



Arctic Winter Games International Committee
Requests for Proposals – Instructions and Information
Arctic Winter Games-COVID-19 Risk Analysis – Reference # 2022RA

1. Proposal Submission Deadline:
 - a. Proposals must be received prior to 12:00 Mountain Standard Time, January 15, 2021.

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 questions 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 Director (contact information below):

Moira Lassen, Operations Coordinator	operations@arcticwintergames.org	1-867-333-5522 (cell)
Kyle Seeley, Director	kseeley@gov.nu.ca	867-222-0130 (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 be 5 weeks in duration to commence on or before January 22, 2021 and expire on February 26, 2021.

6. Schedule and Background: see enclosed

7. AWGIC Resources
 - a. The AWGIC will work closely with the successful proponent to provide background information, contact information, and assist with scheduling wherever possible.

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- b. The Contractor shall ensure that the authorized lead AWGIC representative always remains “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 Board Director and Operations Coordinator, or other AWGIC Director/Contractor as may be appointed by the Board Technical Director, will provide direct support to the contractor to access AWGIC information and arrange contacts with the appropriate personnel in other organizations.

8. Available Budget:

- a. A budget of \$15,000 (CA) for the 5-week contract, including communications, materials and supplies and all other costs (including GST), has been established to support the work outlined in the proposal for the Arctic Winter Games- COVID-19 Risk Analysis. Submissions must provide a cash flow totalling no more than \$15,000 over the term of the contract.

9. 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.

10. 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

11. 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 Proposal
 - 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? Describe the project 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 and methodology for literature review, data gathering and analysis (e.g. key informant interviews), 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 AWGIC 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



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Background

The Arctic Winter Games is the largest and most significant 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:

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- 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

General

- a) The Arctic Winter Games (the Games) is an international multi-sport-cultural event hosted every two years, with hosting responsibility rotating among participating units.
- b) The Games include approximately two thousand (2000) participants from the Northwest Territories, Yukon, Nunavut, Alaska, Greenland, Russia (Yamal), Nunavik (Northern Quebec), Northern Alberta and the Indigenous people (Sami) of Norway, Sweden, and Finland.
- c) Games participants are primarily athletes and performers between the ages of 12-19, supported by adult coaches, chaperones, translators, officials and mission staff.
- d) The successful delivery of the Games is dependent on the recruitment of approximately 2000 volunteers from within the host region
- e) The 2020 Arctic Winter Games was scheduled to take place in Whitehorse, Yukon March 15-21, 2020. On March 7, 2020 approximately one week before the Games were to take place, the 2020 Games were cancelled by Yukon public health officials to prevent the spread of the emerging coronavirus pandemic.
- f) Since the cancellation of the 2020 AWG, many other prominent domestic and international multi-sport games programs (e.g. Summer Olympics, Canada Games, North American Indigenous Games) have made the decision to change hosting dates to address the uncertainties of the coronavirus (COVID-19) global pandemic.
- g) The Arctic Winter Games are an important element within the sport development system in participating jurisdictions. The Games provide a developmental “multi-sport” experience for athletes en route to higher levels of competition. Any change to the timing of the AWG will have implications on athlete eligibility and selection/preparation processes.
- h) The AWG is one component of the multi-sport games system within participating jurisdictions. Changes to other hosting rotations will change the alignment of events in relation to the AWG within the upcoming (1-6 year) hosting cycle.
- i) COVID-19 vaccination plans are managed by each political jurisdiction, availability and deployment priorities differ within and among political jurisdictions. Not all vaccines have been tested or approved for use by “games aged” participants.

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2022 Host Society

- a) The 2022 Arctic Winter Games are scheduled to take place March 6-12, 2022 in the regionally municipality of Wood Buffalo, Alberta. (awg2022.org).
- b) The 2022 Host Society has projected a total operating budget of \$12.3 Million.
- c) The 2022 Host Society must enter into contractual agreements with corporations and agencies for support (cash and/or services). These commitments must be secured and confirmed a minimum of one year out from the Games (i.e. March 2021) to support effect planning and delivery of the Games.
- d) In the host region, public health officials can provide guidelines to inform Hosting Society planning to prevent the spread of COVID-19 based on current evidence, however directives issued under the terms of the Public Health Emergency are issued on a two week cycle.
- e) Host Society revenue is linked to ticket sales for ceremonies and competitions.
- f) Visitors, spectators and media travelling to the Games provide a significant positive economic impact to the host community region.
- g) Inter-jurisdictional travel (domestic and international) are currently restricted due to COVID-19 measures.

Participating Units

- a) Participating units, lead by their Chef de Mission must begin business planning, procurement and participant selection processes a minimum of one year in advance of the Games.
- b) Participating units are responsible for all costs associated with transporting, coordinating and outfitting their participants in relation to the Games. These responsibilities are managed differently by each respective unit, depending on their management framework and procurement processes.
- c) Members and guest units pay an annual assessment (fee) to participate in the Arctic Winter Games. These fees provide operating budget for the AWGIC, and are invoiced in spite of the cancellation of the 2020 AWG, and potential changes to the 2022.
- d) Participant age categories (athletes and performers) were not amended following the cancellation of the 2020 AWG (i.e. no concessions were made to “bump” age groups for athletes who missed participation in 2020)

Arctic Winter Games International Committee

- a) The Arctic Winter Games are considered the premier sporting event in the circumpolar north. The Arctic Winter Games International Committee is responsible for the long-term stewardship and management of the Arctic Winter Games.
- b) The cancellation of the 2020 AWG at the onset of the global pandemic was unprecedented. One year later the AWGIC has access to additional evidence to inform (advanced) decision making related to the 2022 AWG.
- c) The decision of the AWGIC must consider the impact of potential changes to the 2022 AWG plan on the long term viability of the Arctic Winter Games.

Scope of Work

For the purposes of the Arctic Winter Games-COVID-19 Risk Analysis, the successful contractor will complete the following deliverables:

- a. **Major Games Calendar**-Complete a review of decisions and plans of other domestic and international multi-sport programs to address the risks presented by the global coronavirus pandemic. This review will include the approved and developing hosting rotations for multi- sport games programs including;
 - Canada Winter Games (CWG)
 - Canada Summer Games (CSG)
 - North American Indigenous Games (NAIG)
 - Western Canada Summer Games (WCSG)
 - International Island Games
 - Regional and Provincial Multi-Sport championships (e.g. provincial games)
 - Other international sporting events
 - Other events identified by Arctic Winter Games stakeholders

Based on this review, the consultant will provide a report illustrating where the Arctic Winter Games will be positioned within upcoming calendar years (ending December 31) and fiscal years (end March 31), relevant to other multi-sport events if the AWG proceeds;

- i) as planned in 2022 and onward within approved hosting rotation
- ii) deferred until 2023
- iii) other “best fit” models

- b. **Key Informant Interviews**-Gather information from Key Informants regarding factors that will be considered within the risk analysis that will inform the AWGIC decision to proceed with the 2022 AWG as planned. For the purposes of this exercise relevant AWG stakeholders include;

- Arctic Winter Games International Committee (12)
- Chef de Mission (9)
- 2022 AWG Wood Buffalo Host Society (4)
- 2020 AWG Whitehorse Host Society (3)
- 2022 Canada Games (3)

This work will be completed remotely by the contractor using a combination of telephone interviews, online survey and/or questionnaire. Contact information for key informants will be provided to the contractor by the AWGIC.

Based on this review, the consultant will develop a report identifying key considerations to inform a risk analysis.

- c. **Risk Analysis**-Using information compiled through the development of Major Games Calendar and Stakeholder Interviews, the consultant will complete an analysis of the risks and hazards related to a March 2021 decision to:
 - proceed as planned in 2022 AWG
 - defer until 2023 AWG
 - cancel the 2022 AWG

The Risk Analysis will evaluate the magnitude and probability of risks including the following;

- Participant Experience-
 - Safety
 - Expectations
 - Games Experience
- Financial Implications-
 - Host Society (including mitigation costs)
 - Participating Units
 - Government Partners
 - AWGIC
- Future of the Games-
 - Host Societies
 - Participating Units
 - Government Partners
 - AWGIC



Schedule A

Key Informant Contacts

All information requests to the Directors of AWGIC should be directed to operations@arcticwintergames.org and the operations coordinator will forward requests to specific directors

Arctic Winter Games International Committee

John Flynn, President – Yukon
John Rodda, Vice-President/Treasurer – Alaska
Ian Legaree, Board Technical Director - Northwest Territories
Leigh Goldie, Secretary – Alberta
Kyle Seeley, Director – Nunavut
Karl Davidsen, Director – Greenland
John Estle, Director – Alaska
Marie Cairns, Director – Yukon
Don Wilson, Director – Alberta
Moira Lassen/Lindsay Smith, AWGIC Technical Coordinator

Chef de Mission (10)

Alberta North Michelle Deering - michelle.deering@gov.ab.ca
Alaska Shawn Maltby - shawn@teamalaska.org
Greenland Marie Natuk Nielsen – marienatuk@gif.gl
Northwest Territories Bill Othmer – bothmer@sportnorth.com
Nunavut Mariele Depeuter – mdepeuter@gov.nu.ca
Yukon Trevor Twardochleb – trevor.twardochleb@gov.yk.ca
Nunavik Thomas Phillips – tphillips@krg.ca
Sapmi Ron Knutsen – ronknutsen@gmail.com
Yamal Aleksandr Mazharov – interyamal89@gmail.com

Host Society Contacts

2020 Whitehorse AWG Host Society (3)-Lucy Coulthard, Andrea Buckley, Moira Lassen
2022 AWG Wood Buffalo Host Society (4) Kim Rizzi, Dale Benfeld, CAO-Regional Municipality of Wood Buffalo, Jerry George (Province of Alberta)
2022 Canada Games (2) Kelly Ann Paul, Aaron Bruce, Host Society General Manager