



June 4, 2019

Background

The Arctic Winter Games is the largest and most important multisport cultural event in the circumpolar north. Its nine participating contingents include athletes, cultural performers and community volunteers from seven countries.

Contingents from Alaska, Yukon, Northwest Territories, Alberta North, Nunavut and Greenland are considered permanent members. Guest contingents from Yamal (Russia), Nunavik Quebec and the Sapmi peoples also participate. The attached participation chart outlines the scope and involvement of each contingent.

The success of the Games is directly related to a program that combines athletic competition, cultural exchange and social interaction in the host community. Athletic competition features sports that enjoy worldwide popularity alongside exciting northern and traditional events.

Cultural programming includes participants from all contingents coming together to learn from each other and experienced professionals. It also includes a significant opportunity for performing and visual artists from the host region to showcase their talents to the world.

The Games also promote an atmosphere of social interaction that strengthens cultural awareness and understanding, increases community pride, enhances self-esteem and promotes volunteerism. They also help develop stronger economic and social ties between participating units and provide international exposure to the community in which they are hosted.

The Arctic Winter Games International Committee (AWGIC) is the governing authority for the Games. It is registered under the Canada Not-for-profit Corporations Act, in the State of Alaska, and with the registrar of corporations for each of Yukon, NWT, Nunavut, and Alberta. The Board of Directors is composed of up to two directors from each permanent member (Alaska, Yukon, Northwest Territories, Northern Alberta, Nunavut and Greenland).

Recognizing the differences of each government and the various goals that the Arctic Winter Games may have within each jurisdiction, the AWGIC was formed to act as a guardian of the Games and to provide a mechanism for the member jurisdictions to provide political input while keeping politics away from the day-to-day operations of the Games.

Biennially at each Games, or as on other occasions as required, the AWGIC meets with the political leaders responsible for sport from the permanent partners. The leaders provide advice and policy direction on matters such as size and scope, hosting rotation, long-term planning and membership in the Arctic Winter Games. The AWGIC ensures the development and implementation of the Games by acting as guardian and interpreter of the general philosophy, policies and rules of the Games through:

- Selection of host sites
- Entering into a formal agreement with the host community
- Assisting Host Societies with preparations for and delivery of the Games
- Establishing, monitoring, and updating Arctic Winter Games policies and procedures
- Selecting the sports for each Games
- Preparing a technical package for each Games which includes sport rules, categories, events, team composition, medals to be awarded and competition format
- Promotion and protection of the Vision, Principles and Values of the Arctic Winter Games

Context and Considerations

1. The AWGIC currently employs one part-time Operations Coordinator with responsibility as noted in the attached Schedule A
2. The current Board of Directors as attached Schedule B includes:
 - Five senior government representatives with responsibility for sport in their jurisdiction (Yukon, Northwest Territories, Alberta, Nunavut and Greenland)
 - Five private sector representatives (Alaska 2, Yukon, Northwest Territories and Alberta)
 - The State of Alaska does not have a Department or agency with responsibility for sport on a state wide basis. One Alaska director works directly with the Lieutenant Governor's office on government related matters.
 - The private sector representative positions from Nunavut and Greenland have been left vacant for budgetary reasons.
3. The AWGIC is a working board, with government representatives utilizing staff and resources from their respective offices to assist with some Committee work. Private sector representatives undertake activities when possible.

4. All AWGIC Board members have significant experience with past Host Societies (board and staff), as Chefs de Missions (and/or Mission Staff) and with the sport systems within their respective jurisdictions.
5. Several members of the AWGIC will be retiring in the 1-2 year time period. Government representatives will be automatically replaced by their successors but key corporate knowledge may still be lost.
6. The AWGIC is funded through assessments from the six permanent member governments and participation fees from Guest Contingents. The most recent budget projection chart is attached.
7. The AWGIC has or will be undertaking significant policy updates in risk management practices, transfer of knowledge, communications and information management.
8. The AWGIC recognizes that its current administrative model is not sustainable given the work it must undertake to remain current and viable with the resources it currently has access to.
9. Funding for the Games from the State of Alaska (AWGIC fees, Team Alaska and hosting support) are in flux. The State has essentially ceased funding any non-government operations because of the significant drop in oil prices. The State funds most of its operations through oil and gas royalties.
10. Hosting:
 - a. The current hosting rotation cycle is 10 years. Hosting fatigue and financial pressures are factors for participating governments.
 - b. Consideration is currently being given to a hosting proposal from Yamal, Russia. A recent review indicates that the region has the resources and support necessary to host. If accepted, this would extend the hosting rotation to 12 years.
 - c. Nunavut and Greenland are both eligible to host the Games. Limitations related to climate, geography and facilities mean that is not likely they will be able to host a full set of Games in the foreseeable future. The AWGIC and both governments have agreed that the next Games will be co-hosted by the two jurisdictions.
 - d. Whitehorse is the only viable host site in Yukon. Hosting fatigue is a factor when the Games return to the Yukon.
 - e. In 2018, the Northwest Territories hosted the Games in three smaller communities. While ultimately successful, the Games were faced with significant logistical and financing challenges.
 - f. A Games participant cap of 2000 is in place. This is primarily related to the hosting capacity of communities in most jurisdictions.

11. Membership in the Games:

- a. The AWGIC regularly receives requests for the addition of new Contingents to the Games. These are typically from a community or region in the Northern Provinces of Canada. The Committee has denied these requests primarily because of the Games cap.
- b. The Committee has approached the Government of Iceland to gauge their interest (circa 2005). They declined the opportunity.

Scope of Work

The successful contractor will:

1. Complete a scan of organizations similar to the AWGIC to identify their governance, operations / programming and financing mechanisms. These will be described in a summary report with recommendations made for possible changes to the AWGIC.
2. Develop and lead a strategic planning exercise with the Committee.
 - a. AWGIC members will be available:
 - Individually and as a group through phone, video conference or other on-line means as schedule,
 - At a one-day in-person workshop in Whitehorse, Yukon on Monday, October 7, 2019
 - b. Prepare a draft plan for AWGIC review and then prepare a final plan for submission to political leaders.
 - c. The draft Plan will include:
 - Vision, mission, mandate statements with supportive descriptive strategies and goals.
 - Recommended governance and management structural changes with associated financing options.
 - Governance and management structural options can include but are not limited to:
 - An increase or reduction to size of the board
 - Changes to board members roles and duties
 - Changes to staff composition and responsibilities
 - Other options
 - Financing options can include but are not limited to:
 - Changes in permanent partner assessments,
 - Changes in guest contingent fees,
 - Changes in expenses covered by Host organizations
 - The assumption of costs by participating governments
 - Other options
 - A 2024 to 2040 proposed hosting rotation
 - A Transfer of Knowledge plan

3. Prepare a summary report for consideration by the Committee and Political Leaders on future financing options for the AWGIC (extracted from the Strategic Plan).
4. Prepare summary briefing materials for consideration by the Committee and Political leaders.

Schedule

- July 15 at 1500 MST – submission deadline
- July 20 – contractor selected
- July / August – review of materials, interviews
- September – on line, video or other meeting(s) with AWGIC members / draft preliminary strategic plan
- October 7 – one day workshop in Whitehorse to confirm strategic plan and consider major items related to governance, financing and management options;
- October to December – on line, video or other meetings to finalize governance, financing and management recommendations and Strategic Plan
- January – prepare draft summary reports and briefing materials for political leaders meeting



SCHEDULE A

Operations Coordinator (Contract Position)

- Ensures the Corporation remains registered and in good standing in all jurisdictions (Federal, Alaska, Alberta, NWT, Nunavut)
- Develops all meeting agendas in consultation with the President and Secretary.
- Creates minutes of all meetings and maintains the “Record of Motions” document.
- Ensures all minutes and the Record of Motions documents are on the website and updated as required.
- Under the direction of the President, co-ordinates travel including negotiating with hotels regarding guest rooms, meeting rooms, AV requirements, parking, dinner/lunch reservations.
- Co-ordinates on site at meetings with Hotel Event planners, catering and AV personal as required, including the AWGIC Sponsor/Mission Staff Recognition Reception and the Political Leaders Breakfast meeting.
- In cooperation with the Treasurer provides direction to the Bookkeeper on Assessments to Permanent Partners and Guest Units, and receives invoices, issues payments, provides all back up documentation to the Bookkeeper.
- In cooperation with the Treasurer and Bookkeeper works with the accountants to complete annual financial statements.
- Works with the website developer to update the complete website.
- Puts together all meeting information, documents and reports, etc. for the meetings and ensures the same is provided to Directors and posted to the website meeting page.
- Answers or re-directs all email sent to the AWGIC from the website and others. Copies all directors the replies unless they are requesting the upcoming games information. Requests for upcoming Games information are sent a reply directing people to the Games website and copied to the Games Manager.
- All email regarding team sport selection both requests for information and complaints are sent directly to the Chef de Mission of the Team and copied to the AWGIC directors from the unit involved.
- Responds to all inquiries regarding the AWG on behalf of the AWGIC.
- In cooperation with the Technical Director and/or a work group updates Staging Manual after each Games based on input from Chefs, previous Host Society and approved by the AWGIC.
- In cooperation with the Technical Director updates technical packages and posts to the website.
- Update and revise processes and policies as directed by the President and Technical Director.
- Monitors and ensures all our Arctic Winter Games web domains are registered and paid at internic.ca.

Operations Coordinate

Schedule A page 2 of 2

- In cooperation with the Technical Director, prepare Contracts for Participation for Guest Units.
- Prepares the Hosting Contract.
- Works with Host Society marketing division; monitors use of Official Logo.
- Provides support to Host Society in relation to planning documents and processes from previous Games.
- Assists the President with matters of protocol including Special Guest list preparation and coordinating Special Guest Room reservations with Hotels for Games time.
- Works with the Host Society in relation to Special Guests registration and delivery of special guest program. Monitor Special Guests list to ensure International Government representatives and AWGIC guests are registered and properly accredited.
- Works with Host Society in relation to reservations for all meetings including the 12 days at the Arctic Winter Games, one junior suite for each director plus one meeting room for every meeting. Two meeting rooms are required for 12 days duration during the Games.
- Works with Host Society in relation to car rental reservations for directors for all meetings usually three or four car rentals per meeting and one car for each director for the Games.
- Ensures the Host Society pays for hotel and cars as per the Host Society Contract.
- Orders AWG International Flags and assists with acquiring Contingent Flags as may be required for every Games.
- Monitors opening and closing ceremonies script to ensure it meets the minute by minute timeline and precisely follows the approved agenda as outlined in the hosting Contract and the Staging Manual.
- Monitors opening and closing ceremonies committee progress to ensure the contract is being followed. Ensures the Games manager\Host Society President\IC President are involved in decisions that the committee may be trying to make.
- Assists with servicing of Meeting Rooms during Games Time.
- Immediately following a Games obtains the sponsor list from the Host Society and updates the International Corporate Sponsor Honor Role
- Manages and updates contact lists for Political Leaders, Chef's de Mission and AWGIC Directors.
- Attends and takes notes at Games Week meetings with President, including meetings with guest unit political representative.
- Appointed by the President to oversee Hodgson Trophy.



SCHEDULE B
ARCTIC WINTER GAMES INTERNATIONAL COMMITTEE DIRECTORS

NAME/ADDRESS	EMAIL	TELEPHONE NUMBERS
John Flynn, President Box 116 Dawson City, Yukon Y0B 1G0 (1302 5 th Duke St. Dawson City, YK)	Jfflynn.awg@gmail.com	867-993-3779 (cell)
John Rodda, Vice-President Municipality of Anchorage Director, Parks & Recreation PO Box 196650 Anchorage, Alaska 99519-6650	roddajh@muni.org	907-343-4562 (W) 907-317-7436 (cell)
Meika McDonald, Treasurer PO Box 661 Fort Smith, NT X0E 0P0	meika@dezron.com	867-872-0643 (cell)
Ian Legaree, Technical Director c/o Sport, Recreation and Youth Division Municipal and Community Affairs Government of the Northwest Territories Suite 600, 5201 50 TH AVENUE Yellowknife, NT X1A 3S9	ian_legaree@gov.nt.ca	867-767-9166 Ext 21106 (W) 867-445-6000 (cell)
Lloyd Bentz, Secretary c/o Alberta Sport Connection Suite 500, HSBC Building 10055 – 106 Street Edmonton, Alberta T5J 1G3	Lloyd.bentz@albertasport.ca	780-415-0263 (W) 780-953-0770 (cell)
Karen Thomson, Director C/O Community Services Sport & Recreation Branch Government of Yukon Box 2703 Whitehorse, Yukon Y1A 2C6	Karen.Thomson@gov.yk.ca	867-667-5608 (W) 867-332-2715 (cell)
Mr. Kyle Seeley - Director Sport and Recreation Division Department of Community Government Services Government of Nunavut PO Box 440 Baker Lake, NU X0C 0A0	kseeley@gov.nu.ca	867-793-3301 (W) 867-222-0130 (cell)
Leigh Goldie, Director 81-714053 Range Rd 73 County of Grande Prairie, AB T8W 5J7	lgoldie@gprc.ab.ca	780-532-6348 (H) 780-933-3633 (cell)
Karl Davidsen Seernaq 5-201 3900 Nuuk, Greenland	kdav@nanoq.gl	+299548992
John Estle 255 Wilderness Drive Fairbanks, AK 99712	sportalaska@gci.net	907-347-1061
Doris Landry, Operations Coordinator	dlandry@arcticwintergames.org	780-832-3366 (cell)

Arctic Winter Games International Committee

Requests for Proposals – Instructions and Information

1. Proposal Submission Deadline:
 - a. Proposals must be received prior to 15:00 Mountain Standard Time, July 15, 2019.
2. Proposal Submissions:
 - a. Proponents are asked to submit their Proposal via email or other electronic transfer methods to the AWGIC Operations Coordinator (contact information below).
3. AWGIC Contact Person / Questions:
 - a. All question or inquiries concerning this Request for Proposal (RFP) must be submitted by email no later than three (3) business days prior to the Proposal deadline and directed to the AWGIC Technical Director (contact information below):

Doris Landry, Operations Coordinator	dlandry@arcticwintergames.org	780-832-3366 (cell)
Ian Legaree, Technical Director	ian_legaree@gov.nt.ca	867-445-6000 (cell)

Verbal responses to any questions or inquiry cannot be relied upon and are not binding on either party. Information obtained from any sources other than the Contact Person referenced above is not official and cannot be relied on.

4. Contract Format:
 - a. The successful Proponent will enter into a contract with the AWGIC related to the completion of this project. A template contract will be provided.
5. Term:
 - a. The contract is expected to commence on or before July 22, 2019 and expire on March 31, 2020. The contract may also be extended, based on the mutual agreement of both parties.
6. Schedule: see enclosed
7. Background: see attached.
8. AWGIC Resources
 - a. The AWGIC will work closely with the successful proponent to schedule and assist wherever possible.
 - b. The Contractor shall ensure that the authorized lead AWGIC representative remains at all times “current” as to the progression of the work and any matters, issues or concerns that are impacting (or have the potential to impact) the satisfactory completion of the

work. To this end, the Contractor will regularly communicate with the lead AWGIC representative (via email, formal update reports and/or personal interaction as the case may be) at a frequency as may be reasonably determined by the lead AWGIC representative.

- c. The AWGIC Technical Director and Operations Coordinator will provide direct support to the contractor to access AWGIC information and arrange contacts with the appropriate personnel in other organizations.

9. Available Budget:

- a. A budget of \$50,000.00, including travel and all other costs (including GST), has been established to support the work outlined in the proposal as follows:

10. Mandatory Requirements:

- a. Proposals must be received prior to the specified deadline.
- b. Proposals must clearly state the proposed fees and expenses.
- c. Prices must be stated in actual dollars and cents expressed in Canadian funds.

11. Evaluation of Proposals:

- a. Proposal Rating Schedule:

	Rating Criteria	Assigned Weight
1	Experience of Proponent Team	25
2	Methodology / Approach	40
3	Proponent's Past Relevant Experience	15
4	Fees & Expenses	20

12. Proposal Response Guidelines:

- a. The following information should be provided in each Proposal, as this information will be utilized in evaluating each responsive Proposal that is received. Proponents should use the same headings in their Proposal. Please note the Proposal restrictions that are explained in this section.

- i. Cover Page - the Proposal cover page should include:

- Proponent's name
- Proposal reference number
- Project title
- Closing time and date of the SFRFP (the Proposal Submission Deadline)
- Proponent contact person, including:
 - Phone number
 - Email address
 - Mailing address
 - Physical address

b. Experience of the Proponent Team

Describe the team in terms of responsibilities, decision-making and the role each member of the team will play. In particular:

- i. Who will have the overall responsibility for managing the project team? What experience does this person have managing an interdisciplinary team on similar projects? In particular, describe the manager's experience on at least two similar projects.
- ii. Identify the key members of the project team and supply their resumes for, including back-up members.
- iii. Identify the amount of time (expressed in person days) of the members to complete the project, and their work locations.
- iv. Identify who will be back-up to key personnel.

c. Methodology / Approach

Proponents should demonstrate their overall understanding of the work involved and explain their approach to meeting the stated objectives. Proposals should address the proposed schedule, objectives, any site trips, meetings, concerns, client reporting processes, and any other significant events or activities. This section should include a description of the expected nature/expectations/degree of participation/dependency on GNWT personnel to successfully deliver the project

d. Experience of the Proponent Company

Proponents should describe 3 similar projects (in terms of subject matter, nature, complexity, scale, impact) they have provided in the past five years that must closely demonstrates the proponent's experience and ability to undertake the work identified in this scope of work Accordingly, in no more 1 page per project provide a brief narrative description of the, nature of the project its location, dates performed client industry, approx. value in Canadian funds and other salient features. One additional page may be used to explain why these 3 examples are relevant.

e. Fees and Expenses

The Proposal must clearly state proposed total fee, including disbursements. Prices proposed must be stated in actual dollars and cents expressed in Canadian funds. Prices should include GST.

f. Restrictions:

Proposals should be submitted in PDF format using a minimum font size of 10 point and a maximum size of 12 point. The font used in the Proposal should be Arial, Times New Roman, Cambria, or Calibri.

g. Format:

Proposals should be submitted in the following format:

- 1) Cover Page
- 2) Cover Letter / Introduction
- 3) Table of Contents
- 4) The Main Body
- 5) Experience of the Proponent Team
- 6) Methodology / Approach
- 7) Fees and Expenses
- 8) Experience of the Proponent Company
- 9) Resumes