li> <li>The Field of Play (FOP) was slightly smaller than recommended specifications for triple jump. The AWGIC approved modifications to the Technical Package.</li> </ul>
Basketball	<u>Fort Smith Recreation Centre</u>	120	<ul style="list-style-type: none"> <li>The court was smaller than regulation size,</li> <li>Short distances between end lines and walls required the installation of padding on wall under baskets,</li> <li>Baskets were slightly lower than regulation,</li> <li>The AWGIC approved modifications to the Technical Package for the above,</li> <li>There were no dressing rooms close to the venue.</li> </ul>
Curling	<u>Fort Smith Recreation Centre</u>	190	<ul style="list-style-type: none"> <li>Very little fit out required.</li> </ul>
Cross Country Skiing	<u>Fort Smith Nordic Centre</u>	NA	<ul style="list-style-type: none"> <li>Required significant fit out, including: athlete service tent (warming and food service), waxing tent, equipment storage, portable toilets, timing trailer and snow clearing for bus turnaround and extra parking.</li> </ul>
Figure Skating	<u>Fort Smith Arena</u>	275	<ul style="list-style-type: none"> <li>Required the construction of a judge's dais and increased power supply to support judge's platform (over top of the players benches).</li> </ul>
Speed Skating	<u>Fort Smith Arena</u>	275	<ul style="list-style-type: none"> <li>Additional ice surface marking were required for speed skating lines,</li> <li>Additional storage was required for mats (tractor trailer parked outside of the ice resurfacers entrance),</li> <li>Required the construction of judge's platform, removal of glass panels (located over top of the players benches, see also figure skating),</li> <li>The smaller ice surface meant a greater number of heats with fewer racers on the line at one time.</li> </ul>
Female Hockey	<u>Fort Smith Arena</u>	275	<ul style="list-style-type: none"> <li>Required construction of drying cages inside the building (facilitated by Town of Fort Smith).</li> </ul>
Table Tennis	<u>Joseph B. Tyrell (JBT) Elementary School Gymnasium</u>	30	<ul style="list-style-type: none"> <li>Venue was very small. A total of 4 tables were set up. This is half of what is outlined in the Technical Package. The AWGIC approved schedule changes to facilitate these limitations.</li> <li>Very limited spectator seating.</li> </ul>
Snowboarding	<u>Snowboarding Hill - Riverside Park</u>	NA	<ul style="list-style-type: none"> <li>The warming tent could not be installed because of site limitations. Warmer temperatures meant it wasn't needed,</li> <li>Portable change rooms, showers and bathrooms were available for athletes (Town equipment),</li> <li>Portable bathrooms were made available onsite for spectators,</li> <li>Hill grooming was the most significant venue cost,</li> <li>An outdoor sound system was required.</li> </ul>

### Hay River – Venue Notes

Sport	Venue	Seating Capacity	Fit-out Notes
Badminton	<u>Princess Alexandra (PA) Elementary Gymnasium</u> , <u>Harry Camsell (HC) Elementary Gymnasium</u>	30, 60	<ul style="list-style-type: none"> <li>The venues were small, two courts in each gym. They were regulation size but a tight fit with small run off areas,</li> <li>Floor tape was used to mark courts,</li> <li>Limited spectator seating,</li> <li>Maintenance staff removed a few wall mounted and hanging obstructions before the Games,</li> <li>Portable toilets for spectators (due to shared use with accommodations).</li> </ul>
Biathlon Ski	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>C-Cans were provided for equipment storage,</li> <li>Pipe and drape was utilized to create an area for indoor waxing,</li> <li>New grooming equipment was required for the venue,</li> <li>Repairs to existing range were completed,</li> <li>An outdoor sound system was required,</li> <li>Existing ski trails were used for snowshoeing, others were used for biathlon.</li> </ul>
<u>Biathlon Snowshoe</u>	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>Same as above.</li> </ul>
<u>Dene Games</u>	<u>Chief Lamalice Centre</u> , Hay River, Diamond Jenness Secondary School (DJSS) Sports Field	250, NA	<ul style="list-style-type: none"> <li>The indoor facility was turnkey,</li> <li>Pipe and drape was added to section off the athlete food service area,</li> <li>Portable toilets were provided as back up to existing for spectators and participants,</li> <li>A snowsnake track and parking area were created with a loader and snow cat groomer,</li> <li>Co-located with dog mushing event. Shared access to portable toilets,</li> <li>A warming tent was required for pole push event (DJSS School, provided by the Canadian Rangers).</li> </ul>
Dog Mushing	On the Hay River <ul style="list-style-type: none"> <li><u>Course</u></li> <li><u>Stadium</u></li> </ul>	NA	<ul style="list-style-type: none"> <li>The trail and parking areas were created with loader and snow cat groomer,</li> <li>Portable toilets were required,</li> <li>Warming trailer for officials, volunteers etc. were required.</li> </ul>
Futsal	<u>DJSS High School Gymnasium</u>	250	<ul style="list-style-type: none"> <li>Used floor tape for markings,</li> <li>Provided portable toilets for spectators,</li> <li>Provided temporary tent at spectator entrance to break wind draft from FOP.</li> </ul>
Gymnastics	Rowe's Construction Garage <ul style="list-style-type: none"> <li><u>Site</u></li> <li><u>Venue</u></li> </ul>	80	<ul style="list-style-type: none"> <li>Completely emptied the shop, took down door tracks, leveled the drainage grates, put down floor covering, rented gymnastics equipment (rental included an installer who stayed for the week of the Games),</li> <li>Co-located with wrestling (equipment was moved / stored daily to accommodate the schedule),</li> <li>Two sets of portable bleachers were purchased,</li> <li>Portable bathrooms were provided for athletes and spectators,</li> <li>An indoor sound system was required.</li> </ul>
Male Hockey	<u>Hay River Recreation Centre (Arena)</u>	270	<ul style="list-style-type: none"> <li>Venue was turnkey,</li> <li>Utilized a combination of on and off site for equipment drying.</li> </ul>
Wrestling	Rowe's Construction Garage <ul style="list-style-type: none"> <li><u>Site</u></li> <li><u>Venue</u></li> </ul>		<ul style="list-style-type: none"> <li>See gymnastics above,</li> <li>Rented a wrestling mat. It was put on top of gymnastics floor apparatus for wrestling competition days.</li> </ul>
Snowshoe	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>Created a track on the driving range,</li> <li>Existing ski trails were used for snowshoeing, others were used for biathlon.</li> </ul>
Volleyball	<u>Hay River Recreation Centre (Curling Arena)</u>	100	<ul style="list-style-type: none"> <li>Utilized the curling rink area,</li> <li>Ceiling height and wall separation distances were smaller than is typically allowed. Athletes adapted and no major issues occurred,</li> <li>Rented a sport court floor and volleyball equipment</li> <li>Three sets of portable bleachers were purchased.</li> </ul>

## Equipment

The procurement process for the 2018 Arctic Winter Games was challenging due to:

- Shipping challenges between the South Slave Region and major supply centres (Yellowknife, Alberta and Ontario) for items that could not be sourced locally,
- The late establishment of a purchasing and procurement process.

Equipment lists were created through consultation with Sport Chairs and Head Sport Officials to identify:

- Requirements,
- Nice to haves,
- Items that could be borrowed, rented or purchased.

*Things that worked:*

- A sponsor trucking company provided a significant contribution to and personnel support for trucking arrangements to/from Yellowknife and to / from southern Canada.
- A second sponsor company provided additional trucking and logistical support to / from southern Canada.
- A team of local sponsors and volunteers with experience in logistics, heavy equipment movement and trucking solved some significant logistical challenges for the Games.
- Sponsor companies provided important warehousing facilities in Yellowknife, Hay River and Fort Smith.
- Sponsor companies provided significant support in the movement of smaller goods and services between Hay River and Fort Smith and from Edmonton to Hay River.
- The rental of gymnastics equipment was a costly endeavour for the Host. However, the rental was all encompassing. The company was very professional and great to deal with in the lead up. They coordinated freight and provided an employee to stay in the community during the week of the Games. The employee was able to oversee set up and provide maintenance and guidance during the week, and ensure all equipment was in good condition and met requirements. The venue and equipment set up worked very well and really enhanced the experience of the event.
- The rental of volleyball flooring and equipment from Volleyball Alberta was a great success. The sport court was a perfect solution given that we needed to outfit a temporary venue for one sport.
- All of the equipment purchased was of good quality and from reputable suppliers. This added to the quality of the athlete experience and the legacy for the communities after the Games.
- The Host utilized relationships with various sport organizations (Territorial / Provincial / National Sport Organizations) to secure preferred pricing on some orders of sport specific equipment (basketballs, volleyballs, futsal balls, etc.).
- Warehousing facilities were close to the Hay River Office with a fork lift onsite. This was very important.
- Sport and venue staff was diligent in receiving, inventorying and labelling all equipment prior to being put in storage. This made it much easier when distributing and setting up venues.
- The Host arranged an agreement with local businesses to take back any unused supplies.
- At the beginning of the Games, each sport chair was provided a package with all additional administrative equipment and other resources they would require for the week. As such there were only a limited number of additional purchases that were made during the week by the sport committee chairs to supplement what they required for execution of the Games.

*Challenges:*

- The procurement process was complicated. While it is important (and necessary to have financial controls in place) professional staff is also needed to ensure the proper materials are ordered, budgets are adhered to, etc.

## **Recommendations**

1. In situations where temporary venues are utilized, contract experienced companies / sport organizations to provide the equipment and personnel necessary.
2. Early in planning, establish a procurement process that involves:
  - a. Professional sport staff to ensure quality products are identified and obtained,
  - b. Appropriate financial controls,
  - c. A logistics / shipping expert (particularly in smaller communities) to facilitate the timely and efficient movement of goods and services.
  - d. A Sponsorship representative to take advantage of in-kind services.
  - e. Inventory and warehousing support.
  - f. Local and intercommunity movement support.
3. When not located near a major city centre, include additional considerations for shipping (budget, timing etc.).
4. Utilize relationships with sport organizations to piggyback on pre-existing resources and relationships with manufacturers and suppliers.
5. Ensure that the proper technical requirements for the Arctic Sports and Dene Games equipment are adhered to in conjunction with the supplier / builder.
6. When ordering equipment, ensure a sport expert is involved in the process especially related to competition bids and helmet covers. There are significant differences between requirements in Cross Country, Biathlon, Snowshoe, Snowboard and Dog Mushing.
7. For Dog Mushing and Snowboarding, it is recommended that junior sizes be ordered in the loose-fitting style.
8. All equipment should be received, inventoried and labelled upon receipt and prior to being put in storage.

# Financial Management

## Management Processes

Financial management, procedures and reporting were initially assigned to the General Manager. As this became more complicated and time consuming Ashton Chartered Accountants (partly on a sponsorship basis) was retained to take on this responsibility (reporting, bookkeeping, establishment of financial controls and policies, receivables, payables and invoicing etc.).

## Reporting

Monthly financial reports were produced beginning in December 2015 (internal). The first fully detailed statements were prepared for August 2017.

## Audit

A financial audit is being conducted on the Host Society finances with the report expected in early Fall 2018.

## Cash Flow

In June 2018 the Host Society projected that the Games would finish in a small deficit position (under \$100,000). This plus Federal government holdbacks (until reporting was completed) created a cash flow problem for the Host Society. Both the GNWT and Towns are prohibited (by Legislation) from loaning funds to organizations without budget or significant policy changes. Ultimately NWT Lotteries were able to provide cash flow relief to assist the Host Society.

## Salaries and Wages

The Host Society negotiated an employment contract with the General Manager and then delegated responsibility for him to do so with staff (within budget limits). Challenges were encountered with interpreting these at the close of Games. This was complicated by the early departure of the General Manager. Ultimately additional compensation offers were to made to all staff to recognize overtime worked but not recorded. These were accepted and the situation was resolved.

## Shipping and Procurement

The Host Society made arrangements with several sponsors to provide shipping as follows:

- Airline sponsors – air freight to/from Hay River / Fort Smith and Yellowknife or Edmonton
- Transportation companies – trucking freight from Yellowknife, Ontario, Saskatchewan, Alberta and British Columbia to / from Hay River, Fort Smith and Yellowknife
- Local sponsor – trucking freight between Hay River and Fort Smith

Shipping to / from the region can be expensive and time consuming. Professional management of this element of the Games would have been of great assistance.

Procurement practices evolved during the Host Society lifecycle. Problems were encountered with the inability of regional business to undertake some work (too large) or supply certain specialty materials without the Host Society linking them to suppliers from Yellowknife and other parts of Canada. Professional management linked with staff knowledgeable about the requirements related to certain products would have been of great assistance.

## **SOCAN**

The Host Society was required to make payments to SOCAN for its public entertainment and use of music at various venues.

### *Things that worked:*

- Bringing Aston Chartered Accountants on to manage this area.

### *Challenges:*

- Bringing Aston Chartered Accountants on late in the process.
- Early on staff were not given spending authority or provided with financial policies and procedures. This was rectified when Aston Chartered Accountants were brought in to assist in the summer of 2017.
- Municipal government involvement in assisting with and monitoring financial management of the Games.
- Reporting for Government of Canada contributions required a number of additional steps (cash flow reports including estimates) and final reporting based on the specific categories identified in the application processes.

## **Recommendations**

1. Retain the services on an experienced financial manager / firm to lead this area.
2. Establish financial management procedures early.
3. Establish complete financial reporting early.
4. Incorporate municipal managers into the day-to-day financial management processes.
5. Develop a plan to assist the Host Society with cash flow to wrap up the Games (should it be necessary).
6. Retain the services of an experienced human resource professional or firm to establish an appropriate and effective human resource policy including but not limited to:
  - a. Staff employment contracts,
  - b. Compliance with all labour laws
  - c. A clear understanding of related matters such as additional time worked, retention bonus, leave and other matters.
7. Coordinate record keeping with Government of Canada and other reporting requirements.
8. Retain the services of an experienced shipping / logistics manager.
9. Retain the services of an experienced procurement specialist and team them up with staff with knowledge on the type of specialized products required for Games.

## **Financial Management – Technical Information**

- Freight Summary
- Manitoulin Trucking Summary



## Sponsorship and Fundraising

The Host Society was responsible for raising nearly \$1.7 million through sponsorship and fundraising efforts. This reflects 23% of the revenues required against a \$7.3 million overall budget. Raising these funds in small communities is a significant challenge that can be accomplished provided all the necessary planning and supports are put in place.

### Funding from Governments

Funding from the Government of the Northwest Territories (GNWT) was identified prior to the bid process - \$3.5 million. With additions for specific programs, this increased to nearly \$3.7 million or 51% of revenues. The funding agreement between the GNWT and the Town of Hay River, as the contracted municipality responsible for the Games, specified that reporting would be matched with reporting established by the AWGIC contract with the Town.

The GNWT also provided the following indirect and in-kind support for the Games:

Department	Value	Comments
Infrastructure	\$2,121,173	\$2 million for Hay River airport improvements
Municipal and Community Affairs	\$248,887	Staff secondments and travel
Finance (Human Resources)	~\$75,000	Staff leave program
Industry, Tourism and Investment	\$96,993	Tourism and Team NT uniform support
Education, Culture and Employment <ul style="list-style-type: none"> <li>• Aurora College</li> <li>• South Slave Divisional Board of Education</li> <li>• Commission scolaire francophone, Territories du Nord-Ouest</li> </ul>	Not quantified	in-kind support through the use of 7 schools and Aurora College facilities including 2 dormitories
Justice	Not quantified	In-kind support through inmate labour
Northwest Territories Housing Corporation	Not quantified	Video conference services
Health and Social Services	Not quantified	In-kind support through the use of both hospitals for polyclinic services and additional locum medical staff during the Games

Funding from the Government of Canada consisted of:

Sport Canada	\$940,500	Multisport Games program
Sport Canada	\$74,700	Sport bilateral program
Canadian Heritage	\$184,750	Cultural and Arts programming
CanNor / INAC	\$221,507	For programs at KFN / flowed through KFN)
Immigration, Refugees, Citizen Canada	\$50,000	Sponsorship funding to provide their programs
	Total	\$1,471,457 (20%)

The Government of Canada also contributed the following in-kind services:

Department	Value	Comments
Public Safety	Estimated \$30,000	Canada Customs related costs
Parks	Estimated \$10,000	Local programming
Public Works	Not quantified	Support for us of vacant staff housing
Joint Task Force North (Canadian Military)	In-kind support of \$50,000	Participation of the Canadian Rangers in support of various Games related activities

An application to the Canadian Heritage, Canada 150 Fund was declined.

Funding applications to Canada (except for the first \$515,000 contribution from Sport Canada) all occurred very late in the process. Staff from the above noted agencies was all very helpful and assisted in the application submission process and in the completion of reports.

Funding from the Town of Hay River and Fort Smith were known very early on and included as part of the budgeting process. Both communities also contributed significant in-kind services that will hopefully be captured in separate reporting.

## **Fundraising**

The Host Society conducted a number of successful fundraising initiatives netting nearly \$250,000. These included:

- Truck raffle
- Chase the Ace lotteries
- Fundraising Gala

*Things that worked:*

- Strong fundraising leadership and volunteers.
- Fundraising efforts are a great way to build excitement about and support for the Games.

*Challenges:*

- The late approval of Chase the Ace lottery licenses.
- Other fundraising efforts like a donation wall and direct donation requests were not successful.

## **Sponsorship**

Initially the Host Society hired an external contractor to develop a sponsorship recognition package and then lead the sponsorship efforts for the Host Society.

- In June 2017 the Host Society Board determined that this approach would not succeed given the failure of the firm to reach pre-determined targets and complaints they were receiving from potential sponsors on the 'hard sales' tactics being used by the firm.
- In July 2017 the sponsorship contract was terminated and the Host Society established its own fundraising committee to complete the work.
- In the Fall of 2017 one staff member and one sponsor staff person were moved to almost full-time support of the sponsorship committee (administrative follow-up, fulfillment, agreement closures and other support).
- In the Fall of 2017 the President and several board members dedicated almost full-time support to sponsorship approaches and working with existing sponsor to address concerns they were raising.
- By January 2018 existing sponsor concerns were being addressed, agreements finalized and sponsorship fulfillment plans were well underway.
- In March 2018, the Host Society board members agreed to have themselves assigned as direct sponsor contacts and guides for those traveling to the Games.

*Things that worked:*

- The decision to take on direct responsibility for the sponsorship program by the President and sponsorship committee.
- The assignment of two staff to support sponsorship work.
- The assignment of board members as direct sponsor contacts and guides was extremely well-received and added significant value to what sponsors felt they received for their contributions.

*Challenges:*

- The sponsorship recognition package was confusing and too complicated.
- Signage was overwhelmed by the sponsorship requirements. Ultimately all commitments were satisfied but do not underestimate requirements in this area.
- Additional requests from sponsors for recognition of goods and services that do not support direct budget relief.

## **Recommendations**

1. Government of Canada applications and reporting varies from Department to Department. Work with the appropriate program staff to review and understand requirements before any work is undertaken.
2. Establish a fundraising committee led by members who can get access to potential sponsors and the 'make the pitch'.
3. Build a strong team of staff support that can follow-up with potential or confirmed sponsors on agreements, fulfillment requirements and on-going communications.
4. Develop a sponsorship benefits package that is comprehensive but clear and concise.
5. Assign board members to be direct contacts with and accompanying sponsors who travel to the Games to support and supplement their Games experience.

## **Fundraising and Sponsorship - Technical**

- [Sponsorship Recognition and Rewards Package](#)
- [Sample Sponsor Agreement 1](#)
- [Sample Sponsor Agreement 2](#)
- [Sponsorship Tracker example](#)

## Guest Services

The Staging Manual provides good direction on the establishment and importance of a Guest Services Program for the Arctic Winter Games. By M2 it was clear the Host Society was having difficulties supporting the development of a Special Guest Program. The AWGIC provided significant additional support to the key Host Society lead volunteers in this area.

It is important to note that the AWGIC will approve Special Guest requests from Contingents. This is typically limited to a maximum of six guests each. The Host Society is responsible for making decisions on other special guests including political leadership, Games, board and municipal representatives (including staff), sponsors, etc. Consideration must also be given to spouses, staff and others who might attend the Games with a special guest. In 2018 the number of special guests attending the Games was 222 as follows:

- 90 government related special guests (municipal, territorial, state, provincial or Federal)
- 113 sponsor special guests (sponsors and their guests)
- 4 observers (2020 Host Society)
- 15 AWGIC members and their guests

### *Things that worked:*

- Working closely with AWGIC lead on special guests to understand the importance of a good special guest program.
- Board members who provided important one-on-one support to many Special Guests during their visit to the Games. This was extremely well received and help 'smooth' out other wrinkles in the program.

### *Challenges:*

- Limited accommodation services in both communities created challenges for special guests wishing to attend the Games.
- Limited reception space for the Opening and Closing Ceremonies reduced the number of special guests that could be accommodated.
- Coordination with the Pre-Opening Ceremonies reception sponsor given their location in Calgary and the limited capacity of venues.
- Communication challenges related to Special Guest privileges (this has a direct link to GEMS.pro) related to access to Opening / Closing Ceremonies, the Cultural Gala and receptions.
- Communication challenges around the difference (or lack of difference) between Sponsor and other Special Guests.
- Communication challenges around the difference between Sponsor special guests and staff.
- Budget restrictions and communication challenges in relation to interdependencies with other Host Society divisions.
- Communicating the requirement to register for local special guests.
- Lack of understanding of the special guest program

## Recommendations

1. Include the AWGIC lead on special guests in your program planning.
2. Assign a volunteer, board member or staff member to assist local special guests in understanding the special guest program and registration process – possibly host an evening information and registration session two months prior to the Games
3. Assign Board members and other communities leaders to one-on-one liaison roles with key special guests during their visit to the Games.

4. Assign this portfolio to a staff person early on and understand the implications within the GEMS.pro.pro system for registration and accreditation.
5. Create a special guest program and plan, share the plan with the other committees as this part of the Games touches all other areas and it is important to have 'buy in' from the board and other committees.

### **Guest Services – Technical Information**

- Special Guests – Timeline and process
- Special Guests – One-Pager

## Language Services

The Host Society provided above-average French services for the Games including:

- Access to a French language translation service (via telephone)
- Almost 100% of social media posts were bilingual
- Almost 100% of Host Society signage was bilingual
- Good French language use on its website
- Access to French speaking representatives for interviews for media
- Consistent use of its bilingual logo
- A fully bilingual Opening Ceremonies Announcer
- Bilingual announcements as many sport and other events

*Things that worked:*

- Strong support from the Francophone community in the South Slave region.
- Strong support from the Francophone School in Hay River.
- Recruiting highly professional communications volunteers (some of whom were professional communications staff in other organizations) and staff, a number of whom were bilingual (French / English) and able to provide above-average services in this area.
- Support from Sport Canada officials with advice on best practices from prior Games.
- Highly visible bilingual signage.

*Challenges:*

- Support in Russian and other contingent languages were low due to the lower number of volunteers in the Region speaking these languages.

## Recommendations

1. Seek out support from the local Francophone community early. Recruit professional bilingual communications staff to support social media, media interviews and other important aspects of the Games.
2. Seek out support from volunteers who speak other contingent languages and link them early to Contingents to provide an extra level of support.

## Media and Public Relations

The communications team were responsible for media liaison. Media centres were established in both communities. Several media sponsorship arrangements were signed (largely coverage in exchange for recognition at a certain sponsorship level). Media liaison, briefings, questions related to technical matters and access were all handled by the Communications Manager.

### Press Releases and Key Messages

As and when required, the communications team developed press releases to support various program objectives and respond to issue. The team also developed a series of key messages for response during interviews.

#### *Things that worked:*

- All media inquiries were channelled through the Communications Manager to ensure consistency on Host Society messaging.
- Real-time monitoring of social media posts was undertaken to assist with the development of early responses to related media inquiries.
- Working closely with other organizations to refer issues that they would normally take the lead, i.e. RCMP, AWGIC etc.,
- The Games Operations Centre team was the vetting unit for all potentially controversial media inquiries.

#### *Challenges:*

- A few local news stories generated negative public commentary and were difficult to address after the fact.
- Social media posts are being accessed by media more frequently as a means of generating report content.
- The behaviour of at least one media representative came up as a security concern. The communications manager dealt with the appropriate editor and the problem was resolved.

### Community Outreach

Community and school outreach activities were develop to encourage general interest in the Games. Most of these events involved the Spirit Squad (see Volunteers) or were centered on the recruitment of volunteers.

### Recommendations

1. Establish a clear communications protocol and monitoring process.
2. Be prepared with responses that:
  - Decline to speak to speculation, accusations and statements that have no other corroborative sources,
  - Speak only to Host Society facts, figures and policy,
  - Refer matters to appropriate authorities (RCMP, AWGIC etc.).
3. Develop a communications plan early.

## Medical

Medical services were split into two categories: venue medical and polyclinic. This required the establishment of four interconnected committees over two communities.

The polyclinics were both located in the local hospitals. The chairs and membership of polyclinic committees were almost exclusively medical or other health care staff who facilitated excellent levels of care for all Games participants.

The Department of Health and Social Services and both local Health Authorities facilitated the provision of additional locum staff to support the Games. Both committees were strong users of GEMS.pro for past Games statistic information and to properly track all medical incidents for record keeping and future statistic uses. An extract of incidents by sport has been included.

### Fort Smith Polyclinic and Hospital

- Polyclinic
  - In designated rooms at the Hospital
  - Participants registered with main reception before being directed to polyclinic waiting area
  - Polyclinic was open from 0730 to 2200 daily. Outside these hours participants could be seen at Emergency
  - One doctor, one nurse and one administrator scheduled during opening hours
  - Medical incident reports completed in GEMS.pro
  - Blood work and x-rays requisitioned with paper forms as GEMS.pro doesn't have this capability
  - Participants could self-refer to the physiotherapist
- Emergency
  - Participants registered and treated as regular emergency patients
  - Patient interactions recorded on the regular hospital software
  - GEMS.pro updated with basic information only with a reference to the hospital records system

### Hay River Polyclinic and Hospital

- Polyclinic
  - In designated rooms at the Hospital
  - Participants registered with main reception before being directed to polyclinic waiting area
  - Polyclinic was open from 0700 to 2200 daily. Outside these hours participants could be seen at Emergency
  - Most of the injuries occurred with Futsal and Dene Games athletes (34 injuries each) during competition which were mainly orthopaedic injuries in nature (ie: sprains)
- Emergency
  - Participants registered and treated as regular emergency patients
  - Patient interactions recorded on the regular hospital software
  - GEMS.pro updated with basic information only with a reference to the hospital records system

Venue medical committees were also strongly supported by medical or health care staff as volunteers and medical services companies (sponsors) who provided professional staff and



equipment for both communities. All sport venue coverage met or exceeded standards outlined in the Staging Manual.

## **Illness Prevention**

Hand sanitizers were provided in cafeterias and some of the accommodation venues. The Department of Health and Social Services and the Health Authorities in both communities supported various other healthy living programs (health sexuality, nutrition, smoking cessation and others). Isolation rooms were also provided in each accommodation venue for participants showing signs of flu or other contagious ailments.

Things that worked:

- The early recruitment of senior medical and health care staff facilitated excellent services during the Games.
- There were some incidents of flu throughout the week, but nothing that was contagious across a large group of individuals.
- A venue medical storage room was established to provide for a pick up and drop off location for venue medical equipment and spare supplies. All medical bags were picked up from the venue medical room at the beginning of each shift and returned at the end. This way the bags could be restocked
- All medical reports were completed on paper and then updated into GEMS.pro in the medical HQ at the end of the shift.

Challenges:

- The small size of most venues meant that there was not always room for medical to sit right next to or treat athletes near the field of play.
- Equipment supply was negotiated through a sponsor. Initially the hospitals wanted the Host Society to pre-purchase these supplies. Ultimately the hospitals did the purchasing and received the appropriate discounts through the supplier.
- Communication radios were not always able to connect with the appropriate personnel.

## **Recommendations**

1. Establish venue medical treatment areas as close to the field of play as possible.
2. Ensure proper communication equipment is obtained and is tested before the Games.

## **Medical – Technical Information**

- [Sample medical information sheet](#)
- [Incident report form](#)
- [Medical supply list](#)
- [Medical Incident Report for the 2018 Games](#) (note: more detailed reports across multiple Games are available)

## Merchandising

Games merchandise goals included raising awareness, generating excitement and raising funds to help off-set costs. A tender process was utilized resulting in the selection of a local company to supply merchandise through a variety of manufacturers. Originally the tender included a requirement to manage distribution to local retailers. Local suppliers were unable to do so (lack of warehousing, distribution systems, staff, etc.) so staff were assigned responsibility for this task.

Orders were placed at different times depending on the supplier. The original order from Ethica was completed in one bulk order to reduce costs. All other merchandise was custom made, and therefore had longer timelines. Karbon merchandise was ordered in July 2017 and arrived in January 2018. All other pins, hats, etc., were designed and orders placed in September and arrived just prior to the Games. A re-order of the Ethica brand merchandise was completed in January to have sufficient sizes for the week of the Games.

Initially the merchandise was sold through trade shows and out of the offices in both towns. Closer to the Games it was sold through local retailers on a 0% profit basis. Stores agreed to buy and sell the products at the same price as support for the Games. A minimum \$3,000 order was required.

Ethica branded clothing was sold pre-Games. Karbon merchandise was sold only during the week of the Games. This created excitement for customers during the week (new merchandise), but also left a surplus of Karbon merchandise afterwards. Hats, mitts, scarves, blankets, pins and other accessories were all distributed separately to the clothing because of differing delivery times. Finally, some local artists expressed interest in producing and selling their own Games branded products in the region. A draft license agreement was prepared but the idea never really caught hold.

### *Things that worked:*

- High quality merchandise (in most cases) was selected and appreciated by customers.
- Sales locations in both communities (local retailers and both recreation centres plus the Hay River Visitor's Centre) worked well. For the week of the Games, the recreation centre kiosks were in high traffic areas with close-by storage to replenish stock. All products were displayed with product numbers. 'Try-on' sizes were available on front side tables.
- Merchandise storage near both offices worked reasonably well. Merchandise storage immediately adjacent to retail kiosks at both recreation centres worked well (pipe and drape).
- A credit card point of sale system (Square) was established for Games time. The system generates e-mail receipts and deposits funds within a day or two of sales. The fee charged was 2.75%. The system has the capacity to generate a variety of management and sales reports.
- Providing training for volunteers prior to the week of the Games worked very well, especially as the Host used the Point of Sales equipment attached to iPads. Volunteers that were comfortable using the iPads worked as cashiers and others as customer service representatives and inventory re-stockers.
- Prices remained the same up until Friday morning as both kiosks remained busy. Product discounts were applied during the last two days resulting in a significant sales boost. Local sales after the Games also accounted for additional revenue.
- The co-location of the pin trading centre with the merchandise kiosk in Hay River worked very well. They were separate in Fort Smith resulting in a noticeable decrease in pin sales.
- Store hours were 1000 to 1900 daily plus two hours after the Opening and Closing Ceremonies.

**Challenges:**

- Merchandise orders were made late in the planning process.
- Shipping to the region was arranged late decreasing the time available for sales.
- Staff management of the shipping, distribution and retailer supply was very time consuming.
- Proof reading of designs failed to catch at least two significant errors.
- Merchandise sales resulted in a net loss of \$23,948 (Sales of \$272,416, costs of \$296,364) due to the late arrival of product and a pricing regime that did not take into account residual over/under sized products. If staff time were considered, this loss would be greater.
- Merchandise sorting at both offices created some challenges with other activities.
- Prior to Games, only cash sales were allowed. This creates a lot of paperwork and cash handling challenges parcels.
- Keeping separate records on items of merchandise that are being gifted or used for promotional purposes.
- Multiple distribution dates for merchandise were time consuming and overly complicated planning.

**Recommendations**

1. Contract out all merchandising to a business (or businesses) with retail experience. In smaller communities new approaches may be required as no one contractor may have the experience or resources to do so.
2. Start early and establish a pricing regime that accounts for unsold over/undersized product.
3. If the Host Society sells merchandise, establish a credit card point of sale system (i.e. Square) early.
4. Recruit volunteers early and ensure your Games week process is in place before delivering training to ensure every volunteer is on the same page. Create training electronically as out of town volunteers had to be trained when they arrived.
5. Track the Games week sales every day and review what remaining merchandise after the final shift each day. This will then give you a better idea of when to start selling the clothing at a reduced rate. Don't be afraid to drop prices earlier in the week if it makes sense to do so as you may be left with a lot of product afterwards.
6. Review your store hours after the first couple of days and listen to recommendations with regards to what else is going on around where your kiosk is (e.g. Cafeteria hours).

**Merchandise – Technical Information**

<ul style="list-style-type: none"> <li>• <a href="#">Clothing Designs 1</a></li> <li>• <a href="#">Clothing Designs 2</a></li> <li>• <a href="#">Clothing Designs 3</a></li> <li>• <a href="#">Karbon InventoryF</a></li> <li>• <a href="#">Contract for local sales</a></li> <li>• <a href="#">Merchandise Distribution Plan</a></li> <li>• <a href="#">Merchandise License agreement</a></li> <li>• <a href="#">Merchandise numbers</a></li> <li>• <a href="#">Pin Blurp</a></li> <li>• <a href="#">Pin Distribution Plan</a></li> <li>• <a href="#">Pin Invoice</a></li> <li>• <a href="#">Pin Design and Tender</a></li> </ul>	<ul style="list-style-type: none"> <li>• Pin Designs                     <ul style="list-style-type: none"> <li>○ <a href="#">25 Years</a></li> <li>○ <a href="#">Culture</a></li> <li>○ <a href="#">Find Your Power</a></li> <li>○ <a href="#">Indoor Sports</a></li> <li>○ <a href="#">Outdoor Sports</a></li> <li>○ <a href="#">Mascot</a></li> <li>○ <a href="#">Sponsor, Media &amp; Official</a></li> <li>○ <a href="#">Volunteer</a></li> <li>○ <a href="#">Puzzle Set</a></li> </ul> </li> </ul>
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## **Souvenir Video**

The Host chose not to make a souvenir video, but instead have Northwestel create an online video using footage from their daily show for a souvenir video. Northwestel was contracted (as part of their sponsorship) to do a daily recap show for the 2018 Games. This will be made available for all participants.

The Host also invested in livestream feed for indoor events by utilizing SportsCanadaTV.com as the livestream contractor, videos will all be archived for a period on the SportsCanadaTV site established for the 2018 Arctic Winter Games. The only limitation was that outdoor events could not be streamed because of possible equipment damage due to cold.

## **Recommendations**

1. Livestreaming of sport events, Opening Ceremonies, Closing Ceremonies and the Gala was excellent. It is highly recommended this be undertaken for future events.
2. The AWGIC should establish their own YouTube channel so that can host any archived videos for all Games.
3. AWGIC should consider a three-party contract with the Host Societies and SportsCanadaTV that could span multiple sets of Games.
4. Explore possibility of having outdoor events livestreamed as well.

## Registration and Accreditation

The Host Society is responsible for managing the registration process for all of its volunteers (including sport officials from other jurisdictions), contractors, media, guests, sponsors, participants and staff. The AWGIC mandates the use of GEMS.pro (Games and Event Management System) by KIMIK iT) for all registration and accreditation processes. The program is an “all-inclusive and consistent administrative platform for handling registration, accreditation, accommodation, workforce planning and deployment, the collection and publication of sport/event schedules, game plan creation and results entry - as well as a complete system for registering and tracking medical incidents.” As part of its contract / sponsorship of the Games, KIMIK iT also provided two technical support staff on-site during the week of the Games.

### Host Society Staff

Host Society staff were established as a group within the Work Force module with access to all areas (except cross-gender accommodation venues).

### Volunteer Workforce

GEMS.pro allows managers to track the registration of volunteers (including those requiring a criminal record check (CRC)), their acceptance of assigned shifts and the hours worked for cover all functional areas of the Games. Summary statistics for the Games are as follows:

Registered volunteers requiring a CRC (passed):	- 618
Accreditation printed for:	- 588
Scheduled hours:	- 10,572.5
Accepted hours:	- 8,883.1
Acceptance rate:	- 84%

Registered volunteers not requiring a CRC	- 799
Accreditation printed for:	- 788
Scheduled hours:	- 8,914.1
Accepted hours:	- 6796.2
Acceptance rate:	- 76%

Total	
Total active volunteers	- 1,376
Total hours scheduled	- 19,486.6
Total accepted hours (hours worked)-	15,679.3
Total acceptance rate	- 80%

Other Statistics	
Incomplete / dormant registrations	- 541
Uniforms distributed	- 905

#### Notes:

- Committee Chairs, board members and other key individuals were not scheduled / did not accept volunteer shifts but all contributed a significant amount of time during the planning stages leading up to and during the Games.
- Other activities like set-up and tear-down of accommodations venues were not scheduled. In addition, unregistered volunteers were allowed to assist in these activities.

- Some groups/committees did not use GEMS.pro (5 groups – signage, basketball, mascot, IT and cross country skiing).
- There were 5 levels of registration:
  1. *Pre-Registered*. These are paper copies which were entered via an Excel csv upload. These volunteers had not logged in and changed their password, nor had they added information on availability and interests.
  2. *Self-Registered*. These volunteers have logged on but have not uploaded a photo or been contacted for a role.
  3. *No Security Clearance Required*. These volunteers are print ready but do not have a security check
  4. *Security Clearance Passed*. These volunteers are print ready and have a passed security check.
  5. *Inactive/Declined*. These are duplicate volunteers or volunteers who have informed the Host Society that they are no longer able to volunteer.

Type	Number Registered	Accreditation Printed	Scheduled & Rec'd Uniform	Estimated Unscheduled
Pre-Registered	84	0	0	
Self-Registered	265	0	0	
No Security Clearance Required	799	784	434	
Security Clearance Passed	618	588	461	
Inactive/Declined	192	5	0	
Totals	1958	1377	905	120

*Things that worked:*

- Acceptance and use of GEMS.pro improved the closer the Host Society got to the Games.

*Challenges:*

- Some volunteer registrations were delayed by:
  - Volunteers with difficulties using an on-line system
  - The late completion of volunteer job descriptions within GEMS.pro
  - The back log of criminal record checks
  - The requirement for volunteers to review and accept shift assignments (work force)
- Some participant registrations were delayed because new Mission Staff were not familiar with the program (particularly the heads to beds process).
- Accreditation printing requirements were higher and more complicated than anticipated. Printer compatibility, available printers, card stock and ink were exhausted early with replacements shipped in from larger centres.
- Once Participant venue privileges were set to an Accommodation venue, an 'All' designation could not add "all" to Mission Staff badges.
- Privileges on all volunteers could not be set automatically so had to be manually added once at "print ready" stage (GEMS.pro level 50 for volunteers)
- All levels of "Guests" were difficult to establish which community they were in (Fort Smith vs. Hay River, required duplicate printing.
- The most difficult role to staff (supervisors included) was security.

Decisions for smaller communities:

- Zones were not used because of restrictions on our venue space (smaller venues) and the cost of printing zone signage.

- Venue indicators were not placed on volunteer badges as many volunteers had roles in several venues and some had not accepted shift assignments.
- Venue indicators for accommodation venues were entered manually.

## **Participant Registration**

Chefs de Mission were responsible for the registration of all Contingent participants (athletes, cultural delegates, coaches, managers, mission staff and chaperons) using the GEMS.pro system. Some difficulties were experienced by Chefs who were not familiar with the program.

Registration included the completion of a Participant Agreement by the participant and their parent / guardian (if underage). Most Contingents also had separate registration forms they use with codes of conduct and other matters. GEMS.pro includes both forms as required for easy downloading. Once completed, the forms are submitted to the Chefs who then provide electronic copies to the Host Society. Some confusion occurred when a file naming protocol for electronic files was introduced. In some cases Contingents submitted paper copies at Games time, which produced a significant amount of additional work for staff to scan and save each participant agreement.

## **Special Guests**

The AWGIC provided a liaison to assist with the registration of Special Guests. A special Guest list was prepared by the AWGIC; the list was combined with the Host Society Special Guest list. The lists were uploaded to GEMS.pro by Host Society staff. Once uploaded the registration of special guests was monitored by the AWGIC liaison with the Host Society staff member.

## **Recommendations**

1. Ensure the GEMS.pro system is introduced to the Host Society early, and that there is buy-in from all Host Society staff and board. The system can help with critical processes and policies so building an understanding from the onset will alleviate many pressure situations as the Games get closer.
2. Work with KIMIK iT to provide on-line training and support for new staff and key volunteers as they are recruited to the Games.
3. Establish volunteer registration kiosks at key locations in the community and in the Games office before the Games. Have volunteers or staff available to assist with the registration process.
4. Establish volunteer work force assignment kiosks at key locations in the community and in the Games office before the Games. Have volunteers or staff available to assist with the shift acceptance process.
5. Provide a GEMS.pro on-line training session for new Mission Staff.
6. Contract out or use a printing sponsor for the majority of registration card printing. Ensure the supply of printers, card stock and ink is sufficient for the Games. Run test prints early.
7. Make decisions on the accreditation badge early. Including:
  - a. Zones vs. No Zones
  - b. Reviewing card design with KIMIK iT
  - c. Privileges assigned to each category (review with AWGIC)
  - d. Confirm types of Guests with AWGIC
8. Complete work force scheduling early. Building of shifts in GEMS.pro takes time. Also GEMS.pro has restrictions with changing shift times after people are scheduled. However, the earlier you do the scheduling the better. Sport times will change but those changes could also be handled by email if people are already scheduled. Recommended timelines:

- a. A core team of people should GEMS.pro immediately and become the go to people for the Host. There will always be limitations within GEMS.pro, discovering them early will save some panic. Have these people run training sessions.
  - b. 3 months out:
    - i. Start building shifts for roles which will not change (food service, security, volunteer centre, IT roles, merchandise, transportation etc.).
    - ii. Develop a team of trained core volunteers to complete this task.
    - iii. Develop a plan to fill areas with low registration / shift acceptance rates
  - c. 2 months out:
    - i. Finish all scheduling and start sending offers
  - d. 6 weeks out:
    - i. Reminders to those who have not accepted their shifts
    - ii. Use a team of trained volunteers to complete this work by phone (it's too easy to ignore email messages).
  - e. 4 weeks out:
    - i. Identify areas of concern and implement contingency plans to fill work force gaps.
    - ii. Training time (general and specific)
9. Keep the number of role titles (job descriptions) to a minimum. Having a supervisor, help desk, attendant and host might sound good as the person in charge. But each one requires a new entry in GEMS.pro. IF all are on the same schedule, just naming everyone an attendant would save time.
  10. Have more conversations with Chairs and get complete buy-in for GEMS.pro. Making sure everyone is on the same page and how GEMS.pro can help them and what it cannot do.
  11. Have venue meetings with all chairs impacted on site for multi-sport venues (sport chairs, transportation, volunteers, security, medical, venue staff etc.).
  12. Consider other solutions (contracting) for security tasks. Volunteer recruitment in this area was very low resulting in late decision to contract more of these services.
  13. Have the Participant Agreements reviewed by legal early. Ask if it is possible for an electronic check box to indicate approval.
  14. Provide a naming protocol to Chefs so that when completed registrations are transferred no 'renaming' is required.
  15. Advise sponsors that they are required to register in GEMS.pro; provide clear information on registration and the process in the Sponsor package and then again in an email or letter once a sponsor is confirmed.
  16. Have staff, board members and chairs register early as part of training them to assist others in registering.

## **Registration and Accreditation – Technical Information**

- [Registration – 2018 AWG Workforce summary](#)
- [Registration – Final report with more data](#)
- [A Guide to Registration in GEMS.pro](#)
- [How to print accreditation badges in GEMS.pro](#)
- [Participant Registration Form](#)
- [KIMIK iT agreement](#)



## Results

GEMS.pro was used for all results processes including results submissions at a venue level and data-entry into GEMS.pro at the Results Centre. In past Games, data entry has generally occurred at the venue level with review at the Results Centre, this approach was adjusted in 2018 because of a shortage of volunteers.

### Venue Level Process

1. At the end of each game or competition period, the Head Official would sign off on the Games sheet and then provide it to an assigned results volunteer.
2. The volunteer would use a Host Society provided smart phone to scan a picture of the Games sheet and send it to the Results Centre ([results@2018awg.com](mailto:results@2018awg.com)) using a pre-set naming convention. The smart phone was preloaded with scanning software.
3. The original scoresheets were collected at the end of the week and provided to the AWGIC.

### Results Centre

Two results centres were established, one in each community. Both were staffed with a Results Supervisor and data entry volunteers. The process was as follows:

1. Scoresheets / results photos were received by email from sport venues.
2. A data entry volunteer would review and enter the data into GEMS.pro. If there was uncertainty on the results sheet, the volunteer would contact the venue for clarification.
3. The Results Supervisor would then review the information entered to ensure there was no mistakes and then change the status of the results from 'Provisional' to 'Official'. If the award of medals was involved, the Supervisor would input the medals standing into the database.
4. The Results Center also monitored the results and event status continuously and would follow up with the sport committee on any outstanding or inconsistent data entry (i.e., errors, event status, and forgotten entries).

There were a couple exceptions for data entry at the venue level. Short Track Speed Skating and Cross-Country Skiing were able to enter their results directly into GEMS.pro. Short Track Speed Skating had a Technical Specialist who was familiar with the system and was comfortable entering the results. Cross Country Skiing used Zone 4, a timing and results system, and had a Zone 4 representative as an Official. Working with KIMIK iT, they were able to link the results directly from Zone 4 to the GEMS.pro database.

#### *Things that worked:*

- The two-phase results process worked well due to a shortage of volunteers and unreliable internet at some venues.

#### *Challenges:*

- Some athletes were not registered in the correct event, particularly for team events. This caused delays to the results process.
- The late recruitment of some volunteers meant that the Results Chair had to continuously train new volunteers on the process.
- Sport schedule delays were not always communicated to the Results Centre.
- There was some confusion in the placement of teams after round robin competition results. GEMS.pro did not always show the proper rankings. Games week changes to GEMS.pro seemed to have adjusted for these changes.

## **Recommendations**

1. Recruit a small group of reliable sport specific volunteers (including Chairs) early for the Results Centre to assist with the consistency of the input of data. Engage this group in various test events to assist with training.
2. Establish a sport venue to results centre protocol for all communication needs.
3. Ensure Contingent Team Administrators in charge of registration review entry information before the start of the Games to ensure all athletes are properly registered in their events.

## **Registration and Accreditation – Technical Information**

- [2018 Arctic Winter Games results \(webpage\)](#)

# Security, Critical Incidents, Risk Management and the Games Operations Centre

## Security

Access control and asset protection during the Arctic Winter Games is critical. The Host Society struggled with leadership in this area throughout the planning process. Law enforcement organizations were unable to assist and volunteers / staff with suitable experience were not identified.

## Volunteers

Volunteers were categorized by those requiring a criminal record (CRC), a CRC and vulnerable sector check (VSC) and those not requiring either. The Royal Canadian Mounted Police (RCMP) completed the checks at no cost to the Host Society. The categories of check requirements are outlined below.

Examples of volunteers requiring a CRC and VSC:

- Any volunteer whose role might put them in an opportunity to be alone with an athlete
- Athlete entertainment.
- Accommodations venues.
- Medical.

Examples of volunteers requiring a CRC only (if their duties provided an opportunity to be alone with an athlete a VSC was still required):

- Merchandise (cash handling).
- Sport chairs and officials.
- Some access control points.

Examples of volunteers not requiring a CRC or VSC:

- Minor sport officials
- Accommodation participant accommodation set-up and take-down volunteers

*Things that worked:*

- Contractors were required to ensure that any staff participating in the Games with a direct role with participants (i.e. bus drivers) had all of the necessary CRC and or VSC.
- Contracting out some security tasks (combination of sponsorship and fee for service).

*Challenges:*

- Recruiting security / access control leaders and volunteers.
- Considering the acceptance of volunteers with an 'old, non-violent' report on their CRC.
- The late registration of many volunteers made it difficult to complete timely training.
- A private company was hired to provide security for some venues.
  - They provided part of this service a donation in-kind sponsorship.
  - They were asked to expand their services in the final weeks leading up to the Games because of a shortage of security volunteers. They were able provide some additional staff but security and access control shortages persisted right through the Games.

- They had some difficulties ensuring on time arrival of their employees at some venues and in one case, an employee quit, and left the venue not covered. Mission staff stepped in to fill the gap until other personnel could be found.
- Signage was used in lieu of access control personal in some non-critical areas.
- In some situations, municipal staff were engaged to cover access controls duties in municipal buildings.
- Some volunteers were intimidated by the “security” title. Consider changing this to ‘access control’.

### **Policing, Highway Patrol and Bylaw Support**

The RCMP, Highway Patrol (GNWT) and Bylaw Enforcement Departments from both communities provided extra resources and staffing support during Games. An RCMP representative participated in daily Games Operations Centre meetings and was the liaison for all matters dealing with Policing.

#### *Things that worked:*

- RCMP communications officials were the primary responders to media and others for several Games week incidents where their agency would normally be the lead. This allowed the Host Society to focus on Games related media inquiries.
- RCMP, Highway Patrol and Bylaw staff took extra steps to quite visible during at the Games. This contributed to a positive impression by participants as to their role. It also contributed to improved behaviour by spectators and others at high profile events like hockey and futsal finals.
- The RCMP provided an escort (flashing lights / sirens) for bus convoys between Hay River and Fort Smith. Participants were excited by the spectacle and highway travel was safer as a result. Medical services sponsors also provided accompanying ambulances as part of the risk management protocol.
- Highway Patrol assisted by including additional patrols along regional highways, adjusting speed levels on highways entering communities and their general safety messaging for all persons attending the Games.
- Municipal bylaw and other emergency service personnel supported numerous participant events including ‘fun’ radar tickets for short track speed skating.

#### *Challenges:*

- Law enforcement agencies were unable to provide Games planning leadership in the security area.

### **Games Operations Centre**

The 2018 Arctic Winter Games had the pleasure of working with Ms. Mary Conibear of Calla Strategies in the design and operation of its Games Operation Centre (GOC). Support included planning for the formation and structuring of the GOC, management and staffing supervision and the planning and implementation of an emergency response table top exercise to assist with risk management planning. The Host Society also developed and approved an overall risk management strategy and purchased a comprehensive liability and asset protection insurance policy for the Games.

#### *Things that worked:*

- The utilization of an experienced professional in risk management and GOC planning and operations
- A table top exercise designed to test responses to learn from potential high risk situational scenarios at the Games. (add list of participating agencies to Linked Documents)

- A well designed and staffed GOC
- Clearly defined communication points of contact, ie:
  - Games related – Host Society
  - Contingent related – Chef de Mission
  - Police related – RCMP
  - Emergency Response – appropriate agency (Fire Department, Emergency Management Organization etc.)
  - Others as appropriate
- A communications group that closely monitored traditional and social media reports for early referral to the appropriate agency.

*Challenges:*

- During the week of the Games several serious incidents occurred. Roles and responsibilities were quickly defined and appropriate responses were issued. Some complainants took to social media when they were not satisfied with a response.
- One GOC was established in Hay River. A key operating principle was that if a situation could be managed in Fort Smith without referral to the GOC, Fort Smith staff / board / volunteers were empowered to do so. Some issues continued to be referred to the GOC.

### **Risk Management and Liability Insurance**

The Host Society established a Risk Management plan fairly late in the process. The plan identified risks most commonly associated with the conduct of an Arctic Winter Games and the steps to mitigate these. The plan included acquisition of a comprehensive insurance policy as follows:

- Comprehensive General Liability - Bodily Injury & Property - \$5,000,000 (increased to \$20 million during the Games)
- Directors & Officers Liability - \$5,000,000

A variety of organizations / facilities were also listed as additional named insured (Ski Club, Youth Centres etc.) and proof of coverage was required by at least one sponsor and one agency renting the Host Society equipment.

### **Medical Insurance**

All Contingents, except the Northwest Territories, were required to provide proof of medical travel insurance including coverage for air evacuation to Yellowknife or Edmonton.

Some Contingents covered this cost for sport officials from their jurisdictions. The Host Society covered all other sport officials traveling to the Games.

### **Morning Meetings**

The AWGIC convened morning meetings involving all Contingents, the Host Society and others beginning three days before the start of the Games through to Closing Ceremonies Day. The purpose of the meetings was to bring everyone together to review upcoming activities and implementation plans, trouble-shoot issues from the previous day and share information. In 2018, concurrent morning meetings were held in Hay River and Fort Smith. Some cross over discussions took place (typically through the GOC) to help share common information and resolve issues in both communities.

## Recommendations

1. Consider contracting out major elements of the security / access control functions to ensure they are planned for and completed appropriately. Build a detailed understanding of services to be provided in related contracts.
2. Change the name of 'security' volunteers to 'access control' volunteers. Separate normal access control duties from security duties.
3. Develop a confidential review process to consider volunteer whose CRC has been returned with a positive indication from an older non-violent offence.
4. Engage a risk management and Games Operations Professional to assist in these areas.
5. Ensure the travel medical insurance for out of jurisdiction sport officials is purchased or covered by others.

## Security, Critical Incidents and Risk Management / Games Operations Centre – Technical Information

- Security – Criminal Record Check and Vulnerable Sector Check Requirements
- Security – Information Sheet for Volunteers on CRC and VSC Requirements
- Security – draft manual
- Security – draft volunteer handbook
- Security – Fort Smith report
- Security – Hay River report
- Security – Overnight requirements
- EMO – Situational Awareness Notice
- Insurance Certificate
- Risk Management Plan
- GOC – Concept of Ops
- GOC – Concept of Ops presentation
- GOC – Issue Management
- GOC – Contact List
- GOC – Communications Flow Chart
- GOC – Table Top Mass Casualty Agenda
- GOC – Table Top Mass Casualty Scenario
- GOC – Table Top participants

<p>GOC – Daily Reports</p> <ul style="list-style-type: none"> <li>• <u>March 15</u></li> <li>• <u>March 16</u></li> <li>• <u>March 17</u></li> <li>• <u>March 18</u></li> <li>• <u>March 19</u></li> <li>• <u>March 20</u></li> <li>• <u>March 21</u></li> <li>• <u>March 22</u></li> <li>• <u>March 23</u></li> <li>• <u>March 24</u></li> </ul>	<p>Morning Meeting Reports</p> <ul style="list-style-type: none"> <li>• <u>March 15 Hay River</u></li> <li>• <u>March 16 Hay River</u></li> <li>• <u>March 17 Hay River</u></li> <li>• <u>March 18 Fort Smith</u></li> <li>• <u>March 18 Hay River</u></li> <li>• <u>March 19 Fort Smith</u></li> <li>• <u>March 19 Hay River</u></li> <li>• <u>March 20 Hay River</u></li> <li>• <u>March 21 Hay River</u></li> <li>• <u>March 22 Hay River</u></li> <li>• <u>March 23 Hay River</u></li> </ul>
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## Social Program

Each accommodation venue had a single gender quiet lounge, and each community had a separate 'mixed gender social lounge' for participants. There were entertainment events at the mixed lounges each night (i.e. movies, family feud, scavenger hunt, etc.) plus other events like bon-fires, fireworks etc.

Creating the schedule for Athlete Entertainment involved the acquisition of venues and the recruitment of volunteer adult chaperones who would be present at all times the lounges were open. The Host Society also set up public spaces in dormitories with chairs, ping-pong tables etc. so that participants could sit and socialize. A number of outside organizations (Wood Buffalo National Park, businesses and others) ran separate events. Be prepared to advertise these opportunities with those set up by the Host Society.

Wi-Fi access was provided at accommodation and lounge locations for participants. It was not provided in the cafeterias to avoid crowding.

### *Things that worked:*

- The Host Society borrowed as much equipment as possible to reduce costs and asset disposal requirements. Items that were purchased were given to local community groups and schools after the Games.
- Having the smaller events scheduled multiple times during the week allowed for more athletes to take part (i.e. bonfire nights, movies, etc.).
- A timetable for both communities was made to distribute for Chef's prior to the Games.
- In Hay River and Fort Smith, the mixed lounge venue was used as a main hub for most of their evening activities, these included: Karaoke Night, Black Light Dances, Family Feud entertainment and various other in-house activities.
- Local facilities from the town were used to enhance the athlete entertainment program at low cost, activities such as the movies and the swimming pool boosted the schedule throughout the week.
- Within every athlete participant accommodation was a quiet lounge that was very low maintenance but provided an area of down time for athletes that wanted to stay in their accommodations. Community donations allowed us to fill these with board Games and gaming consoles for the most part in both towns.
- Both towns had a full committee within the community that were experienced in providing entertainment at local venues, this helped a lot! They took the lead and made things much easier prior to and during the Games.
- Both towns hosted bonfires throughout the week that were a great addition and success to the Games.
- RCMP participation in some events.

### *Challenges:*

- The distribution of information to Chefs was late.
- A larger venue for a dance.
- Attendance at some programming was affected due to potential for participants to get hurt (i.e. snowshoeing, sledding, etc.).

## **Recommendations**

1. While athlete entertainment is important keeping the scope of this portfolio realistic is very important.
2. Develop alternate programming plans for poor weather conditions.
3. If you have a big enough venue, one dance will work for the week.
4. Recruit entertainment locally as much as possible and try to work with what you have. Participant entertainment can be a low priority and be subject to budget cuts. The Host used an out of town entertainment group that turned out to be very expensive and a lot more hassle than it was worth.
5. Dig into local children's entertainment groups that provide Games nights etc. to work together in getting items donated for the Games and to give back to them for their generosity with legacy items that are purchased.
6. Signage and social media are very important in getting the word out to participants.
7. If you are willing to host bonfires, ensure you abide by the rules of the town for burning and ensure extra security/volunteers are at hand for this.
8. If you have the volunteers keep the mixed lounges open longer (for 2018, they were open from 1:30pm – 10pm).

## **Social Program – Technical Information**

- Social Program Schedule



# Sport

## Sport Committees

Sport committees were established for all 19 sports in the 2018 Arctic Winter Games. In some sports, local organizations were very strong and they had few challenges in pulling together an excellent event as part of the Games. In some sports (basketball, snowboarding, gymnastics, snowshoeing, speed skating and wrestling) local expertise was lacking so support was recruited from the associate Territorial or Yellowknife sport organizations and in some cases from outside the NWT.

### Things that worked:

- Allowing experienced sport committees recruit and operate under the Games policies.

### Challenges:

- A very small number of sport committees resisted following Games policies and made it difficult to conclude user agreements and operating plans in a timely manner.
- Unrealistic expectations by some groups as to the resources that the Host Society had available to invest in each sport.

## Fort Smith – Sport Notes

Sport	Venue	Seating Capacity	Notes <i>See also venue notes for all sports</i>
Arctic Sports	<u>Paul William Kaiser (PWK) High School Gymnasium</u>	120	<ul style="list-style-type: none"> <li>• Sledge jump – the manufacture of sledges took longer than expected</li> </ul>
Basketball	<u>Fort Smith Recreation Centre</u>	120	
Curling	<u>Fort Smith Recreation Centre</u>	190	
Cross Country Skiing	<u>Fort Smith Nordic Centre</u>	NA	
Figure Skating	<u>Fort Smith Arena</u>	275	<ul style="list-style-type: none"> <li>• All major officials imported</li> </ul>
Speed Skating	<u>Fort Smith Arena</u>	275	<ul style="list-style-type: none"> <li>• All major officials imported</li> <li>• Mats borrowed from Yellowknife and Hay River</li> </ul>
Female Hockey	<u>Fort Smith Arena</u>	275	
Table Tennis	<u>Joseph B. Tyrell (JBT) Elementary School Gymnasium</u>	30	<ul style="list-style-type: none"> <li>• All major officials imported</li> <li>• New tables purchased</li> </ul>
Snowboarding	<u>Snowboarding Hill - Riverside Park</u>	NA	<ul style="list-style-type: none"> <li>• All major officials imported</li> <li>• Grooming contractor and equipment required</li> </ul>

## Hay River – Sport Notes

Sport	Venue	Seating Capacity	Notes See venue notes for all sports
Badminton	<u>Princess Alexandra (PA) Elementary Gymnasium, Harry Camsell (HC) Elementary Gymnasium</u>	30, 60	
Biathlon Ski	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>Some major officials imported</li> </ul>
<u>Biathlon Snowshoe</u>	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>Some major officials imported</li> </ul>
<u>Dene Games</u>	<u>Chief Lamalice Centre , Hay River, Diamond Jenness Secondary School (DJSS) Sports Field</u>	250, NA	
Dog Mushing	On the Hay River <ul style="list-style-type: none"> <li><u>Course</u></li> <li><u>Stadium</u></li> </ul>	NA	<ul style="list-style-type: none"> <li>Worked with spring carnival group on snow clearing requirements</li> </ul>
Futsal	<u>DJSS High School Gymnasium</u>	250	<ul style="list-style-type: none"> <li>Most major officials imported</li> </ul>
Gymnastics	Rowe's Construction Garage <ul style="list-style-type: none"> <li><u>Site</u></li> <li><u>Venue</u></li> </ul>	80	
Male Hockey	<u>Hay River Recreation Centre (Arena)</u>	270	
Wrestling	Rowe's Construction Garage <ul style="list-style-type: none"> <li><u>Site</u></li> <li><u>Venue</u></li> </ul>		
Snowshoe	<u>Hay River Ski Club</u>	NA	<ul style="list-style-type: none"> <li>Head official imported, officials from Biathlon utilized as they were at the same venue (differing times)</li> </ul>
Volleyball	<u>Hay River Recreation Centre (Curling Arena)</u>	100	

## Sport Schedules

The AWGIC provided template sport schedules. These were used to develop block schedules for Communities as follows:

- Early 2017 – the AWGIC provided templates of sport schedules from prior Games.
- March 2017 – after the completion of all sport technical packages (by the AWGIC), sport committees worked with staff to develop a first draft of all schedules.
- June 2017 – block schedules (without team name designations) were circulated for comment by Chefs.
- August 2017 - Team assignments (by letter designation) were sent to Chefs for review.
- September 2017 - The team draw was conducted at M2.
- January 2018 - Scheduling of individual sports began and final rosters were confirmed in GEMS.pro by Chefs.

*Things that worked:*

- The use of templates from prior Games.
- The development of team sport schedules went as follows:
  - The first draft of the schedule was prepared using letter / number designators i.e. Team A vs Team B. These were shared with Chefs de Mission.
  - Once consensus was reached with Chefs that draw was balanced and equitable, teams were drawn by lot to finalize the schedule (by category).
  - This process was used for curling, futsal, basketball, hockey and volleyball.
- The development of dressing room schedules for shared venues worked very well. Facility staff, volunteers and teams appreciated having them in advance and helped to cut down on venue confusion.

*Challenges:*

- Scheduling
  - Individual sport schedules were the biggest challenge, as they could not be finalized until team rosters were complete. Some Contingents were very late in finalizing their rosters.
  - Some Contingents continued to request changes right up until the week of the Games. The AWGIC took the lead in reviewing and in most cases denying these changes.
  - Version control was difficult. It worked well to have sport schedules always come from the same point of contact, sent in the same format and through the Chefs de Mission only.
- Condensed competition time particularly for Fort Smith athletes because of the extra time they spent traveling to the Opening and Closing Ceremonies.
- The Opening Ceremonies were held in a competition venue resulting in the loss of practice time for hockey.
- Two sport organizations insisted on user agreements where the Host was required to pay a fee upfront. Both also had unrealistic expectations of the resources the Host Society had to invest in each event.
- Coaches and Technical Meetings times and locations were finalized until late. There was some confusion as to the purpose of these meetings.

## **Recommendations**

1. Clearly communicate the sport schedule development process and the fact that schedules can change.
2. Put a block schedule on the Host Society website early with an indication that the final detailed schedule will only be posted shortly before the Games. This avoids confusion when changes are made.
3. Post the sport schedule to one website only (Host Society) to avoid confusion.
4. Clearly indicate that the GEMS.pro schedule will only be posted just prior to the Games.
5. Set firm deadlines for draft schedules, as well as for the review process. These deadlines should account for Host requirements (GEMS.pro input and heads to beds) as well as contingent requirements (trials, selection and internal participant deadlines).
6. There should be a consistent deadline for Contingents to submit their final rosters. The final roster input has an impact on both heads to beds, individual sport draws and accreditation. Individual sports cannot be drawn until a final number of athletes is set.
7. Do not leave specific draws until the coaches' meetings where possible (Wrestling, Badminton, Arctic Sports, Dene Games). This creates a considerable number of issues related to the GEMS.pro schedule, and subsequently affects results entry on the first couple days of the Games.

8. Where possible avoid having three sports in one venue. While it can be done – it doesn't leave room for problem solving, is strenuous on facility staff, and doesn't create optimal competition schedules for any of the events (likely all three sports will need to make concessions).
9. Provide a clear description of the purpose of pre-competition Coaches meetings and mid-week AWGIC Technical Meetings so that coaches, mission and others are aware of why they should be attending.

### **Sport Program – Technical Information**

- Hay River Sport Schedule
- Fort Smith Sport Schedule
- Hay River Arena Dressing Room Schedule
- Fort Smith Arena Dressing Room Schedule

## **Sport - Major Sport Officials**

A total of 150 Sport Officials were recruited for 19 sports for the 2018 South Slave Arctic Winter Games – 74 Sport Officials in Fort Smith, and 76 Sport Officials in Hay River. The number of Sport Officials recruited, and minimum certification level, was based on the Sport Officials Technical Package.

The process of recruiting Major Sport Officials was a collaborative effort between the Host Society, Sport Chairs, Head Sport Officials, Territorial Sport Organizations/Sport Governing Bodies, the AWGIC and the Chefs of participating Contingents.

Recruitment for Head Sport Officials began 18 months out. For the most part, Head Sport Officials were identified through Sport Chairs and Territorial Sport Organizations with approval by the AWGIC. For those Sports where we had difficulty identifying a suitable and available candidate, the AWGIC was able to assist through their networks.

Following the appointment of Head Sport Officials, Sport Chairs were asked to work with their Head Sport Officials to create a shortlist of nominated Major Sport Officials for their Sport (16-12 months out). Participating Contingents were also given the opportunity to nominate Major Sport Officials across every sport (12 months out). Short lists were reviewed by the AWGIC for approval and final review was given to the Head Sport Officials and Chefs prior to formal invitations being sent.

Minor officials were locally recruited volunteers who received training before the Games.

### **Travel, Accommodations and Games Time Services**

Sport Officials travelled to the Games in one of the following ways:

- Team Charter - Working with the Chefs, Contingents allocated seats on their charters for the transportation of Sport Officials. This cost was covered by the participating contingent.
- Commercial Flights – All remaining Sport Officials were transported on Commercial flights. Sponsorships from First Air and Canadian North Airlines allowed the Host Society to utilize flight passes to help with the travel budget.
- Driving – When approved, Sport Officials had the option of driving, with mileage being reimbursed.

Games Time Services for Sport Officials at the Host Society's cost included:

- Accommodations were provided to out of town Sport Officials in a wide variety of locations including hotels, former treatment centres, homestay, work camps and others.
- Transportation – Sport Officials had access to on-call motor pool and the participant shuttle.
- Cafeteria – All meals were served out of the cafeteria. There were a few sports that had boxed meals delivered to them depending on the schedule and proximity of their venue.
- A welcome package was created for the Sport Officials that included an information booklet on each Host community and a gifts such as pins, a toque and other items. The welcome booklet included motor pool number, cafeteria hours, Opening Ceremonies instructions, local information, and important phone numbers.
- The Sport Coordinator was the main point of contact for Sport Officials leading up to the Games. Two Sport Officials Liaison Officers assisted Sport Officials after they arrived with accommodations, transportation, arrivals and departures, uniforms, accreditation, local information and general troubleshooting.

*Things that worked:*

- Recruiting Sport Officials with past Arctic Winter Games experience. All were very helpful in supporting the delivery of their events and providing pre-Games support for planning and implementation.
- A Sport Officials Liaison volunteer for the week of the Games in each Host community was incredibly beneficial as they were able to handle questions and inquiries about transportation, accommodations and local information.
- Working with Chefs to secure seats on their charters alleviated budget concerns.
- Working with local airlines to provide extra flights at the end of Games so that officials could travel home when their events were complete. Note, both Fort Smith and Hay River do not have commercial flights operating on weekends.
- Sport Officials' uniforms were well received and identifiable during competition. They were bright and of good quality.
- A welcome package was helpful for the Sport Officials to orientate them on services provided and important numbers.
- Providing Sport Officials with motor pool privileges was appreciated.
- At futsal and hockey, viewing rooms were allocated to Sport Officials. These assisted with officials training and development.
- Sport Officials who were willing to travel to the Games early to provide local training for Minor Sport Officials.

*Challenges:*

- Some Chefs wanted final approval of Sport Officials nominated from their jurisdictions to ensure the nominated individuals were in good standing with their governing bodies, and that the individual had positive prior experiences with the team and event (particularly where that individual would be travelling on the team charter). This created some challenges.
- There were a few sports which were difficult to recruit; figure skating, gymnastics, and futsal. Targeted recruitment was necessary for these sports. The Host looked at past Games to gather an idea of which Contingents usually supplied these Sport Officials. In some sports, the Host went with a lower numbers of Sport Officials where possible. Recruitment was difficult in these sports due to:
  - Technical package changes that impacted the recruitment numbers / certification
  - Major competitions surrounding AWG were competing for the same Sport Officials
  - And / or the introduction of a new sport where there were very few qualified Sport Officials in the North and surrounding areas.
- The complexity of the recruitment and selection process slowed communication with Sport Officials and others interested in the selection process.
- The collection of documentation required from the Sport Officials included Criminal Record Checks, proof of certification levels, and medical insurance (reimbursed cost) is very time consuming.
- While there was a budget line for travel, additional costs including in-transit meals and accommodations, mileage and other expenses need to be taken into consideration when building the budget.
- Travel Medical Insurance for Sport Officials was problematic. Some Contingents were able to cover Sport Officials who travelled on their charters. Other Sport Officials had to

purchase a policy and then be reimbursed by the Host Society. Note – remember policies need to cover air ambulances costs.

- The Host Society was not able to provide internet access in many of our Sport Officials accommodations venues.

## Recommendations

1. Dedicate a staff member to manage this file. It was a lengthy, complicated, and ever-changing file. You needed direct contact to Contingents, very up to date information related to operational and logistical planning, and spending authority.
2. The Sport Officials Technical Package should identify specific specialized positions for recruitment for sports including Biathlon Ski/Snowshoe, Snowshoeing, Short Track Speed Skating, Cross-Country Skiing and Figure Skating.
3. A clearer breakdown of recruitment requirements would be helpful. For example, there were some complaints that ‘too many Sport Officials are from the host region’. Or ‘there are not enough female Sport Officials’. If no breakdown exists, it should be in writing that it is up to the Host Society to determine this.
4. 12 months out was too early to recruit official nominations from Chefs. The response rate was very low. While this was the timeline outlined in the Staging Manual –it was too early to gather meaningful nominations.
5. Sport Officials should be housed in one complex rather than multiple accommodations to reduce resources needed (signage, planning, janitorial services, and travel).
6. Secure seats on contingent charters as early as possible, so you can begin booking commercial flights.
7. Clarify requirements related to medical travel insurance for Sport Officials.
8. If Internet services are not available for Sport Officials provide access to mobile devices with internet access through cell systems.
9. If possible, use a travel agent to book flights and in-transit accommodations as this was time consuming for the Sport Coordinator.
10. While sponsorships from First Air and Canadian North certainly helped with the cost of flights, would recommend working with the larger airlines (Air Canada and West Jet) to attain a discounted rate.
11. Sport Officials Uniforms were great however individuals indicated that they would prefer that the uniforms had the word ‘Official’ on the sleeve as opposed to across the back.
12. A clearer breakdown of Sport Officials expectations should be developed for each sport.

## Sport Officials – Technical Information

- Sport Officials extract including contact information (please do not circulate this private information)
- Invitation
- Welcome Guide – Fort Smith
- Welcome Guide – Hay River
- Travel procedure
- Expense Form

## **Tickets**

The Host Society choose not to ticket sport events because of limited seating and the additional work force requirements related to checking tickets. For the Cultural Gala, Opening and Closing Ceremonies, an on-line ticket sales solution (Universe - <https://www.universe.com>) was utilized.

The on-line solution allowed the Host to hold tickets (under special codes) for Contingents, Sponsors and others and release blocks of tickets at pre-determined times. Tickets were printed by the purchaser or downloaded onto their smart phones. Ticket control volunteers also used smart phones to scan ticket bar codes at the door (scanner downloaded App).

Opening Ceremonies, Closing Ceremonies and Cultural Gala event tickets were \$50.00 each with children under 2, who could sit on a ticket holders lap, free (non-ticketed). Sponsors, Contingents and some others were allocated 'early purchase opportunities' as part of their sponsorship entitlements.

Ticketing requirements for special guest was not clearly defined.

Total sales were: Opening Ceremonies – 625 (capacity 776); Closing Ceremonies (capacity 776) – 321; Cultural Gala – 370 (capacity 400).

The sponsor for the Opening Ceremonies pre-reception also used a ticket entry system because of fire code requirements in the venue.

## **Recommendations**

1. Utilize an on-line based system for ticket sales and checking at the door.
2. Establish your ticket sales policy early and communicate it effectively for all potential users including board members, volunteers, staff, general public, special guests, sponsors, etc.



# Transportation

## Transportation Committee

The Transportation Chair / Committee and staff took on an incredibly challenging task related to the movement of participants during the Games.

### *Things that worked:*

- The Host Society recruited volunteers with experience in transportation to support the Games.
- The Host Society worked directly with professional transportation companies and authorities to plan and solve problems.

### *Challenges:*

- A shortage of experienced volunteers (overloaded existing volunteers and staff).
- Working with airline charter companies that asked for numerous schedule changes.

## Arrivals and Departures

One of the most complex elements of the 2018 Arctic Winter Games was the arrival and departure of Contingents. The nine participating Contingents chartered 17 aircraft to transport almost 2000 participants and others (sport officials, special guests and media) from around the circumpolar north to three different airports in the Northwest Territories at the start of the Games. For Closing Ceremonies, the same number of participants departed from the Hay River and Yellowknife airports.

### Airline charter companies:

- Alaska – Alaska Airlines (Boeing 737-800SFP)
- Alberta North – Canadian Airlines (Boeing 737-200 & 300)
- Greenland – Air Greenland (Airbus 333-200)
- Northwest Territories – Canadian North (ibid)
- Nunavut – Summit Air (Boeing 737-200), Nolinor (Boeing 737-200) and First Air (ATR 42-500)
- Nunavik Quebec – Air Inuit (Dash 8)
- Sampi – Air Greenland (Air Bus 333-200)
- Yamal – Canadian North (ibid)
- Yukon – Air North (Boeing 737-400 & 500)

### Yellowknife:

- The only feasible means of transportation for Team Greenland is the Air Greenland Airbus. Airports in Hay River and Fort Smith are not long enough to handle Airbus equipment. Team Sampi travelled with Team Greenland (most economical means).
- Team Alaska also arrived / departed through Yellowknife largely because Canada Customs indicated that they would not be able to set up a separate clearance facility in either Hay River or Fort Smith.
- Sport North Federation (Team NT) was engaged to manage the Yellowknife arrivals and departures processes. Contingents took approximately two hours to go through customs and then be loaded on coach buses for a five-hour ride to Hay River, with participants staying in Fort Smith traveling an additional three hours.
- For most participants, their luggage travelled with them on their bus although some truck and trailer transport was also required.

- Special Guests and media rented vehicles for the drive from Yellowknife to either Hay River or Fort Smith. Sport Officials were included on the buses.

#### Hay River and Fort Smith:

- All other Contingents landed in Hay River or Fort Smith.
- Airport capacity for arrivals was good given the variable arrival times.
- Airport capacity for departures out of Hay River had to be carefully scripted given the facility limitations (parking space for larger aircraft).
- First Air was the main ground handler for departures. They brought additional staff in from Yellowknife to assist. They also participated in pre-Games meetings to assist with the departures and luggage planning.

#### The arrival process went as follows:

- Aircraft lands and parks at predesignated location on the apron
- Participants disembark and walk directly to buses parked on the apron. Buses were designated by accommodation venue (by gender).
- Sport Officials, Mission Staff and other guests disembark and walk to the airport terminal.
- Participant luggage was loaded onto carts designated by accommodation venue. Luggage tags included accommodation venue information.
- The luggage was moved from these carts to cube vans designated by accommodation venue.
- The cube vans went directly to accommodation venues and unloaded all luggage in central location where participants picked it up once they arrived
- Sport equipment was loaded onto a separate truck and taken directly to sport venues (hockey, cross country skiing, and biathlon ski/snowshoe only). Luggage tags included this information.
- Sport Officials, Mission Staff and other guest's luggage or luggage with no tags were loaded onto a separate cart and then brought directly to the airport for pickup by those individuals.
- Sport Officials, Mission Staff and other guests were transported via motor pool to registration and then their accommodation venue.

#### The departures process was as follows:

- Participants checked out of their accommodation venues at predetermined times
- They brought their luggage to a designated area where it was loaded into a cube van based on their flight number
- These cube vans were taken to the airport just prior to the scheduled arrival time for that flight. Once the aircraft was parked, the luggage was loaded onto the plane.
- Athletes from Fort Smith traveling to Hay River for the Closing Ceremonies had their luggage loaded directly onto their buses.
  - Upon arrival in Hay River, these participants went directly to the Ceremonies while volunteers transferred luggage from the buses to the appropriate cube van or truck based on their flight number.
  - Luggage on buses for Alaska Flight 1 and the Greenland / Sapmi charter was left on their buses as they were departing for Yellowknife immediately after the Closing Ceremonies.
- Luggage for Alaska Flights 2 and 3 was stored in cube vans until those buses were ready to depart for Yellowknife.

- The Hay River Recreation Centre was the staging location for all departures. Entertainment and food were provided throughout the departures process (completed by 1000 March 25)

*Things that worked:*

- Engaging Sport North to manage the Yellowknife arrivals and departures processes.
- Establishing pre-Games conference calls with all airline charter companies, ground handlers and airport authorities.
- Engaging First Air and Canadian North to provide advice on best practices.
- The Arrivals process – “best ever” (Chef’s quote).
- Support from the Department of Infrastructure (Airports Division). They completed \$2 million worth of repairs to the Hay River Airport and provided incredible staffing support throughout.
- Offloading bags directly from aircraft to trucks and the passengers directly to the buses was a huge timesaver that moved the people and luggage from the airport to accommodation venues much faster than taking them through the normal terminal route.

*Challenges:*

- Weather delays on departure day.
- Luggage mix ups and a disabled bus on departure day.
- A shortage of luggage handling volunteers.
- Closing Ceremonies is a very busy time and a lot of people are stressed, especially Mission Staff. Contingents want to get their teams onto the planes as fast as possible, but do not always understand the airport and the aircraft arrival limitations.

## **Opening and Closing Ceremonies**

Nearly 50% of the participants had to be transported from Fort Smith to Hay River and return for the Opening Ceremonies. For the Closing Ceremonies that same group was transported from Fort Smith to Hay River where they departed for home after the event. The logistics of this requirement were very significant and costly although it did facilitate bringing all the participants together for two occasions so that the Games felt like one event overall.

## **Buses**

Diversified (BC Operations) was retained to provide busing services for the Games. Twenty buses were relocated from Alberta to provide the following services:

- Transportation of participants arriving in Yellowknife to Hay River and Fort Smith prior to Opening and return after Closing Ceremonies (Teams Greenland, Sapmi and Alaska = 475 participants).
- Transportation of participants in Fort Smith to Hay River and return for the Opening Ceremonies (795 plus a small number of special guests).
- Transportation of participants in Fort Smith to Hay River for the Closing Ceremonies (795 plus a small number of special guests).
- Arrival and departures support from Hay River and Fort Smith airports to / from athlete residences.
- Local transportation in both communities during Games week.

The company sent 21 drivers (1 spare), a mechanic and a dispatch manager. The Host Society provided accommodation for drivers and fuel through local providers. The company gave drivers a

meal per diem. The Department of Infrastructure sponsored the cost of licensing the buses in the Northwest Territories.

*Things that worked:*

- Use of a professional company with plenty of experience. The bus company had a manager based in in the region which made it very quick and easy to make changes to the schedule when necessary.
- Coordinated arrangements with local suppliers (sponsors) to provide repair shops and other services should they have been required.
- Support from the RCMP and Department of Infrastructure (Highways and Highway Patrol) through the provision of highway escort services, additional snow clearing and additional safety shelters (maintenance garages) should they have been required.
- An additional driver and bus (one breakdown and one minor accident required their use)
- Simple, easy to understand bus routes.
- For travel between communities, manifests for each bus made it easy to ensure that all athletes were on the correct bus and nobody was left behind. In some cases, copies of the manifest were taped to the bus doors (very helpful).
- For Closing Ceremonies / departures, having all the buses lined up on the road allowed us to have all bags checked in on time.

*Challenges:*

- Designated bus loops were established in each community. The close proximity of venues and nice weather meant that buses often ran considerably less than capacity.
- Some sports had their own ideas of where they wanted the bus loop to go, but this did not fit in with plans from the transportation chair or the bus company. Bus drivers were often trying to accommodate sport chairs, which led to conflict.
- Bus drivers had to be reminded not to act as an 'on-call' service, as coaches and managers would see off-duty drivers and approach them to ask for rides to sport venues. This happened for venues that were not yet open, as well as teams training outside of assigned training times.
- When arriving by bus all bags should travel with the athletes either on the bus or in a truck in convoy with the bus. This avoids confusion when participants are checking into their accommodation venue.
- Challenges occurred when a couple of buses would not start and others did not have proper signage. This created some confusion meant that some of the buses ended up lined up in a random order or with no markings – created confusion with who was supposed to be on each bus.

## **Highways**

Long distance highway travel was required by many of the participants in the 2018 Arctic Winter Games. Significant support from a number of agencies and the expert advice of Mary Conibear (Calla Strategies) meant that this travel was undertaken as safely as possible with contingency plans in place for emergencies. Support included:

- Department of Infrastructure:
  - Highway patrol
  - Snow clearing and highway maintenance
  - Temporary signage and speed limits
  - The establishment of emergency shelter locations at highway maintenance facilities.
- Municipal Emergency Service Departments from Hay River, Fort Smith and Yellowknife

- Ambulance and firefighting services
- Emergency management planning and support
- Private medical service companies (sponsors)
  - Ambulance escorts between Fort Smith and Hay River.
- Bus company
  - Planning advice and assistance.
- Department of Municipal and Community Affairs
  - Emergency management planning and support.
- Royal Canadian Mounted Police
  - Planning advice and assistance
  - Additional highway patrols

### **Road Closures and Traffic Changes**

Both municipalities facilitated road closures to support programming and transportation requirements around the Opening and Closing Ceremonies. The Town of Hay River also changed one street to one-way to support more parking and better access to Futsal.

### **Motor Pool**

Six motor pool vehicles (sponsored) were available for on-call car service for special guests, Sport Officials and select others during Games week. Arrivals and departures, Opening and Closing Ceremonies and the Cultural Gala saw the heaviest use. The Motor Pool Chair was provided with gas cards that could be signed in and out by drivers to fuel up.

### **Mission Vehicles**

The Host Society provided two vehicles to each Contingent (one in each community). Contingents rented most other vehicles from Aurora Ford (Budget) in Hay River. One small supplier provided some vehicles in Fort Smith.

### **Pedestrian Traffic**

As the Host communities were small, almost all venues were walkable in less than 10 minutes. A pedestrian traffic Chair was brought on to identify high traffic areas, ensure pathways were cleared, and have signage for participants who were walking. There was also a pedestrian traffic team member who went out each morning to ensure all the signs were up and that the pathways were clear. In some instances, the pedestrian traffic chair assisted with signage installation as well.

#### *Challenges:*

- Hay River has an active railway line. Many Games participants are unfamiliar with the dangers of walking along railways. Early in the Games week a concerted effort was made to educate all participants.

### **Luggage Tags**

Custom luggage tags were ordered for the Games. Each tag included the contingent name and flag, as well as a place for participants to write their contact information. Different coloured bands were used to signify which accommodation venue the bag was destined for upon arrival.

#### *Things that worked:*

- Durable tags with easily identifiable flags.

- For departures, coloured wristbands with the destination were given to each participant to identify which airline they were on.
- Recruiting transportation volunteers who work in the transportation business.

*Challenges:*

- Some athletes pack some personal items into their equipment bags. As these bags were designated for shipment to sport venues instead of dormitories a last minute solution (different colours of duct tape) was required to make sure these bags were delivered to the dorms.
- Shipping luggage tags to Contingents was a challenge. Although the tags arrived well in advance, shipping to some Contingents is problematic.
- Changes in Contingent numbers required last minute changes to some accommodation venues.
- Generic tags for Mission Staff and Sport Officials were not ready in time for shipping.

## **Recommendations**

1. Recruit experienced volunteers for the arrivals / departures committee.
2. At Closing Ceremonies, establish one point of contact for accurate information on busing, aircraft arrival / departure and other logistical matters.
3. At Closing, have all participants keep their hand luggage with them for departures to avoid delays and lost luggage issues.
4. Have luggage tags available for distribution to Chefs at M2.
5. For the Motor Pool, have some larger capacity vehicles available (vans or large SUVs) for groups and as a contingency if buses are running late and a shuttle service is needed
6. Use a communal transportation headquarters for bus and motor pool deployment so that resources can be shared and planning can be better coordinated.

## **Transportation – Technical Information**

- Transportation – Detailed Schedule
- Arrivals Process
- Arrival and Departure Plan
- Hay River Airport apron parking
- Sport Officials check-in procedures
- Mission staff check-In procedures
- Opening Ceremonies information sheet
- Fort Smith bus schedule
- Hay River bus schedule
- Master bus schedule
- Pedestrian plan
- Closing Ceremonies timeline
- Fort Smith departures schedule
- Departure band colours
- Bussing Contract

## Ulu News

The Host Society used a contractor to produce seven digital editions of the Ulu News (March 18-24). Space was provided for:

1. Sponsors (at higher levels),
2. Government partners for welcome messages
3. Contractor generated schedules, results, stories and photos
4. Host Society articles to support sponsorship commitments

Ulu News editions:

- Sunday, March 18
- Monday, March 19
- Tuesday, March 20
- Wednesday, March 21
- Thursday, March 22
- Friday, March 23
- Saturday, March 24

## Recommendations

1. Work with the contractor and KIMIK iT (GEMS.Uno) to produce mobile friendly editions of the Ulu News.
2. Although this did not occur in 2018, continue to include Fair Play Pin recipient stories in the Ulu News.

## Volunteer Recruitment and Recognition

It took the volunteer teams a while to get going, but once people became more engaged and the Games got closer, there was more interest in volunteering. Nearly 2000 volunteers were recruited with a total of 1,377 receiving accreditation tags for the Games. An estimated 150 others were unregistered volunteers who helped with a wide variety of activities such as set-up and take-down of athlete participant accommodation. There was a Volunteer Chair and a small committee in each community to support volunteer recruitment and retention.

### Recruitment

Volunteers were recruited through a variety of traditional methods which are outlined below.

A booth at local events, including:

- Local sporting events – including territorial qualifiers
- Craft markets
- Christmas events
- Theatre nights
- Grocery store table

At these events, giveaway items were used to encourage volunteers to register. These included magnets, postcard size information sheets, pens, mugs, picnic basket coolers, and temporary tattoos. A custom Arctic Winter Games buff was given to all individuals who completed the volunteer registration on site and were available during uniform pick up prior to Games for those who had missed it or signed up online.

Paper registration copies were created for people to use to sign up to volunteer prior to GEMS.pro implementation and in situations where there was no internet connection at the venue. Prior to staff starting, there had also been a sign-up sheet brought to trade shows, events, and kept at town hall, for people to sign up to volunteer.

Drop-in nights and planned celebrations were used to assist volunteers in getting caught up in GEMS.pro (photos, availability and interests or simply signing up). Events were held in both communities as “after hours” events at the Games office or at the College in Fort Smith. These were small budget (snacks, juice and coffee) events which proved to be successful in getting the volunteers into the office and using the office computers to sign up, take photos or update their profiles. Creating themes for the events (6 months out, holiday celebrations, etc.) can make it more effective.

Planned Celebrations were events included a 300, 200 and 100 days out events. For recruitment the 300 days out and 200 days out event had paper sign up copies as the Volunteer system was not ready yet.

The 100 days out event would have been on December 11, <sup>2017</sup> 2017, which the nearest weekend was a Territorial weekend, and everyone was busy. The Marketing group came up with a “recruitment drive” for the 100 days out with a draw for a flight for two from a sponsor airline as a prize for anyone which had signed up. The Host created a “Hay River vs. Fort Smith” fun contest during the first 11 days of December as part of a drive for 100 new volunteers by the 100 days out. Momentum continued from that point as there were many people signing up at home without coming into the office.



Posters: It is difficult to know if posters worked as they were posted along with the 100 days out campaign. It was a nice touch to make sure there was a presence in all the companies in both communities.

Business Presentations: Initial plans were established to deliver presentations in multiple businesses around both communities. The volunteer team was waiting for companies to set a policy on whether volunteers could get time off during Games week. These did not get finalized until January 2018 so it was really too late to follow up at that point.

Social media was used in conjunction with all of the above events. Facebook and Twitter were the primary platforms. The Host Society used its own accounts plus those of both Municipalities to support recruitment.

## **Training**

The Volunteer Committee was responsible for a general orientation, while each Chair was responsible for their specific training. Originally the plan was to handout accreditation and uniforms at this orientation and having it more as a 'pep-rally' type of event, but due to late accreditation printing and volume of uniforms, it was decided that it would be orientation only.

There were three sessions, with a half hour break between each session for volunteers to come in early and have their photos taken, check their profiles, and have questions answered. These events were very successful, especially for having photos taken and uploaded.

Not all volunteers attended this orientation, but the PowerPoint and information were sent out and included in the volunteer handbook (which was posted online and sent out to all volunteers in GEMS.pro).

## **Uniforms**

The volunteer uniform tender was included in the overall merchandise tender. It was difficult to select a supplier, but eventually the Host went with Karbon for their superior product and pricing. The uniform included an outdoor jacket, indoor vest, and long sleeve shirt.

Karbon used custom colours to match the AWG Pantone colours for the four different colours of uniform, depending on who it was for.

- Red was Medical
- Yellow was Security
- Blue was General
- Green was Sport Officials

Originally it was discussed only supplying jackets for individuals who volunteered a certain number of hours, or volunteers who were working outside. It was determined that it was too difficult to track these hours, and instead giving an outdoor jacket to everybody as an incentive to volunteer and do more hours.

## **Recognition**

A volunteer appreciation party took place in each town immediately after a sport ended or the day after the Games ended. This was a 'come-and-go' event with finger food, as well as leftover food from the cafeteria, and a loose agenda, allowing volunteers to come together and share stories of their experiences. Volunteer Chairs were given an opportunity to speak to thank community members.

In Hay River, the event was Saturday following the Closing Ceremonies with pizza and prizes. In Fort Smith the party was Sunday afternoon with cold-cuts, pastries and prizes. The prizes were mostly gift certificates from local businesses and gifts provided by Contingents. The Fort Smith event was highly attended with over 50% of all volunteers showing up. The Hay River event had about 30% of volunteers in attendance and was at a time where volunteers and staff were still dealing with departure flights.

### **Youth Volunteers and the Spirit Squad**

The Host Society established a youth volunteer policy to include volunteers 16 years of age and older into the program. A 'Spirit Squad' was also established for youth under 16. The Spirit Squad was supervised by a staff member and adult volunteers. They attended various events leading up to and during the Games to cheer on participants and build excitement.

### **Youth Ambassadors Program**

The Governments of Northwest Territories, Nunavut and Greenland all supported Youth Ambassador Programs at the Games. These programs included the provision (at their cost) of a predetermined number of youth volunteers (age 16-24) for the Host Society. The Youth Ambassadors were also supported by staff from the Governments of NT and NU.

The Youth Ambassadors were significant contributors for set-up and take-down, the entire medals presentation program and numerous other critical and last-minute volunteer functions. The Northwest Territories, Yukon and Nunavut first launched the program at the 2007 Canada Winter Games. The program has become a significant and important part of support for Host Societies.

#### *Things that worked:*

- Once committed asking Committee chairs to recruit members for their own committees.
- Northern towns, they always come together to make it work.
- Youth volunteers and the Spirit Squad.
- Volunteers are always excited to get involved and be involved early.
- See registration section.

#### *Challenges:*

- Good volunteers became a hot commodity and were sought out by numerous committees.
- Challenges in communicating with volunteers who registered early created some frustrations and some resignations.
- Some Committee chairs were unwilling or unable to recruit their own committee members.
- GEMS.pro statistics on work force needs were not available from previous Games. Future Games will benefit from this important information.
- Recruitment for some areas (i.e. security) was difficult as they were seen as less than desirable jobs.
- There were a high number of late registrations, over 450 in the last two weeks. The majority of which were signed up after the uniform distribution dates which created a log jam in the volunteer centre. While not optimal, it did allow the Host Society to assign these people to the areas where they were most needed.
- See registration section.

### **Recommendations**

1. If the Games are hosted in multiple locations, have multiple volunteer coordinators

2. Use high-visibility arm bands or vests to differentiate between general and other volunteers, i.e. keep it simple and avoid multi-coloured uniforms.
3. Do not collect volunteer information on a sign-up sheet until GEMS.pro has been implemented. There were numerous challenges with lost lists, poor hand writing and failure to follow up.
4. Include registration and accreditation in the volunteer committee. There should be one Volunteer Chair with leads in related areas, such as: recruitment, accreditation, GEMS.pro, recognition, uniforms, etc. This will allow for better preparation of the Volunteer Committee.
5. Develop opportunities for face to face engagement early. Use these opportunities to put volunteers into a role they want to do right away. Introduce them to the chair via email and ask if they are willing to help immediately. This will get more volunteers invested in the Games and hopefully more willing to take on shifts every day during the Games.
6. Work on tying more people to food service, transportation and security. The contact and focus tends to be with the sport chairs and tying people into these roles in sport is easier. The sport chairs often had committees in place and the most active chairs had most of the people from the community who had a history in volunteering.
7. Focus on the benefits of GEMS.pro early in the process. Show its capabilities and its limitations. Buy-in on GEMS was limited from the chairs and general volunteers. The Host's focus was on recruitment and so much of the registration was in the office registration was often done for the person. They never had an opportunity to see how easy it was.
8. Use GEMS.pro as a sponsor message and maybe put up a video about how it is the system for everything including results, athlete profiles and of course their schedule.
9. Set up a Volunteer Centre, with limited hours, earlier. Volunteers became too accustomed to walking into the staff offices, and as the Games got closer it was a distraction.
10. Place volunteer receptionists in the office to assist with GEMS.pro registration, general inquiries from volunteers and other duties.
11. Plan the date for a recognition event and training dates early on. Get these dates into the calendars, and let chairs know the dates.
12. Have the various chairs attend training events. If they are not able to ask them to send a representative. If there are still volunteers not in roles, this becomes an opportunity to recruit and schedule into roles.
13. Continue with youth volunteer and Youth Ambassador Programs.

## **Volunteers – Technical Information**

- [Volunteer Recruitment Plan](#)
- [Volunteer Orientation Handbook – Fort Smith](#)
- [Volunteer Orientation Handbook – Hay River](#)
- [Volunteer Orientation Day \(example\)](#)
- [Volunteer Orientation Presentation](#)
- [Volunteer Uniforms](#)
- [Youth Volunteer Policy](#)
- [Volunteer Uniform numbers 1](#)
- [Volunteer Uniform numbers 2](#)
- [Volunteer Workforce Screening Policy](#)

## **Welcome and Send Off**

The size of the airports and the movement of participants directly from aircraft to dormitories meant that welcome activities were limited to those that could occur at accommodation check-in time. Send off activities took place either as the Closing Ceremonies or the 'after party' that took place at the Hay River Recreation Centre throughout the evening of March 24.

## **Chef de Mission and Mission Staff**

Chefs and Mission Staff were split between both communities as per the breakdown decided by each contingent. Accommodation and Mission Staff vehicles were organized by Athlete Services. Laptops, Wi-Fi, printing and phones were organized by IT.

Each community set up Mission Offices. In Fort Smith, Mission Offices were at Aurora College. Each contingent had their own classroom/meeting space. In Hay River, Mission Offices were at the local high school (DJSS). Due to a lack of space at DJSS, it was decided that four meeting rooms and two common spaces would be dedicated to Mission Staff, and Mission Staff would coordinate to assign and share spaces as needed. Once on venue, Mission Staff worked with Venue Mayor to negotiate more space. In both locations, access to Wi-Fi was provided as well as shared access to printing and copying service. Each location was provided with basic office supplies. All Contingents were provided a laptop. Mission staff from non-Canadian Contingents were also provided with cell phones.

Morning meetings were held in Aurora College in Fort Smith and in Town Hall Council Chambers in Hay River. Both were central locations and easy to access.

### *Things that worked:*

- The locations for morning meetings worked well (central, parking accessible, large rooms).
- The location of both mission offices was very central. It made it more convenient for Mission staff and spaces were well used. In Hay River, Mission chose a smaller and less ideal space because of its central location over a larger space outside of the Town centre.
- Contingent printing needs varied so shared printing services (wireless) worked well.
- A shared box of administrative supplies placed in the common area near the printer(s) worked well.

### *Challenges:*

- The lack of available space in both communities was an issue and it was difficult to provide office space that would be available when required for Mission.
- The most difficult part of serving Mission Staff was determining who was going to be staying where (which town), when they would be arriving and how they would be arriving.
- Access to Mission services could have been communicated better, i.e. when they would be available.
- Wi-Fi access was problematic at times.

## **Recommendations**

1. In split community Games, confirm the point of contact in each community as soon as possible and keep the contact list accurate so that each community receives pertinent information at the same time.
2. The Host should provide Contingents with an initial breakdown of how many mission staff can stay in each town. A deadline should be established where mission need to provide all arrival information to the Host, so they can plan for pick up/distribution of equipment and provision of services.
3. Consider using cellular service 'hot spots' or other solutions in smaller communities with Wi-Fi access challenges.