

# Policy Manual



**ARCTIC WINTER GAMES**  
**YELLOWKNIFE 2008**

Approved: June 15, 2006  
Updated: December 13, 2006

## Policy Manual

GENERAL		EFFECTIVE
<b>GEN-001</b>	2008 Yellowknife Arctic Winter Games Society – Incorporation (original copy on file)	June 15, 2006 <i>Motion #03-06/06</i>
<b>GEN-002</b>	AWGIC/2008 Yellowknife Arctic Winter Games Agreement (original copy on file)	June 15, 2006 <i>Motion #03-06/06</i>
<b>GEN-003</b>	GNWT/2008 Yellowknife Arctic Winter Games Agreement (original copy on file)	June 15, 2006 <i>Motion #03-06/06</i>
<b>GEN-004</b>	2008 Yellowknife Arctic Winter Games Mission Statement	June 15, 2006 <i>Motion #03-06/06</i>
ADMINISTRATION		
<b>ADM-001</b>	Critical Milestones	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-002</b>	Chart of Accounts	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-003</b>	Financial Management, Accountability, Purchasing, Travel Expenses	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-004</b>	Asset Disposal/Surplus Policy (see Appendix 1)	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-005</b>	Ticketing Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-006</b>	Conflict of Interest Guidelines	June 15, 2006 <i>Motion #03-06/06</i>
<b>ADM-007</b>	Sponsorship and Donation Policy	September 20, 2006 <i>Motion #10-09/06</i>
<b>ADM-008</b>	E-Mail Policy	November 15, 2006 <i>Motion #03-11/06</i>
MARKETING & PUBLIC RELATIONS		
<b>MPR-001</b>	Information Release Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>MPR-002</b>	Official Spokesperson Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>MPR-003</b>	Media Interview Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>MPR-004</b>	Mascot Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>MPR-005</b>	e-Newsletter Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>MPR-006</b>	Merchandising Discount Policy	December 13, 2006 <i>Motion #04-12/06;</i> <i>Motion #06-09/06</i>
VOLUNTEERS & PROTOCOL		
<b>VP-001</b>	Volunteer Recognition Policy	June 15, 2006 <i>Motion #03-06/06</i>
<b>VP-002</b>	Youth Volunteer Policy	June 15, 2006 <i>Motion #03-06/06</i>
CARE AND COMFORT		
<b>CC-001</b>	Food Services – Off Site Feeding	June 15, 2006 <i>Motion #03-06/06</i>

**APPENDIXES – *No electronic version available***

<b>APPENDIX 1</b>	Property Acquisition and Disposal Policies
<b>APPENDIX 2</b>	Cheque Requisition
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## 2008 Yellowknife Arctic Winter Games Incorporation of Host Society

*Signed original copy on file.*



## AWGIC/2008 Yellowknife Arctic Winter Games Agreement

*Signed original copy on file.*



## GNWT/2008 Yellowknife Arctic Winter Games Agreement

*Signed original copy on file.*



## 2008 Yellowknife Arctic Winter Games Mission Statement, Mandate, Goals

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### Mission Statement

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The 2008 AWG Host Society will host a celebration of sport and culture that epitomizes healthy living and builds community at all levels. The Games will be a positive, lasting experience for all stakeholders and participants, and will embody excellence in organizational and execution.

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### Mandate

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The 2008 Yellowknife Arctic Winter Games Host Society is mandated to organize, stage, conduct, finance and promote the 2008 Arctic Winter Games from March 9 – March 15, in Yellowknife, NWT on behalf of the City of Yellowknife and the Arctic Winter Games International Committee.

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### Goals

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- To provide an environment for all participants, that is healthy and safe
- To leave a legacy of community-building and civic pride for the City of Yellowknife
- To celebrate sport and culture in the North in a balanced way that allows all to participate
- To create a positive, lasting, and memorable experience with enduring relationships for all participants and stakeholders
- To be well organized and well run, employing high standards of organization, coordination, and financial accountability and responsibility.



## Critical Milestones

The following is a list of the major events in the lifecycle of the Yellowknife 2008 Arctic Winter Games. These events have been arranged in approximate sequence and by three-month/quarter periods in which they occur.

The events listed are those which will have a significant impact on the Host Society and/or its partners and, depending on the event, may be listed more than once. The Milestone Chart on the following pages will serve as a tool that enables the Board of Directors, Staff and the Arctic Winter Games International Committee to evaluate the progress of the Host Society as it proceeds towards its goal of staging the Arctic Winter Games in March of 2008.

It should be noted that the times are approximate, and are not fixed. Planning for the 2008 Yellowknife Arctic Winter Games will be continuous, and these milestones will be adjusted if required.

Those items that have been completed are noted.

### Milestone Chart Table of Contents

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## Critical Milestones

<b>Quarter 1</b>	<b>October to December 2005</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION/S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Host Society Established		The City of Yellowknife		<b>Done.</b> By-law No. 4364.
Agreement Signed with the International Committee to Host the Games		The City of Yellowknife		<b>Done.</b> By-law No. 4358 has been passed to allow the City of Yellowknife to enter into this Agreement.
2005/2006 Funding Agreement with GNWT		Administration		<b>Done.</b>
Board of Directors Formed & Directors In Place		The City of Yellowknife and President of Host Society		<b>Done.</b> December 2005
Theme Developed		All		<b>Done.</b> October 21, 2005
Passport Applications Filed for All Host Society Members		All		<b>Done.</b>
General Manager Hired		President / Director Administration		<b>Done.</b>
Notification to 2006 Host Society & Sport North Regarding Attendance at 2006 Games		President		<b>Done.</b> December 2005
Executive for Board of Directors Established		City of Yellowknife / President		<b>Done.</b> November 2005
Temporary Office Location Established		Executive		<b>Done.</b> Agreement signed Jan 31/06. Occupied office on Feb6/06
First Report Issued to International Committee		President		<b>Done.</b> October 2005
Initial Staffing Plan Developed		Executive/ GM		<b>Done.</b> December 2005.



## Critical Milestones

<b>Quarter 2</b>	<b>January to March 2006</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION/S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
	Incorporation of 2008 Host Society	All		<b>Done.</b>
	Policies / Procedures / Guidelines Established	Admin / GM		<b>Done.</b>
	Hiring of Initial Staff (Sport Manager & Exec. Assistant)	Admin / GM		<b>Done.</b>
	Plan for Attendance at 2006 Games in Place	All / GM		<b>Done.</b>
	Identify all items requiring AWGIC approval and incorporate into schedule	All / AWGIC		<b>On-going.</b>
	Attend 2006 AWG in Alaska to observe & tour venues and set-up	All / GM		<b>Done.</b>
	Host VIP Event at 2006 Games to Promote 2008 Games	Marketing & Public Relations	Volunteer / Protocol	<b>Done.</b>
	First meeting with the AWG International Committee	President		<b>Done.</b>
	Hold Information Session with the 2006 Host Society	All / GM		<b>Done.</b>
	Banking / financial services Established	Admin / GM		<b>Done.</b>
	Planning Session to Map out Plan for Games	All / GM		<b>Done.</b>
	Logo Competition & Unveiling	Marketing & Public Affairs		<b>Done.</b>
	Interim Funding Released	Admin		<b>Done.</b>
	Games Headquarters Opened	President / GM		<b>Done.</b> Opened: Feb 6/06
	Phone / Fax & Computer Service Established	Communications & IT		<b>Done.</b>
	2006/2007 Funding Agreement	Administration		<b>Done.</b>
	Simple Volunteer Database Established	Volunteer & Protocol	Communications / IT	<b>Done.</b>

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## Critical Milestones

<b>Quarter 2</b> <i>Cont'</i>	<i>January to March 2006</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION/S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
	Committees Formed & Roles and Responsibilities Defined	All / GM		<b>Done.</b>
	Block Book Hotel Space	Admin / GM		<b>Done.</b>
	Evaluate facilities vs. Needs	Sport Facilities		<b>Done.</b>
	Plan for Up-Grades	Sport Facilities		<b>Done.</b>
	Develop of Initiation to Sponsor	Fundraising / GM		<b>Done.</b>
	First Operating Budget Set and Appropriate Signing Authorities Policy and Procedures in Place.	Finance / GM		<b>Done.</b>
	Launch of Northern Fundraising Campaign	Fundraising	Marketing & Public Relations	<b>Done.</b>
	Theme Unveiled	Marketing & Public Relations		<b>Done.</b>

<b>Quarter 3</b>	<i>April to June 2006</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
	Host Society Internal Debriefing from preceding Games	All		<b>Done.</b>
	Debriefing with Chef de Mission and 2006 Host Society	All		<b>Done.</b>
	Interim Funding Released	Admin		<b>On-going</b>
	2 <sup>nd</sup> Portion of Staffing Plan Developed	Administration / GM		<b>Done.</b>
	Cultural Grant submitted to federal Government	Culture & Ceremonies / GM		<b>Done.</b>
	Operational Planning Initiated	All		<b>On-Going</b>
	Inspection of Facilities for repairs/additions, permits and approvals	Sport Facilities	Sport Technical / Care & Comfort	<b>Done.</b>
	Translation Volunteers Identified for AWGIC Visit	Volunteers / Protocol		<b>In progress</b>

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## Critical Milestones

<b>Quarter 3</b> <i>April to June 2006</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Requirements for 2008 Games to be incorporated into Marketing Plan for GNWT for Tourism defined	Marketing & Public Relations		<b>Moved to Quarter 5</b>
Communications Requirements Defined and Plan Completed	Communications & IT		<b>Done.</b>
Invitations to VVIP'S	Volunteer / Protocol	Board	<b>Done.</b>

<b>Quarter 4</b> <i>July to September 2006</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Sports Chairpersons Named	Sport Technical		<b>Done.</b>
Technical packages issued by the AWG International Committee	Sport Technical		<b>Done.</b>
Graphic Standards Manual Produced	Marketing & Public Relations		<b>Done.</b>
Mascot Competition Rolled Out	Marketing & Public Relations		<b>Moved to Quarter 5</b>
Requirements for 2008 Games to be incorporated into Marketing Plan for GNWT for Tourism defined	Marketing & Public Relations		<b>On-Going.</b>
Revised Budgets Confirmed	All		<b>To be done Sept 20 AGM</b>
All Villages Confirmed	Sport / Care & Comfort		<b>Done.</b>
Polyclinic Confirmed	Care & Comfort		<b>Done</b>
National Fundraising Campaign Launched	Fundraising		<b>Done.</b>



## Critical Milestones

<b>Quarter 5</b>	<b>October to December 2006</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Box Office and Ticketing Plan Developed		Fundraising	Marketing & Public Relations	<b>Moved to Quarter Six</b>
Language Translation Volunteers Identified		Volunteer & Protocol		<b>On-going</b>
Historic Book Project Initiated		Marketing & Public Relations		<b>Done.</b>
Volunteer Registration System in Place		Volunteers / Protocol		<b>Done.</b>
First Chef de Mission Seminar		All		<b>Done.</b>
Recruitment of Local Medical Personnel Completed		Care & Comfort		<b>On-going</b>
AWG incorporated into GNWT Marketing Plans for 2007		Marketing & Public Relations		<b>On-Going</b>
Merchandising Kiosk Opened		Marketing / Public Relations		<b>December 2006</b>
Mascot Competition Rolled Out		Marketing & Public Relations		<b>Done</b>
Initial Merchandise line made available with inventory control process in place		Marketing & Public Relations	Admin / Communications & IT	<b>Done</b>

<b>Quarter 6</b>	<b>January to March 2007</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION/S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
One Year & Counting Ceremony		All		
2007/2008 Funding		Admin/ Finance		
Unit Performers Invited		Culture		
Complex Volunteer Registration System Completed		Volunteer & Protocol	Communications & IT	
First Draft of Sport Schedules Circulated for Review and Comments.		Sport Technical	Sport Facilities	
First Draft of Athlete's Village layout (offices, sleeping, accommodations, drying rooms, social areas)		Care and Comfort	Sport Facilities / Care & Comfort	

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## Critical Milestones

<b>Quarter 6</b> <i>January to March 2007</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION/S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Recruitment of out – of town medical personnel completed	Care & Comfort		
Fabrication Shop & Warehouse Established	Admin		
Box Office and Ticketing Plan Developed	Fundraising	Marketing & Public Relations	
Finalize plan for janitorial Services	Admin	Sport Facilities/Care and Comfort	
Participant Registration System Completed	Communication / IT		
Local Officials Development Plan in Place	Sport Technical		

<b>Quarter 7</b> <i>April to June 2007</i>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Opening / Closing Ceremonies Preliminary Report	Culture / Ceremonies		
Festival/Plaza/performance center confirmed	Culture & Ceremonies		
Broadcast Centre Confirmed	Marketing / Public Relations		<b>Done.</b>
Host Broadcaster Contract Signed	Marketing / Public Relations		
Sponsor Conference Convened	Fundraising	Marketing & Public Relations	
Food Service Contract Signed	Care & Comfort		<b>Done.</b>
Venue Plans Completed	Sport Facilities		
Equipment Ordered	Sport Technical		
Draft 2 of Sport Schedules Circulated	Sport Technical		
Special Guest Accommodation Plan Submitted to AWGIC for approval	Volunteer / Protocol		
Draft Room Assignment Completed and reviewed	Care & Comfort/ Admin	Volunteers	
Hotel Requirements Defined to Hotels	Volunteer & Protocol	Sport Technical Marketing/PR	

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## Critical Milestones

<b>Quarter 8</b>	<b>July to September 2007</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
	Pre-Games Economic Impact study completed	President / Liaison to GNWT		
	Exterior Venue Signs Installed throughout City	Sport Facilities	Marketing & Public Relations	
	Opening / Closing Ceremonies Entertainment Confirmed	Culture & Ceremonies		
	Performance Centers Confirmed	Culture & Ceremonies		
	Hotel Contracts in place	Volunteer & Protocol	Sport Technical / Marketing & Public Relations	
	Out of Territory medical Personnel Selected	Care & Comfort		
	First Draft of Ground Transportation Schedule Circulated	Care and Comfort		
	Medals Ordered	Culture & Ceremonies		
	Concessions Contracts in Place	Administration	Sport Facilities	
	VIP Centre Confirmed	Volunteer & Protocol		
	Conduct Volunteer Training as Required	Volunteer & Protocol		
	Finalize Room Assignment and Present to Chefs & AWGIC Technical Director for Approval	Care & Comfort		
	Present Mission Headquarters Plan to Chefs and AWGIC for approval	Care & Comfort/Admin		
	Complete Athletes Village Set-Up Plan	Care & Comfort		
	Complete Athletes Village Tear-Down Plan	Care & Comfort		
	Media Kits In Development	Marketing & Public Relations		



## Critical Milestones

<b>Quarter 9</b>	<b>October - December 2007</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Mass volunteer Recruitment Undertaken		Volunteer & Protocol		
Media and Results Centre Confirmed		Marketing & Public Relations	Communication & IT	
Media Kits Completed		Marketing & Public Relations		
Volunteer uniforms designed and ordered		Marketing & Public Relations	Volunteer & Protocol	
Divisional Operational Plans & Budgets revised –Draft 2		All		
VIP Invitations List Reviewed and Second Set of Invitations Sent		Volunteer & Protocol		
Medal Ceremonies & Sport Opening and Closing Ceremonies Set		Culture & Ceremonies	Sport Technical / Sport Facilities	
Spectator Services Established		Sport Technical	Culture & Ceremonies	
Technical Officials Appointed		Sport Technical		
Results System In Place		Sport	Comm./ IT	
Transition to Operational Games Planning well underway		All		
Second Chef de Mission Meeting		All		
Team Entry Declarations Received		Admin / Sport Manager		
Air Travel Schedule in Place		Care & Comfort		
Final Sport Schedules Circulated		Sport Technical	Sport Facilities	
Second Draft of Ground Transport Schedule Circulated		Admin / Transportation		
20 <sup>th</sup> Anniversary Book Completed and Launched		Marketing & Public Relations		
Develop Plan for Janitorial Services / Washrooms / Showers etc.		Sport Facilities / Care & Comfort		



## Critical Milestones

<b>Quarter 10</b>	<b>January-March 2008</b>	<b>LEAD DIVISION RESPONSIBLE</b>	<b>SECONDARY DIVISION'S RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Mass Volunteer Recruitment Events		Volunteer & Protocol		
Final Sponsor's Conference		Fundraising	Marketing & Public Relations	
Execution Plan Completed		All		
Venue Fit-Out Plan Completed		Sport Facilities	Volunteer & Protocol / Communications & IT	
Team Registrations Received		Sport Technical	Culture & Ceremonies / Care & Comfort	
Volunteers accredited and uniforms distributed		Volunteer & Protocol	Sport Technical / Admin / Communications & IT	
Venue Fit Out Underway		Sport Facilities	Sport Technical / Volunteer & Protocol	
The Games Begin!				

<b>Quarter 11</b>	<b>April - June 2008</b>	<b>DIVISION RESPONSIBLE</b>	<b>STATUS OF COMPLETION</b>
Volunteer Party Held		All	
Division Final Reports Completed		All	
Sponsor reports prepared		Fundraising	
Inventory Completed		All	
Final Audit Completed		Admin	
Financial Position Announced		Admin	
Assets Distributed		Admin	
Host Society Final Report Issued		Administration	
Society Wound Down		Administration	
Post Event Economic Impact Study Completed		TBA	



## Chart of Accounts

*No e-copy available.*



## Financial Management, Accountability, Purchasing, Travel Expenses

### 1) Management

The City of Yellowknife, Human Resources Division, will provide the AWG Host Society (Host Society) with payroll services.

The City of Yellowknife will provide the Host Society with accounting and audit services.

The City of Yellowknife will create distinct accounts related to the Host Society and shall provide the Society with quarterly financial reports which routinely will be submitted to the Executive for approvals.

The City of Yellowknife will ensure that interest income earned on Host Society funds will accrue to the Host Society.

### 2) Accountability

The General Manager is responsible for ensuring that all contracts shall be awarded according to budget parameters. In the absence of the General Manager, his responsibility and signing authority shall be delegated to the President or Treasurer.

### 3) Purchasing

#### a) Spending Authority

Pursuant to Personal Property Acquisition and Disposal Policies (attached as Appendix 1):

- i. The General Manager can authorize the purchase of goods and services up to a value of \$10,000.
- ii. Purchases between \$10,000 and \$40,000 must be authorized by the President and any one of the Vice President or Treasurer.
- iii. Purchases greater than \$40,000 must be authorized by the Executive.

#### b) Bidding Process

Pursuant to the Purchasing Policy Abstract included in the Personal Property Acquisition and Disposal Policies (attached as Appendix 1):



## Financial Management, Accountability, Purchasing, Travel Expenses

- i. The General Manager will tender for the acquisition of goods and services in accordance with the Purchasing Policy Abstract. Any deviation from the Abstract must be approved by the Executive.
  - ii. The City of Yellowknife, Procurement Services Division, will provide tendering services.
- c) Purchase Requisition

To request the purchase of goods and services you must complete a purchase requisition form (Appendix 5). A requisition book will be provided to you. This form should include the price of the goods/service or an estimate of the price, a G/L code to which the expenditure should be charged and should be signed for approval. One copy of the requisition form should remain with the individual requesting the purchase and the other two copies are returned to Purchasing.

The Purchasing Department will then use this information to complete the purchase order and process the order. All vendor invoices should indicate the purchase order number and reference the 2008 Arctic Winter Games.

- d) Payment by Cheque

All invoices will be sent directly from the vendors to the accounts payable clerk at City Hall. The accounts payable clerk will distribute the invoices to the appropriate department for review and approval. All invoices related to the 2008 Arctic Winter Games will be forwarded to the General Manager.

For all invoices \$10,000 and less the General Manager or designate will:

- i. Review the invoices for the correct charges according to the purchase order;
- ii. Ensure that all goods included on the invoice have been received, including matching the invoice to the order packing slip;



## Financial Management, Accountability, Purchasing, Travel Expenses

- iii. Code the invoice with a G/L against which to charge the expense;
- iv. Sign the invoice indicating approval for payment.

Approving the invoice indicates that you have checked the order to ensure that all goods being invoiced have been received and that the prices are in accordance with the purchase order.

Once an invoice has been approved for payment it should be forwarded to the Purchasing Officer that issued the purchase order. The Purchasing officer will then receive the order against the applicable purchase order and forward the invoice to accounts payable for processing and payment by cheque.

For all invoices in excess of \$10,000 the General Manager will perform the same procedures as noted above and have the invoices signed by either the President or Treasurer of the Executive.

### e) Payment by Visa Card

The procurement card holder is responsible for ensuring that all charges made to the card are legitimate business charges.

Each month the accounts payable clerk will forward a copy of the Arctic Winter Games Procurement card monthly statement of charges to the General Manager along with a copy of the Visa Procurement Log (Appendix 3) for reconciliation of the charges.

#### **Completing the Log:**

- i. Each transaction charged to the procurement card should be recorded as a separate line item on the Log;
- ii. Each charge identified on the Log should be accompanied by an original receipt;
- iii. The following information should be supplied for each line on the Log:
  - Vendor name
  - Description of the purchase
  - G/L to which the purchase should be charged



## Financial Management, Accountability, Purchasing, Travel Expenses

- iv. The Log should be signed by the card holder indicating that the charges were required for City authorized business; all charges have been matched to documents attached to the Log and that where possible, original receipts of all charges have been attached.
- v. The completed the log should be sent back to Accounts Payable for processing.

f) Travel Expenses

Pursuant to the City of Yellowknife's Duty Travel policy 1030.8 (Appendix 4) and the Travel Expenses Summary (Appendix 4a), all travel must be authorized in advance as follows:

- i. Travel to attend programs and conferences will be approved by the Executive according to the 2008 Arctic Winter Games budget and approved travel plans.
- ii. Travel for purposes of the 2008 AWG Host Society business other than training and/or conferences shall be approved by the Executive.
- iii. The individual shall submit a Travel and/or Travel Advance Authorization form (Appendix 4b) to the Executive for approval.
- iv. The individual will make all arrangements related to the travel including accommodation and will submit an Expenses Claim to General Manager or designate for reimbursement of expenses.

g) Donations

All contribution cheques shall be made payable to the "City of Yellowknife, in trust for Yellowknife 2008 Arctic Winter Games Host Society", for which a written tax receipt will be provided to the donor by the City of Yellowknife.

The General Manager shall maintain a list of donors and evidence of the market value of the donation.



## Asset Disposal/Surplus Policy

*Located under Appendix 1*



## Ticketing Policy

### Goals and Objectives

To develop a marketing strategy to generate revenue for the Games, as well as provide access to and control for indoor sporting events, cultural events, and the Opening and Closing Ceremonies. Design of tickets for all events should be visually appealing for those who want to keep them as souvenirs.

### Sport Super-passes

Price of Sport Super-passes will be:

Adults: \$ \_\_\_\_\_  
 Youth/Seniors: \$ \_\_\_\_\_  
 (GST is included in the price)

The Sport Super-pass will enable the holder to attend all preliminary and final indoor sporting events on a first come, first served basis. Outdoor events will not be ticketed.

The Super-passes are expected to be launched November 1, 2007, in time for the Christmas season to boost sales revenue. They will be distributed at the following locations:

Pre Games:	During Games:

Volunteers will have access to the venues to which they are assigned, but will be required to purchase a Super-pass to access other events.

At each sporting venue, 25 % of the area will be reserved for athletes and Special Guests only until the game starts, after which available space can be used by other spectators with Super-passes.

### Cultural Concert Passes

Price of Cultural Concert Passes will be:

Adult: \$ \_\_\_\_\_  
 Youth/Seniors: \$ \_\_\_\_\_  
 (GST is included in the price. )



## Ticketing Policy

The Cultural Concert Pass will allow the holder to attend: (insert list of events)

### Opening and Closing Ceremonies

Price of tickets for the Opening and Closing Ceremonies will be:

Single: \$ \_\_\_\_\_  
(GST is included in the price.)

There is a maximum of \_\_\_\_\_ seats in the Multiplex. Seats will be reserved for approximately \_\_\_\_\_ participants and Special Guests. The remaining \_\_\_\_\_ seats ( \_\_\_\_\_ total for both ceremonies) will be available for purchase at \_\_\_\_\_ on \_\_\_\_\_.



## Conflict of Interest Guidelines

### Preamble

The Arctic Games, as the circumpolar north's longest on-going major multi-sport and cultural event, enjoys the support and confidence of the public and private sector alike. As a steward of the 2008 Arctic Winter Games and the values they represent, the 2008 Yellowknife Arctic Winter Games Host Society is entrusted with the responsibility of gaining, maintaining and enhancing the public's confidence in the Arctic Games movement. The guidelines listed below are intended to assist the 2008 Host Society in meeting this responsibility.

### Duties of Host Society Members

1. A member of the Host Society shall:
  - a) act honestly and in good faith and in the best interest of the Host Society; and
  - b) exercise the care, diligence and skill of a reasonably prudent person, in exercising his/her powers and performing his/her functions as a member of the Host Society.

### Disclosure of Interest

2. A member of the Host Society who has a direct or indirect interest in a proposed contract or transaction with the Host Society shall disclose fully and promptly the nature and extent of his/her interest to each committee member.

The minimum standard of acceptable procedure for disclosure is a brief declaration recorded in the minutes plus recorded absence while the topic is discussed. This procedure should occur whether the topic was on the agenda or arose unexpectedly. It is the duty of the affected member to interrupt the meeting to declare his/her conflict.

3. Members are required to seek advice from the Co-President(s) or the General Manager if they think they have a conflict problem. Requests for advice will be treated with confidentiality.



## Conflict of Interest Guidelines

### Nepotism

4. To avoid potential favoritism or conflict of interest, Host Society volunteers and employees will not directly participate in the hiring or supervision of a member of his/her immediate family.

Immediate family is defined as a spouse, parent, guardian, grandparent, grandchild, son, daughter, brother, sister, brother-in-law, sister-in-law or foster child of the employee or Host Society volunteer.



## Sponsorship and Donations

### Section 1 – Executive Summary

The City of Yellowknife on behalf of the 2008 Yellowknife Arctic Winter Games Society can receive donations from individuals and organizations in support of the 2008 Arctic Winter Games. These guidelines have been written in an effort to assist the Arctic Winter Games office in understanding when it is appropriate to issue an official income tax receipt.

As a Canadian municipality, the City of Yellowknife is permitted to issue receipts for donations received under Income Tax Act paragraph 110.1(1)(a) and subsection 118.1(1).

The key issue is to define the difference between a Donor and a Sponsor. A donor can be issued a charitable income tax receipt and a sponsor cannot be issued a charitable income tax receipt.

### Section 2 – Donations that Qualify for an Income Tax Receipt

As a Canadian municipality, the City of Yellowknife will issue an Official Income Tax Receipt for donations received. The following are definitions and examples of donations and gifts in kind that qualify for an Income Tax Receipt.

A donation is a gift that is a voluntary transfer of property without valuable considerations. Generally a gift is made if three of the following conditions are satisfied:

- The donor transfers some property, usually cash, to the donee;
- The transfer is voluntary;
- The transfer is made without expectation of return. (i.e., no benefit of any kind may be provided to the donor or to anyone designated by the donor, except when the benefits are of a nominal (small) value.)

A "benefit" is considered to have a nominal value if its fair market value does not exceed either (1) \$50.00 or (2) 10% of the amount of the donation, whichever is less. (Reference IT-110R3 item (3))



## Sponsorship and Donations

### Gifts of Cash

Cash gifts include cash, cheques, money orders, and other negotiable instruments and payments made to the City of Yellowknife – In Trust 2008 Yellowknife Arctic Winter Games.

### Gifts of Property (Gifts in Kind)

These non-cash gifts must be property.

It is important to establish the fair market value (FMV) of the non-cash donation through documented evidence or an appraisal. The appraisal is the estimate of the property's FMV on the date the donation is made. The donation receipt will be issued for the full fair market value of the property. GST should be excluded in establishing the FMV.

A qualified staff member can appraise a gift valued at \$1,000 or less with management's concurrence. With a gift valued at more than \$1,000, documentation must be provided to determine the FMV or an independent qualified appraiser must be provided by the donor.

If the AWG Office has questions regarding the type of documentation required, please contact the Director of Corporate Services.

### Processing of an Income Tax Receipt

The Arctic Winter Games office must submit a "Request for an Official Income Tax Receipt Form" to the Supervisor of Financial Operations within the Finance Division to request an official income tax receipt.

The Request for an Official Income Tax Receipt Form must be supported by the following:

- Cash Donation – cash, cheque, money order or other negotiable instrument;
- Gifts in Kind – documented evidence supporting the FMV or independent market appraisal.

The Corporate Services Department will process the request, issue the Official Income Tax Receipt, and forward the receipt.



## Sponsorship and Donations

### Section 3 – Payments that do not qualify for a Charitable Income Tax Receipt

The following are examples of payments or contributions that do not qualify as gifts for income tax purposes. Accordingly, income tax receipts must not be issued in respect to such amounts.

#### Sponsorships

If a donor sponsors an amount to the City of Yellowknife – in trust to the 2008 Yellowknife Arctic Winter Games in exchange for recognition and awards as per our Sponsor Recognition and Rewards Package Levels 1 thru 6, then it does not qualify for the issue of an Income Tax Receipt. The amounts do not qualify because the sponsor will receive consideration in exchange that exceeds the “nominal value” of \$50.

If an organization or person wishes to receive an Income Tax Receipt for their contribution then they can opt out of the Sponsor Recognition and Rewards package, and make a donation as per Section 2 above.

#### Pledges

An understanding to pay a donation over a certain period does not entitle the donor to a deduction in the year in which the undertaking or pledge is given. A deduction may only be claimed in the year that the amounts pledged are actually paid or received by the 2008 Arctic Winter Games Office. Reference IC80-10R item (31)

#### Contribution of Services

This form of contribution may not be acknowledged with the issue of an Official Income Tax Receipt. A gift must involve “property” to be deemed a donation for income tax purposes. Contributions of services (e.g. time, skills, and effort) are not property: therefore, they do not qualify.

There is nothing to prohibit the AWG office from paying for the services as a business operation and later accepting the return of all or a portion of the payment as a gift, provided it is returned voluntarily.



## Sponsorship and Donations

The donor must, in such an arrangement, account for the taxable income that would be realized either as remuneration or as business income.

Reference IT-110R3 item (15d)

### **Section 4 – Form to Request an Official Income Tax Receipt For Donations**

Refer to Appendix 6 for a printed version of the form. The form should be prepared using the template (Docs # 119589), so that there is an electronic copy to support each Official Income Tax Receipt issued.



## Electronic Mail (Email)

### Purpose

The electronic mail (e – mail) is to facilitate the exchange of information in support of and consistent with the mission statement, mandate and goals of the 2008 Yellowknife Arctic Winter Games Host Society. This service is to be used in an appropriate and ethical manner and is not to be used to transmit or distribute communications meant to offend, annoy or harass others.

### Policy

1. The 2008 Arctic Winter Games Host Society will provide e-mail accounts for the purpose of Arctic Winter Games business to:
  - Executive Committee Members
  - Board of Directors Members
  - Ex-Officio Board Members
  - Committee Chairs
  - Committee Co-Chairs
  - Games Staff
2. The 2008 Arctic Winter Games Host Society will provide a generic e-mail account to committee members for access to the Society's share point system for their respective divisions.



## Information Release Policy

### Purpose

To ensure the information released is timely and newsworthy.

### Policy

1. Regular news releases will be disseminated continuously leading up to the 2008 Yellowknife Arctic Winter Games, as information and resources permit. News releases will be distributed locally, territorially, provincially or nationally, depending on the nature of the information.
2. The Chair of Broadcast and Media Relations will prepare news releases. The General Manager and/or designate and the respective Director will review the final copy. The final copy will be distributed to the Co-Presidents, Vice President, Director of Marketing and Public Relations and the General Manager for their information in case they are required to respond. The Chair of Broadcast and Media Relations is to be contacted if input is required.
3. At the end of each release a section entitled "FOR MORE INFORMATION, CONTACT" will include contact information for the General Manager. Media will have one (1) contact person, who can either speak on behalf of the Host Society or direct inquiries to the appropriate person for this issue.
4. A detailed Communications Plan will be prepared in conjunction with all divisions outlining a quarterly public relations schedule, and presented to the Board of Directors for their input.
5. From time to time, stories will be pitched to the media.
6. The information release is to be sent to the Board of Directors, media, Arctic Winter Games International Committee, major sponsors, chefs de mission, web site, City of Yellowknife, and all northern media outlets. The topic of the information release may dictate the circulation of the release, and in some cases, the Canada News wire will be considered for additional distribution.



## Official Spokesperson Policy

### Purpose

To ensure the message is relayed in an accurate timely manner to various media outlets covering the Games and community.

### Policy

1. In handling emergency and issues communications, the official spokespersons for the Host Society up to and during the 2008 Yellowknife Arctic Winter Games are the Co-Presidents. In their absence, the General Manager is the official spokesperson.
2. All media inquiries up to the 2008 Yellowknife Arctic Winter Games will be forwarded to the Chair of Broadcast and Media Relations who will determine, in conjunction with the Director of Marketing and Public Relations, the appropriate spokesperson.
3. Starting Friday, March 7 and during the Games, the Chair of Broadcast and Media Relations will handle the initial media inquiries.
4. Committee chairs are authorized to handle straightforward media requests that pertain only to their realm of responsibility and are positive in nature. (i.e. snowboarding can only speak to snowboarding). Any questions or topics that have the potential to portray the participants, Games, volunteers or community in a negative way must be referred to the Chair of Broadcast and Media Relations and/or the General Manager.
5. Staff and volunteers asked to write an article or do an interview on a topic related to their work or position with the 2008 Yellowknife Arctic Winter Games, whether asked as an employee or private individual, must obtain prior approval from the General Manager.
6. If any staff member or volunteer is approached by the media for information or an interview, they are to direct the request through the appropriate channels, i.e. #3. For straightforward requests, they can also direct media to Committee Chairs and Sport Information Officers.
7. Prior to the Games, the media will be informed of the spokesperson policy via memo, media handbook and pre-Games orientation.
8. Volunteers and staff will be governed by this spokesperson policy.



## Official Spokesperson Policy

9. Interview requests or issues for third parties (i.e. sponsors) are to be handled delicately. At no time should anyone from the Host Society speak on behalf of a third party. The third party is to be informed of the request. The Host Society may act on behalf of the third party if the third party so requests. At that point, the Host Society is to speak on the issue according to the guidelines stipulated by the third party.



## Media Interview Policy

The 2008 Yellowknife Arctic Winter Games Host Society has developed a general media interview policy that recognizes the needs of the media, the preferred status of our Official Broadcaster, the rights of our athletes and the interests of mission staff, coaches and managers. Based on requests by mission/team staff, flexibility will be maintained to ensure that we do not negatively impact the coverage of the Games.

We accept that, although we may develop one policy, at certain venues exceptions may be made with the consent of mission staff, preferably the Mission Media Liaison Officer or designate. We also recognize that interviews away from venues will principally come under the direction of mission staff and look forward to working with them prior to and during the games.

A list of Mission Media Liaison Officers and their cell phone numbers will be published in the Communications Guide/Games Phone Book.

Accordingly, the interview policy at sport venues will be as follows:

1. Immediately prior to competition, interviews will not be encouraged. Media may, however, be granted an opportunity to interview a participant if a team official, preferably the Mission Media Relations Officer, coordinates the interview through the team coach or manager.
2. During competition, media will not be permitted on the field of play, with the exception of representatives of the Host Broadcaster. "Court-side" comments at the end of competition will be permitted if requested by the Official Broadcaster.
3. The Host Society will facilitate a media interview area adjacent to most sport venues where media scrums can take place immediately following competition. A member of the Host Society Media Liaison team will be assigned to assist the media in this area. Coaches and/or mission staff will be encouraged to attend these media scrums if appropriate.
4. As a general rule, media interviews will not be permitted in the locker room. Exceptions will be allowed if media make specific requests through Mission Media Relation Officers and are sponsored by a team manager or coach.

The interview policy outside of sport venues will be as follows:

1. Village access **will not be permitted** other than to the designated interview/lounge area provided by the Host Society, or the Media Information Center. Interviews with participants must be coordinated through the Mission Media Liaison Officer designated by each contingent.



## Media Interview Policy

2. Interviews should be coordinated through the Mission Media Liaison Officer of each contingent. Media requiring entry to the Mission Centre must be met by a representative of the Team Mission at the Mission Control Desk, and then accompanied to the appropriate location.

Note: A pre-games meeting involving Media Liaison Officers and media representatives will be conducted to ensure the needs of both parties will be met.



## Mascot Policy

Use of "                    " the Official Mascot of the 2008 Yellowknife Arctic Winter Games, is reserved for those organizations designated as "Authorized Users."

"Authorized Users" are defined as follows:

- All divisions and committees of the Host Society;
- Participating contingents and associated sport organizations;
- City of Yellowknife, Government of Northwest Territories, Yellowknife school boards, Government of Canada
- Sponsors
- Merchandising outlets

The Host Society reserves the right to approve all proposed appearances by "                    " and will provide a written explanation for any proposed appearance that is not approved. The Host Society will not approve any proposed appearance that, in its opinion, would jeopardize the public image of the mascot and/or the Host Society.

The Host Society will provide performers and handlers for all events in which the mascot is approved for appearance.

At least one qualified handler must accompany the performer at ALL times. Given the performer's limited mobility and field of vision inside the costume, it is the handler's responsibility to ensure the safety of both the performer and members of the audience.

In order to ensure the comfort of volunteer performers, performance times must be determined and limited by conditions such as the temperature at the performance venue. The ideal scenario is to have a 15 – 25 minute performance followed by a break of equal duration.

Authorized Users must request use of the mascot at least **ONE MONTH** in advance of the proposed appearance date, in order for the Host Society to arrange performers for the costume. The Host Society will make every effort to grant requests to any Authorized User on shorter notice, but can offer no guarantee. All bookings of the mascot costume are subject to availability. In the event of conflicting requests from two or more Authorized Users, the conflict will be resolved at the discretion of the Host Society's Marketing & Public Relations Division.



## E-Newsletter Policy

### Purpose:

To ensure the e-newsletter accurately reflects the message of the 2008 Yellowknife Arctic Winter Games.

### Policy:

1. The purpose of the e-newsletter is to promote the Games and to update key stakeholders regarding the 2008 Yellowknife Arctic Winter Games.
2. The official title is "ULU e-News".
3. The target audiences are: volunteers, Arctic Winter Games International Committee, chefs de mission, sponsors, media, residents of participating units, athletes.
4. The recommended frequency is monthly.
5. Distribution is via e-mail to Arctic Winter Games stakeholders including volunteers, Arctic Winter Games International Committee, chefs de mission, sponsors, and selected media. The Newsletter will also be available on the web page.
6. Copy is written by several members of the Marketing and Public Relations Division under the supervision of the Director of Marketing and Public Relations. The content is edited and approved by the Director of Marketing and Public Relations.
7. Approval of the final proof for printing will be given by the General Manager and/or designate.

The content will consist of, but not be limited to, President's Message, significant events, upcoming events, Games/division updates, athletes' corner, human interest stories, did-you-know facts, photographs, information about the sponsors, and mascot pictograms. Major sponsors' logos will appear in each issue, according to approved design.



## Merchandising Discount Policy

The Yellowknife Arctic Winter Games Host Society Board of Directors has established its merchandising strategy for the 2008 Games. The goal of the merchandising strategy is to maximize the financial benefit of merchandise sales for revenue generation to assist in financing the total Games operations.

The Board of Directors also recognizes the importance of marketing and promoting the Games, and acknowledges that by wearing Gameswear, we increase visibility of the Games and support the Marketing Strategy and goals of the Host Society. By offering a discount policy for the Staff, Board of Directors, volunteers and sponsors, we increase marketing exposure of the Games, while providing tangible benefits to volunteers and sponsors.

### Free of Charge Clothing

For the purposes of this policy, **free of charge clothing** will be determined as Golf, T-Shirts or Dress/Casual shirts. All other merchandising items are excluded from this policy.

### Cost Price

Cost price is identified as the price paid by the Host Society, including all applicable freight and/or taxes.

### Staff

- Staff includes all full-time or part-time employees of the Host Society.
- Staff will be entitled to two (2) items of clothing, free of charge (see above 'Free of Charge Clothing' paragraph), one of which is the corporate branded button-down white shirt, to be worn at events to promote the Host Society and its activities.
- Staff will be offered other merchandise at Cost price up to a maximum of four (4) items, of which no two (2) are the same.
- Other items may be purchased at 25% discount off the retail price, on two (2) occasions prior to Friday, March 2, 2008.



## Merchandising Discount Policy

### Board & Committee Chairs & Co-Chairs

- Board members include the President, Executive Members of the Host Society, Directors and Ex-Officio members.
- Committee Chairs & Co-Chairs include the recognized chairpersons and co-chairpersons of the various committees of the Host Society as outlined on the Society's Organizational Chart.
- Board members/Committee Chairs and Co-Chairs will be entitled to the corporate branded button-down white shirt, free of charge.
- Board members and Committee Chairs & Co-Chairs will be offered other merchandise at Cost price up to a maximum of four (4) items, of which no two (2) are the same.
- Other items may be purchased at 25% discount off the retail price, on two (2) occasions prior to Friday, March 2, 2008.

### Volunteers

- This discount applies to Volunteers registered and on the database.
- Volunteers will receive a 25% discount off the retail price, on two (2) predetermined occasions.
- Volunteers will be limited to three (3) items of merchandise, of which no two (2) are the same.
- No discounts after Friday, March 2, 2008.

### Gameswear Fridays Supporters

- Gameswear Fridays supporters will be provided a 13% discount off the retail price for purchases between \$250 and \$500.
- Gameswear Fridays supporters will be provided a 25% discount off the retail price for purchases over \$500.
- In order to qualify for these discounts, purchases must be made in bulk and on one invoice for the total purchase.



## Merchandising Discount Policy

### **Gameswear Fridays Supporters (cont')**

- Purchases must be made to promote the Games.
- Gameswear Fridays supporters' discounts will end on Friday, March 2, 2008.

### **AWGIC & Chefs de Mission/Assistant Chefs de Mission**

- Will be provided up to three (3) items at Cost price per visit during their pre-games visits, of which no two (2) are the same.

### **Administration of Program**

- The Merchandising Discount Policy will be administered by the Marketing Manager in conjunction with the General Manager.



## Volunteer Recognition Policy

### Purpose:

To ensure that there is consistency in the identification of all Games' volunteers an appropriate wear will be developed and distributed.

### Policy:

1. The volunteer uniform is clothing that is approved and purchased for the volunteers by the 2008 Arctic Winter Games Host Society. Embroidered on the uniform will be the 2008 Yellowknife Arctic Winter Games Host Society logo and sponsor's logo(s).
2. Volunteers are entitled to one (1) volunteer uniform. The uniform will be distributed during volunteer accreditation.
3. Volunteers are not permitted to pick up uniforms for other people.
4. The volunteer uniform is not to be worn prior to March 8, 2008.
5. Volunteers are required to wear their uniform while on duty.
6. Different colored uniforms will be provided to Security Volunteers, Medical Services Volunteers, Host/Hostesses Volunteers, Sport and Sport Facilities and Official/Referee Volunteers. This will distinguish these groups from other volunteers.
7. There will be no substitution for the volunteer uniforms.



## Youth Volunteer Policy

### Purpose:

To allow the youth of the City of Yellowknife to make a meaningful contribution to the success of the 2008 Yellowknife Arctic Winter Games.

### Policy:

1. Notwithstanding the age limits outlined in the alcohol policy, youth volunteers will be defined as being younger than 16 years of age at the time of the Games.
2. A parent or guardian must approve the participation of any youth.
3. Committees are encouraged to recruit volunteers aged 16 or older at the time of the Games. If volunteers younger than this age are recruited, it should be as part of a group recruitment from a club, organization, school etc.
4. Youth volunteers will be restricted to working in those volunteer jobs designated as "Youth Eligible". It will be incumbent upon each committee to designate "Youth Eligible" volunteer jobs within their respective areas. A job will only have "Youth Eligible" status upon approval of the Board.
5. Youth volunteers will be welcome at all volunteer events, including rallies, thank you parties and volunteer Drop-in Centre, although some restrictions may apply.
6. Youth Eligible jobs will be reviewed and approved by the Board of Directors.
7. At any event where alcohol is served volunteer under the legal drinking age will be permitted and all regulations as outlined in the *NWT Liquor Act* will be in force.

**Note: Volunteers may not bring others (friends, children) with them while working a volunteer shift. Only accredited volunteers may be in volunteer areas at any time during the Games.**



## Food Services – Off Site Feeding

### Purpose:

To provide meals to athletes and coaches who are unable to return to the dining room for lunch due to the location and scheduling of their sports event.

### Policy:

1. A box meal will be provided for each athlete, coach, or chaperone participating in an event who is unable to return to the Participant's Village for meals or scheduling because of venue location.
2. Coaches/chaperones must request these meals by completing request forms available at the Mission Headquarters. Mission Staff must authorize these requests before forwarding them to Food Services.
3. Request forms must be submitted to Food Services for each meal required each day.
4. Mission Liaison must receive requests at least 24 hours before the box meal is required. Sport, contingent, and venue location must be identified. All requests must be received by noon the day before the meals are required.
5. Participants requiring special meals (i.e. diabetic, vegetarian) will be required to submit a Special Meal Request Form for each meal required.