7.02 The Games Office - KEY PERFORMANCE INDICATORS

✔️ 20 Months
  o Office facilities established and operational.
  o Long-term climate-controlled warehousing in place, especially for bedding (if required).

✔️ 18 Months
  o Retail space planned.

✔️ 12 Months
  o Warehouse space in operation for all non-bedding items.
  o Local freight transportation plans established.

✔️ 6 Months
  o Warehouse manager staffing in progress if not complete.

✔️ 2 Months
  o General review of all other sections.

✔️ Games and Following the Games
  o Prepare and submit Final Report.

7.03 Accommodations - KEY PERFORMANCE INDICATORS

✔️ 24 Months
  o Travel to the Games and observe accommodation set up.
  o Tour possible accommodation venues and obtain permission for use.
  o Determine shower, sink and toilet to participant ratio.
  o Block book hotel space (coordinate with Marketing and Fundraising).

✔️ 20 Months
  o Committee structure established and tabled, including information on positions filled and those vacant.
Committee responsibilities defined.
Past Games experiences and reports reviewed.
Draft work plan developed, including:
- Accommodation plans for participants and mission headquarters in progress.
- Hotel plan developed for non-village accommodation requirements.

√ 18 Months
- Updated accommodation plans for participants and mission headquarters tabled for review.
- Develop plan for janitorial services including plan for cleaning supplies inventory (coordinate with Marketing and Fundraising).
- Inspect facilities to determine repairs/additions needed (consult Health Inspector, Fire Marshal and other departments as required in Host Society jurisdiction).
- Determine the need for vending machines and concessions and arrange with Catering Committee. (Coordinate with Marketing and Fundraising).

√ 12 Months
- Refined accommodation plans for participants and mission headquarters tabled for review.
- Finalize participant village layout (offices, sleeping accommodations, drying rooms, social areas, etc.)
- Finalize Plan for Janitorial services.
- Submit Final participant accommodation plans including space allocations, beds, washroom and shower facilities, janitorial services, lockers and related services to Chefs for review to the AWGIC for approval.
- Finalize plans for other accommodation sites (mission staff and officials, hotel services etc.) and AWGIC accommodation plan for approval to the AWGIC.
- Sleeping bag or other suitable sleeping linen and blanket plan confirmed and goods ordered.
- Committee chairs and sub-committee members attend GEMS training sessions.
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√ 6 Months
  o Contingent room allocations prepared for distribution to Chefs.
  o Mission staff, officials, special guest and AWGIC accommodation plan tabled for approval by AWGIC.
  o Table volunteer training plans for discussion.
  o Establish village set up/tear down plan including arranging for work parties (coordinate with Volunteer Committee).
  o Coordinate with Communications Committee regarding phone requirements.
  o Complete repairs.

√ 2 Months
  o Set up/tear down plan presented for approval.
  o Conduct volunteer training sessions as required.
  o Set Up volunteer schedules (coordinate with Volunteer Committee).
  o Confirm or cancel hotel bookings.

√ Games and Following the Games
  o Final preparations including last minute changes of accommodation allotments.
  o Set up.
  o Take down.
  o Prepare and submit final report.

7.04 Banquets - KEY PERFORMANCE INDICATORS

√ 12 Months
  o Indication whether or not banquets are anticipated

√ 6 Months
  o Draft banquet plans tabled for review

√ 2 Months
  o Final banquet plans tabled
ORGANIZING THE ARCTIC WINTER GAMES

7.05 Catering - KEY PERFORMANCE INDICATORS

✓ 20 Months
  o Committee structure established.
  o Past Games experiences reviewed.
  o Draft work plan developed.

✓ 18 Months
  o Establish catering specifications and select a caterer.
  o Facilities selected and repairs/renovations initiated (Health inspector consulted).
  o Coordinate food selections with fundraising committee.
  o Review draft menu, meal schedule and off-site meal system with Chefs and submit for approval to AWGIC.

✓ 12 Months
  o Menu, meal schedule and off-site meal plans finalized with Chefs and submitted for approval to AWGIC.
  o Janitorial services plan developed.
  o Traffic flow plan developed.
  o Water supply plan developed.
  o Plan for vending machines and concessions.

✓ 6 Months
  o Identify volunteer and other personnel requirements for security, janitorial, etc.
  o Conduct training sessions as required.

✓ 2 Months
  o Final identification and training of personnel.

✓ Games and Following the Games
  o Prepare and forward Final Report.

CEREMONIES AND AWARDS TIME LINES

February (25 months out)

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

March – August (24 – 19 months out)

- Draft work plan developed.
- Determine location of central venue.
- Develop draft opening and closing ceremonies plan.
- Develop draft awards ceremonies plans.
- Develop template sport opening and closing ceremonies plans – consult with each sport committee.

September – December (18 – 15 months out)

- Develop detailed opening and closing ceremonies plan.
- Develop detailed awards ceremonies plans.
- Coordinate the development of each sport opening and closing ceremony.
- Hold a theme song competition or choose an artist to produce a song.
- Arrange for Games torch and hand held lighting torch to be manufactured.

January – September (14 – 6 months out)

- Fine-tune opening and closing ceremonies plan. Submit the plan to the AWGIC for approval.
- Fine-tune awards ceremonies plans.
- Fine-tune each sport opening and closing ceremony.
- Receive Ulu medals from AWGIC Technical Director (inventory and secure).
- Order necessary supplies.
- Inspect site for opening/closing ceremonies and arrange for supplemental lighting, sound systems and security.
- Arrange permits (i.e. fireworks, parade).
- Arrange for security (i.e. Hodgson Trophy, opening ceremonies site).
- Recruit and begin training of volunteers.

October to February (5 – 1 months out)

- Identify personnel required for all events.
- Conduct training sessions as required.
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- Arrange for printing of programs.

March - The Games

- Finalize all plans.
- Advertise Games opening and closing ceremonies in newspaper(s).

April

Prepare and submit final report.

7.06.2 Sport Opening and Closing Ceremonies - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee structure established and tabled, including information on positions filled and those vacant.
  o Past Games experiences reviewed
  o Draft work plan developed

√ 6 Months
  o Host Society indicates which sports will have opening and closing ceremonies and submits requests for exemption for sports not planning them.
  o Revised work plan tabled

√ 2 Months
  o Sport opening and closing ceremony plans prepared in detail.
  o Necessary props (flags, podium, roll-out carpet etc. obtained and in warehouse

√ 2 Months
  o Sport opening and closing ceremony plans prepared in detail.
  o Necessary props (flags, podium, roll-out carpet etc. obtained and in warehouse
7.06.3 Ceremonies and Awards

Medal Ceremonies - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee structure established and tabled, including information on positions filled and those vacant.
  o Past Games experiences reviewed
  o Draft work plan developed

√ 18 Months
  o Medal spread sheets and awarding plans under development

√ 12 Months
  o General plans for central or sport site medal presentations under consideration

√ 6 Months
  o Detailed plans for central versus sport site finalized
  o Transportation plan for medals and presenters finalized.
  o Requests for use of corporate markings at presentations submitted to AWGIC
  o Medals requested from technical director

√ 2 Months
  o Detailed plans for presentation, site layout and equipment needs in place.
  o Equipment required contracted, procured, or fabricated and in warehouse
  o Medals sorted and readied for disbursement.
  o Medal presentation volunteers selected and training plan in place
  o Identification of medal presenters or organizations identified and communication plan in place.
7.07 Communications
Information Technology - KEY PERFORMANCE INDICATORS

✓ 24 – 19 Months
  o Committee structure established.
  o Initial discussions with major suppliers / sponsor.
  o Major communication requirements established and available options for delivery identified.

✓ 18 – 12 Months
  o Service agreements and sponsorship arrangements established.
  o Venue / service area plans established.

✓ 12 - 6 Months
  o Communications directory in development.
  o Provide Units with their designated telephone numbers so that these may be published in team handbooks.
  o Recruit help desk personnel.

✓ 2 Months
  o Training plans being implemented.
  o Systems tests being completed.
  o Communications directory printed.

✓ Games and Following the Games
  o Prepare and submit Final Report.

7.08 Cultural Program - KEY PERFORMANCE INDICATORS

✓ 20 Months
  o Committee structure established.
  o Contingent cultural delegate program artistic vision established.
  o Draft work plan developed.
  o Preliminary venues (performance and rehearsal) chosen.
  o Initial equipment requirements identified.

✓ 18 Months
  o Artistic and production team selected.
AWGIC approves preliminary facility allocations and cultural program overview.

√ 12 Months
- First draft of schedule tabled.
- Host Society cultural program criteria circulated to Chefs.
- Chefs identify cultural delegate program leads.
- Equipment and acquisition tenders let.
- Preliminary schedule developed.

√ 6 Months
- Contingent cultural delegates identified.
- Entertainers and other cultural performers selected.
- Updated schedule tabled.
- Venues toured to finalize venue-specific programming plans.
- Emergency plans developed for all venues.

√ 2 Months
- Finalize the cultural and entertainment schedule.
- Finalize training sessions for volunteers.
- Equipment needs met through acquisition or contracting.

√ Games and Following the Games
- Prepare and submit Final Report

7.09 Decorations and Signage - KEY PERFORMANCE INDICATORS

√ 20 Months
- Signage responsibility delegated.
- Inventory of Games flags and banners completed and supplies stored.
- Venue flag requirements identified.
- Directional signage requirements identified.

√ 18 Months
- Additional flag requirement purchase plan in progress.
- Decorative signage plan developed.
- Directional signage procurement/construction plan developed.
12 Months
  o Decorative signage progress tabled.

6 Months
  o Signage program acquisitions completed or in progress.

2 Months
  o Decorative signage installed or in process of installation.
  o Venue kits prepared for installation (1 week out).

Games and Following the Games
  o Prepare and submit Final Report.

7.10 Facilities and Equipment - KEY PERFORMANCE INDICATORS

20 Months
  o Committee structure established.
  o Identify local facilities deemed suitable for events being hosted.
  o Facility upgrades or repair requirements identified.

18 Months
  o Draft venue plans for approval.
  o Review facility upgrades or repairs.
  o Inventory Control Plan developed.
  o Equipment acquisition plan developed and in implementation.

12 Months
  o Review of test event plan.
  o Equipment acquisition tenders let.

6 Months
  o All venues finalized.
  o Test event results reviewed.

2 Months
  o All equipment on hand in storage or at venues.
Games and Following the Games
  o Prepare and forward Final Report.

7.11.1 Finance - KEY PERFORMANCE INDICATORS

✓ 20 Months
  o Finance Committee and required staff are operational.
  o Finance management systems, policies, procedures, and codes fully implemented.
  o Municipal government charges detailed in budget.
  o Auditor appointed.
  o Detailed budget submitted to AWGIC for approval.
  o Primary government funding confirmed.
  o Fundraising targets (sectors), timelines, and benchmarks established.
  o Major contributor fundraising program established and implemented.
  o Fundraising database fully operational.
  o Fundraising activity in progress.
  o Specific policy on sponsor tax receipts and recognition for both cash and gifts-in-kind approved and operational.

✓ 18 months
  o Major tendering begins.
  o Fundraising benchmarks achieved (to be reviewed at subsequent meetings).
  o Budget revisions identified (to be reviewed at subsequent meetings).
  o Financial statements tabled for discussion. Updated budget, actuals, and variance reports will be reviewed at all subsequent meetings.

✓ 12 Months
  o Any financial concerns for the Games tabled for discussion with AWGIC. (This will be requested for each subsequent meeting.)
  o Review of financial contingency policy.

✓ 6 Months
  o Review of fundraising and any financial concerns.
2 Months
- Review of fundraising and any financial concerns.
- If necessary, implementation of financial contingency policy.

Games and Following the Games
- Prepare and forward Final Report.

7.11.3 Fundraising Committee - KEY PERFORMANCE INDICATORS

20 Months
- Committee structure established.
- Past Games experiences reviewed.
- Table draft critical path highlighting fundraising targets.
- Identify broad fundraising plan illustrating approach to funding the Games, breakout by public sector, private sector, fund generating activities, private contributions etc.
- Presentation of Games promotional literature, including a Sponsor Recognition Program.
- Demonstrate capacity of sponsor database.

18 Months
- Table updated critical path noting achievements (to be tabled at subsequent meetings).

12 Months
- Table samples of sponsor recognition signage.
- Commence production of sponsor recognition signage.

6 Months
- Finalize and source sponsor recognition gifts required to meet commitments under Sponsor Recognition Program.
- Prepare detailed plan for implementation of Sponsor Recognition Program.

2 Months
- Commence installation of sponsor recognition signage.
- Describe plans developed with Special Guests Committee to ensure appropriate reception and management of games sponsors.
7.12 Guest Services - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee structure established.
  o Past Games experiences reviewed.
  o Draft work plan developed
  o Guest Services Policy drafted for review.

√ 18 Months
  o Guest Services Policy approved by AWGIC.
  o Guest services facilities (reception and lounges) identified.
  o Training commenced on use of Games guest service data base.
  o Initial survey of Contingents and other committees to determine special guest numbers initiated.

√ 12 Months
  o Establish special guest registration location and procedure.
  o Preparation of transportation plan for handling special guests in progress.
  o Special guest registration location and procedure in development.

√ 6 Months
  o Training sessions for volunteers being conducted, including GEMS training.
  o Identify any unique needs for special guests.
  o Verify special guest registrations with AWGIC and Chefs and coordinate with Registration Committee.

√ 2 Months
  o Any gift bags for special guests prepared.
  o Detailed plan for special guest access to Opening and Closing Ceremonies, including transportation to and from Ceremonies developed.
  o Volunteer training completed.
Latest version of special guest list provided to AWGIC.

Games and Following the Games
  - Prepare and forward Final Report.

7.13 Language Services - KEY PERFORMANCE INDICATORS

20 Months
  - Committee structure established.
  - Past Games experiences reviewed.
  - Draft work plan developed.
  - Recruitment of multi-lingual volunteers begins.

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

12 Months
  - Plan for provision of translated materials (customs, AWG info etc) where practicable being developed.

6 Months
  - Complete production of translated materials.

2 Months
  - With sport chairs, develop interpreter schedules for participants, submit schedules to appropriate division for entry into GEMS volunteer scheduling system.
  - Finalize list of interpreter volunteers.
  - Training of volunteers.

Games and Following the Games
  - Prepare and forward Final Report
7.14 Media - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee structure established.
  o Past Games experiences reviewed.
  o Draft work plan developed.
  o Initial contacts with possible television broadcasters made, possibly designating one as official games broadcaster.
  o Multi stage public relations and media plan in development.
  o Media contact list in all participating jurisdictions being developed.
  o Media centre identified.
  o Venue tour provided for television broadcasters.
  o Establish a Host Society logo and symbol use and style guidelines policy.

√ 18 Months
  o Media hotel requirements identified and block-booked.
  o [Ulu News] planning in place.

√ 12 Months
  o Athlete Access Policy for media developed for approval of AWGIC.
  o Equipment needs identified and procurement plan for media centre.
  o Arrange venue tour for television broadcasters.
  o Send out initial invitation to media outlets.

√ 6 Months
  o Confirm media centre equipment needs purchased/obtained as gift in kind.
  o Media centre volunteer needs identified and recruitment started.
  o Media registration plan in place with Registration and Accreditation Committee.
  o Begin to bank stories for [Ulu News].

√ 2 Months
  o Media registrations being coordinated with Registration and Accreditation Committee.
Stories being banked for the Ulu News during Games week; see Ulu News section.
Confirm media personnel.
Prepare registration kits for press.
Re-confirm necessary equipment and supplies for media centre.

Games and Following the Games
- Hold pre-Games briefing for media representatives. Include a review of their role in the selection of the Hodgson Trophy winner; see Hodgson Trophy Policy. Also include a review of the Athlete Access Policy.
- Prepare and forward Final Report.

7.15 Medical - KEY PERFORMANCE INDICATORS

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

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

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

√ 6 Months
- Medical supplies ordered.
- Commence venue emergency plans tests.
- Contingent insurance information requested.
- Contingents provided with information on medical protocols (sport concussion, contagious illness, etc.).

√ 2 Months
- Hospital care including physiotherapy and ambulance services confirmed.
- All venues toured and emergency service plans tested.
- Medical kits for venues being assembled.
- Finalize training sessions for volunteers, including GEMS training.
- Medical records plan implemented for receipt of participant medical information.
- Medical plan information provided to chefs.

√ Games and Following the Games
- Prepare and forward Final Report.

7.16 Merchandising - KEY PERFORMANCE INDICATORS

√ 20 Months
- Committee chairs recruited.
- Committee structure established.
- Committee responsibilities defined.
- Past Games reports and experiences reviewed.
- Draft work plan developed.
- Merchandizing mechanism (contracting out, internal or combination) determined.
- Merchandizing plan developed including selection of retail location(s) and development of discount policy for Host Society Management Committee, staff, volunteers, chefs and International Committee members.
- Initial souvenir designs, logos and styles determined – initial order placed for sale.
Co-ordinate with all committees regarding merchandise and specifically in relation to sport/culture specific pins and committee pins.

18 Months
- Detailed merchandizing plan developed to comply with [Logo Design Guide and Policy](#).
- Sales initiated to ensure two Christmas holiday periods are captured.
- Initial sales begin – store opens.
- Product lines continue to be developed, ordered and offered for sale depending on merchandising feedback.
- Wholesale program starts.

12 Months
- Update retail activity at this and subsequent AWGIC meeting.
- Promotional plans such as ‘Games Wear Fridays’ launched.
- Product lines continue to be developed, ordered and offered for sale depending on merchandizing feedback.
- Specialized kiosk plan developed.

6 Months
- General report of progress.
- Sales continue (final orders completed).
- Specialized kiosks established for Games week.
- Major sales (advertising) plan developed.
- Wholesale program ends.

2 Months
- General report of progress.

Games
- Introduce Games week merchandise, including sport specific clothing.
- Specialized kiosks operational.

Following the Games
- Inventory clear out sale 7 to 10 days after the Games.
- Prepare and submit final report.
7.17 Souvenir DVD - KEY PERFORMANCE INDICATORS

√ 20 Months
   o Production assigned to a committee, volunteer, or staff person.
   o Committee reviews past souvenirs.

√ 18 Months
   o Approved budget. Co-ordinate with Sponsorship committee in relation to production contract.
   o Production plans drafted, including format.

√ 12 Months
   o Production contract tendered.

√ 6 Months
   o Production contract in place.

√ 2 Months
   o Confirmation of plans.

√ Games and Following the Games
   o Prepare and forward Final Report.

7.18 Registration and Accreditation - KEY PERFORMANCE INDICATORS

√ 24 Months
   o Committee chairs recruited.
   o Travel to Games and observe previous host society systems.
   o Committee structure established and tabled, including information on positions filled and those vacant.
   o Committee position responsibilities defined.
   o Past Games experiences reviewed.
   o Detailed work plan developed, including coordination plan with IT committee.
   o Contact with KIMIK IT established.
18 Months
- Registration forms finalized after review with Chefs.
- Manual registration equipment needs identified and acquisition initiated.
- Volunteer training plan developed.
- Software training and familiarization under way.
- Communication plan with other committees developed.
- Select special guest, official, volunteer and replacement card registration venues, ensure coordination with applicable committees.
- Coordinate color coding of Accreditation Badges with Accommodations Committee and Bag Tags to be provided to Contingents.

12 Months
- Systems finalized and plans in place to make operational.
- Volunteer registration plan developed.
- Manual registration venue identified.
- Special guest, official, volunteer and replacement card registration venues identified and operational plan developed.
- Test Registration system including printing badges. Consider registration training sessions for Chefs at M1 or M2.
- Training of Special Guest Services and Security volunteers.

6 Months
- Volunteer registration well under way.
- Chefs informed of digital photo format.
- Volunteer training continues.
- Mission staff briefed and trained respecting system.

2 Months
- Volunteer training sessions continuing as required.
- Registration kits being assembled and stored.
- Registration and accreditations under way.
- Manual registration system tested and in place for late entry.
7.19 Results - KEY PERFORMANCE INDICATORS

√ 24 Months
  o Committee chair(s) recruited.
  o Committee structure established.
  o Reports from previous Games reviewed.
  o Met with past Games officials to discuss results issues.
  o Draft work plan in place.
  o Software reviewed and confirmed for Games, including any required enhancements.
  o Identify and initiate the acquisition of technical equipment needs.
  o Travel to the Games and observe the previous host’s registration and accreditation system.
  o Coordinate development of results collection needs with Sport and Communications Committees.

√ 18 Months
  o Sport specific needs identified.
  o Volunteer recruitment.
  o Sport specific results reporting protocol determined in consultation with each sport committee.
  o Programming considerations in progress.
  o Select a results coordination centre.
  o Finalize programming changes.

√ 12 Months
  o Results centre chosen.

√ 6 Months
  o Results reporting system tested in sport test situation.
  o Recruit secondary volunteers and conduct training sessions as required.
2 Months
   o Volunteer recruitment and training.

Games
   o Operate full results system.

Following Games
   o Prepare and submit Final Report.
   o Provide final copy of results to Chefs and AWGIC.

7.20 Security - KEY PERFORMANCE INDICATORS

20 Months
   o Committee Chair(s) recruited.
   o Committee structure established.
   o Past Games experiences reviewed.
   o Draft work plan developed.
   o Security office and check stations identified in draft accommodation plans for both participant/coach quarters and mission headquarters.
   o Security and critical incident plan under development for review by AWGIC and Chefs de Mission.

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

12 Months
   o Security training plan developed and in implementation.
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√ 6 Months
  o Security office and check station plans to be presented for approval as part of draft accommodation plans for both participant/coach quarters and mission headquarters.
  o Detailed security plans to be tabled for approval.
  o Serious Incident Notification Protocol to be provided to chefs and AWGIC.
  o Security training sessions ongoing.
  o The AWGIC must approve the dormitory behavior and curfew rules.

√ 2 Months
  o Report on testing of emergency evacuation and fire safety plans.
  o Report on security training progress.
  o Facility evacuation plans prepared for post throughout the Participant Village.

√ Games and Following the Games
  o Prepare and forward Final Report.

7.21 Social Program - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee Chair (s) recruited.
  o Committee structure established and tabled, including information on positions filled and those vacant.

√ 18 Months
  o Overview of social program tabled.

√ 12 Months
  o Plan updated, including venues, and variety of activities.

√ 2 Months
  o Finalize plan for AWGIC information.

√ Games and Following the Games
  o Prepare and forward Final Report.
7.22 Sport Committees - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committees formed and responsibilities defined once AWGIC has finalized sport selection.
  o Appoint chair and form committee.
  o Hire Sport Manager.
  o Past Games experiences reviewed.
  o Draft work plan developed.
  o Technical package review completed.
  o Draft facility/venue allocation plan.
  o Contact appropriate sport governing bodies to request sanction (if required), rulebooks and guidelines for running a competition.

√ 18 Months
  o AWGIC approves facility/venue allocations.
  o Draft equipment requirements provided to Sport Manager or designate.
  o Coordinate equipment requirements with Sponsorship committee for donation.
  o Identify initial equipment requirements for tendering.
  o Commence training for minor officials.
  o AWGIC approves facility allocations.
  o Preliminary competition formats distributed.
  o Complete an assessment of the major officials available in the host region – request these from the appropriate sport organizations.
  o Formally apply for sanctions providing information to date for national sport governing bodies.
  o Coordinate with Volunteers division for sport specific volunteers.
  o Conduct test events.

√ 12 Months
  o First draft of sport schedules distributed and prepared for AWGIC/Chefs review.
  o Request officials from contingents.
  o Confirm all major officials.
  o Confirm and complete all gift-in-kind equipment requirements with Sponsorship Committee.
  o Order equipment and supplies.
6 Months
  - All sport schedules finalized and provided to Sport Manager to share with Transportation, Security, Results, Awards, Volunteer division, etc. for review.
  - Finalize sport specific opening and closing ceremonies, awards, transportation, security and medical plans with appropriate committees.
  - All sport test events completed.
  - Finalize officials from contingents.
  - Complete an inspection of all venues and develop venue specific programming plans with Venue Managers and other activities utilizing venues.
  - Conduct tests of emergency service plans.
  - Recruit remaining officials from other jurisdictions.
  - Conduct training as required.

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

Games and Following the Games
  - Host pre-competition meetings with all coaches and officials. The following items should be reviewed:
    - Schedule and tie breaking procedures;
    - Important rules (or rule variations) and the appeals process specific to the sport (and if necessary the membership of the sport specific jury);
    - Venue and other host specific orientation items;
    - Evaluation and technical review process;
    - Hodgson Trophy and Fair Play Pin process.
Conduct all competitions.
Prepare and submit final report.

7.23 Sport Officials

√ Officials KPIs covered in section 7.22 Sports Committees - above

7.24 Tickets - KEY PERFORMANCE INDICATORS

√ 20 Months
   o Committee structure established and event ticket planning assigned.
   o Committee chair(s) recruited.
   o Committee formed and responsibilities defined.
   o Past Games experiences reviewed.
   o Observe previous Host Society ticket management system.
   o Draft work plan developed.

√ 18 Months
   o All event seating capacity and revenue potential identified.
   o Refine ticket policy to deal with any venue changes.
   o Determine ticket prices (sport super passes, culture super passes, open & closing ceremonies, medal rounds, etc.).

√ 12 Months
   o Ticket policy established and submitted to AWGIC for review/approval.
   o Include ticket policy in the volunteer recruitment package.
   o Ticket marketing plan established including determination of ticket selling outlets.

√ 6 Months
   o Ticket printing planned.
   o Ticket sales plan implemented.
   o Refine venue plans to optimize public access (while accounting for Contingent spectators, media and other factors).
   o Provide Chefs and AWGIC with information on advance ticket purchasing for Contingents and governments.
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2 Months
- Complimentary tickets prepared for distribution.
- Ticket sales.

The Games
- Manage ticket program and adjust as necessary.
- Prepare and submit final report as soon as possible following the Games.

7.25 Transportation - KEY PERFORMANCE INDICATORS

20 Months
- Committee structure established and tabled, including information on positions filled and those vacant.
- Committee chair(s) recruited, Committee formed and responsibilities defined.
- Past Games experiences reviewed including reports from previous Games.
- Draft work plan developed (including special equipment needs).
- General transportation plan tabled for discussion.
- Contact with Customs and Airport officials initiated.

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

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

6 Months
- Refined Games draft transportation plan presented for AWGIC review.
- Colour coded luggage tags sent to contingents.
ORGANIZING THE ARCTIC WINTER GAMES

- Luggage-handling procedures finalized including transportation and storage of sport equipment. Special consideration for rifles and ammunition coordinated with Security committee.
- Training sessions planned, as required.
- Continue to update bus schedules as sport and other event schedules are refined.

2 Months
- Games final transportation plan presented for AWGIC approval.
- Finalized transportation schedule and routes reviewed, including schedules and maps.
- Lost and found plans coordinated with Accommodations and Security committees.
- Print schedules and maps.
- Conduct volunteer training sessions as required.
- Test various transportation plan components.

The Games
- Set up transportation office in the Participant Village.
- Review and revise transportation schedules as required during the Games.
- Prepare and submit final report as soon as possible following the Games.

7.26 Ulu News - KEY PERFORMANCE INDICATORS

20 Months
- Committee chair(s) recruited
- Form committee and define responsibility
- Assign staff responsibility.
- Past Games experiences reviewed including past Games Ulu News.
- Draft work plan developed.
- Newspaper print sponsor search initiated.

18 Months
- If sponsor not secured, production tendered.
- Ulu News office identified.
ORGANIZING THE ARCTIC WINTER GAMES

√ 12 Months
  o Update production plans.
  o Material banking (stories/photos) under way.
  o Volunteer writer and photographer recruitment proceeding.
  o Identify date of pre-Games issues (if not already started).

√ 6 Months
  o Recruit additional volunteers for productions (ie photographers, writers, persons to man the Ulu News Office.
  o Pre-Games issues being published.

√ 2 Months
  o Review final production plans.
  o Initial newsprint editions published.
  o Final preparations.

√ The Games
  o Print/post daily issues to websites.
  o Prepare and submit final report as soon as possible following the Games.
  o Provide hard copies and electronic copies of each issue to the AWGIC.

7.27 Volunteer Recruitment and Recognition - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee chair(s) recruited.
  o Committee structure established and tabled, including information on positions filled and those vacant.
  o Committee responsibilities defined.
  o Past Games experiences reviewed.
  o Draft work plan developed.
  o Key committee volunteers recruited.
  o Volunteer screening process initiated including coordination with Security and local authorities with respect to ‘clearance’.
  o Establish volunteer recognition program, coordinate with Sponsorship committee.
  o Establish volunteer registration process, coordinate with IT with respect to GEMS.
ORGANIZING THE ARCTIC WINTER GAMES

√ 18 Months
  o Volunteer coordinator hired or dedicated committee person assigned.
  o Volunteer job descriptions being developed in coordination with all divisions and specifically with sport committees
  o Consider the requirement of specific permits, insurance and skills for volunteer positions, such as driver’s abstract for driving positions.
  o Volunteer screening, registration and recognition processes established.
  o On-line registration process completed with IT support personnel.
  o Volunteer uniform and recognition items under consideration, coordinate with Sponsorship committee.
  o Begin publicity program to ensure host community is kept informed about progress of the Games.
  o Consider regular volunteer social events to keep interest high.

√ 12 Months
  o Major recruitment fully underway, (including promotional campaign.)
  o Facilitate screening through an electronic submission of volunteer documents.
  o Volunteer committee chairs and committee members training on GEMS program.
  o Volunteer recognition program defined.
  o Volunteer uniforms, pins and recognition items ordered.

√ 6 Months
  o Major “home stretch” volunteer drive planned.
  o Assign volunteers to specific tasks.
  o Production under way for volunteer uniforms, pins and recognition items.

√ 2 Months
  o Set deadline for accepting volunteers.
  o Complete screening and training.
  o Volunteer uniforms and recognition items in warehouse.
  o Plan in place for distribution of Volunteer uniforms.

√ The Games and following the Games
  o Monitor needs and adjust as required.
  o Hold major recognition event as soon as possible following the Games.
Prepare and submit final report as soon as possible following the Games.

7.28 Welcome and Send Off - KEY PERFORMANCE INDICATORS

√ 20 Months
  o Committee structure established.
  o Committee chair(s) recruited.
  o Past Games experiences reviewed.
  o Draft work plan developed.

√ 18 Months
  o Work plan updated.
  o Arrival/departure venue identified.
  o Planning for arrival/departure snacks in progress (catering needs tendered) coordinate with Sponsorship committee and Catering committee.
  o Entertainment options considered.

√ 12 Months
  o Work plan updated.

√ 6 Months
  o Arrival/departure snacks catering finalized.
  o Arrival/departure volunteers committed.
  o Departure (post-closing ceremonies) plan in place.
  o Backpack stuffing plans in place in coordination with Accommodations committee.
  o Transportation and Accreditation Committees communication occurring.

√ 2 Months
  o Arrival/departure volunteers training plan in place
  o Backpacks stuffed and warehoused in uniform containers to facilitate inventory control
  o Traffic flow determined in welcome area

√ The Games and following the Games
  o Monitor needs and adjust as required.
Prepare and submit final report as soon as possible following the Games.
### Policies to be Prepared by Host Society

Host Society policies are to complement existing AWGIC Policies

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Policy Number</th>
<th>Requirement</th>
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<tbody>
<tr>
<td>Green/environment responsibility policies dealing with recycling and waste reduction</td>
<td>7.01</td>
<td>Suggested</td>
</tr>
<tr>
<td>Smoking / Tobacco use in or around Games functions and/or facilities</td>
<td>7.01</td>
<td>Suggested</td>
</tr>
<tr>
<td>Management Committee Attendance Policy</td>
<td>7.01</td>
<td>Suggested</td>
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<tr>
<td>Management Committee Conflict of Interest</td>
<td>7.01</td>
<td>Suggested</td>
</tr>
<tr>
<td>Discrimination, abuse, racism, harassment and related actions including Host Society Board Members and Staff (conduct/code of ethics)</td>
<td>7.01</td>
<td>Suggested</td>
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<tr>
<td>Volunteer policy including youth volunteers – include security screening procedures and venue access (cross reference with ticket policy)</td>
<td>7.01, 7.27</td>
<td>Suggested</td>
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<tr>
<td>Award Ceremonies Policy</td>
<td>7.06.03</td>
<td>Required</td>
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<tr>
<td>Visual Identity Policy including use of Logo and symbols including use of Host Society Letterhead – ensure this policy complies with the AWGIC Logo and Graphic Design guidelines</td>
<td>7.09, 7.11.1, 7.14</td>
<td>Required</td>
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<tr>
<td>Equipment (office and sport) Disposal Policy including Games Assets, Merchandise and Souvenir Inventory</td>
<td>7.10, 7.11.1</td>
<td>Required</td>
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<tr>
<td>Sponsor tax receipts and recognition for both cash and gifts-in-kind approved and operational</td>
<td>7.11.1</td>
<td>Required</td>
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<tr>
<td>Financial Contingent Policy</td>
<td>7.11.1</td>
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<tr>
<td>Purchasing Policy</td>
<td>7.11.1</td>
<td>Suggested</td>
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<tr>
<td>Cash Float Policy</td>
<td>7.11.1</td>
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<tr>
<td>Special Guest and Guest Services Policy (cross reference with Ticket Policy)</td>
<td>7.12</td>
<td>Required</td>
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<tr>
<td>Participant Access Policy (Media)</td>
<td>7.14</td>
<td>Required</td>
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<tr>
<td>Participant Removal from Competition for Medical Reasons policy including guidelines for return to play</td>
<td>7.15</td>
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<tr>
<td>Official Spokesperson Policy</td>
<td>7.14</td>
<td>Suggested</td>
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<tr>
<td>Discount Policy (Merchandise)</td>
<td>7.16</td>
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<tr>
<td>Inventory Management Policy</td>
<td>7.16</td>
<td>Suggested</td>
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<tr>
<td>Design, development and sale of Pins Policy</td>
<td>7.16</td>
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<tr>
<td>Ticket Policy (cross reference with Special Guest Policy and Volunteer Policy)</td>
<td>7.24</td>
<td>Required</td>
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