



# TASK GROUP REPORTS

**Submitted to:**  
COUNCIL

**By:**  
CANADA WINTER GAMES WORKING COMMITTEE  
DECEMBER 2015 (\* REVISIONS TO APPENDIX JANUARY 2016)

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# 1 Executive Summary

The Canada Winter Games (CWG) Working Committee is pleased to present the findings of the Task Groups' work over the past year. The information contained in this reports provides data on:

- Finance and Fundraising
- Venues and Athlete Care
- Visitor Services
- Volunteers
- Business Opportunities
- Benefits and Game Legacy
- Risk Assessment

Key points, in no particular order, from the CWG Working Committee include:

1. The proposed budget is \$50.3 Million, including \$36.3 Million in operational expenses and \$14 Million in capital;
2. Yellowknife currently has the required facilities with the exception of a pool and a venue for alpine events;
3. The Ski Club requires the largest upgrade;
4. Yellowknife's venues can accommodate the required athletes' comfort care guidelines;
5. The Games are expected to be held during peak aurora season and during the winter road season for the diamond mines; both needing hotel rooms during peak period;
6. The Yellowknife Airport has the capacity to meet the Games standard;
7. The Yellowknife Chamber of Commerce does not support the Canada Winter Games bid;
8. While there is the potential for business opportunities, improved communication on these opportunities and proper mitigation measures to assist businesses should be in place prior to the Games. There is also a strong concern amongst the business community that the Games could result in an increased tax burden; and
9. There are some risks involved, specifically, the construction of an Athletes Village, Volunteer capacity and Hotel Room availability.

In order for a city the size of Yellowknife to successfully host a Canada Winter Games all stakeholders must be on board and work together. Otherwise, the task may be too great for the host society alone.

## 2 Purpose of the Canada Winter Games Working Committee

The Canada Winter Games (CWG) Working Committee was established by Yellowknife City Council in February, 2015. The Committee has a mandate to review all pertinent information and reports generated from past Games; identify key strengths; areas of concerns and solutions; host community meetings to disseminate information and provide Council with a synopsis of the Committee's findings.

All volunteers were further appointed to the following Task Groups; Finance and Fundraising; Venues and Athlete Care, Visitor Services, Volunteers, Business Opportunities, Benefits and Game Legacy, and Risk Assessment. In addition to the Task Groups the Working Committee received guidance from an Executive Advisory Group to carry out the necessary research for the preparation of this Report.

The Working Committee had eight tasks, specifically, to:

1. Carry out a review of the Canada Games Council requirements for the hosting of the Games;
2. Develop a detailed feasibility study on how the requirements will be addressed including financial, human and infrastructure resources;
3. Comply with Canada Games Council hosting requirements;
4. Through public consultation, seek input from the public and business sector regarding the concept of the City hosting the Games;
5. Carry out a cost benefit analysis of hosting the 2023 Games;
6. Provide the appropriate standing Committee of Council with the Minutes of each CWG Committee meeting, as available, to serve as its regular updates to City Council;
7. Provide the Municipal Services Committee with recommendations as appropriate; and
8. Present final report to City Council.

The Working Committee represented a cross section of our community. The City is grateful for the time and efforts of the Working Committee members and their willingness to represent their group, agency, Order of Government or sector. The following appointments were made to the Working Committee:

**Canada Games Working Committee Appointments:**

<b>Organization</b>	<b>Name</b>
City of Yellowknife - ex-officio	Mayor Mark Heyck
City Council-Two (2) Members	Councillor (1) Rebecca Alty Councillor (2)
GNWT - MACA	Robert C. McLeod Minister of MACA
GNWT - Yellowknife MLA	Wendy Bisaro
NWT Housing Corporation	Jeff Anderson Vice President Finance/Infrastructure
City of Yellowknife	Dennis Kefalas, S.A.O.
Sport, Recreation and Youth - MACA	Ian Legaree, Director
City of Yellowknife – Community Services	Grant White, Director
City of Yellowknife – Corporate Services	Jeff Dalley, Director
Six (6) Yellowknife Business Representatives (large and small businesses)	1) Cameron Buddo, BMO 2) Shane Clark, Sunrise Real Estate 3) Renee Comeau , Chamber of Commerce 4) Kathy Gray, Inukshuk Publishing 5) Kevin Hodgins, Stantec Architecture Ltd. 6) Leanne Tait, Tait Communications
YK Hotel Association - Representative	Joey Cruz, General Manager, Days Inn
YK Education District No. 1	John Stephenson, Trustee
YK Catholic School Board – Trustee	John Dalton
Yellowknives Dene First Nation	Bobby Drygeese, Councillor
City of Yellowknife	Dave Hurley , Facilities Manager
Sport North	Doug Rentmeister, Executive Director
NWT Tourism	Cathie Bolstad , Executive Director
CDÉTNO	Antoine Gagnon, Executive Director

## **3 Finance and Fundraising**

### **3.1 Overview**

The Finance and Fundraising Task Group consisted of the following members:

- Cameron Buddo
- Bob Brooks
- Jeff Dalley
- Katherine Macdonald

The Finance Task Group looked at information related to the financial impact and costs of hosting the Canada Winter Games. The task group researched past games and specifically looked at detailed costing for the 2015 Canada Winter Games and the bid for 2019. From this analysis the task group developed a proposed draft budget based upon a small inflation factor and by averaging the cost of the 2015 and 2019 games. The proposed budget assumes revenue will be received from all three levels of government – federal, provincial / territorial and municipal, as per previous games. The expenditures cover the major areas of the two previous bids.

The bid assumes that in addition to operating expenditures there will be money for capital. For the City of Yellowknife (City), there are two major capital projects that would occur prior to the games. The Government of the Northwest Territories (GNWT) would be required to commit to a housing project which would be used to house the athletes. The City would build a 50 meter pool as originally planned in their 10-year Capital plan. The cost of the pool would not be associated as a cost for the Canada Winter Games.

### **3.2 Proposed Budget**

The proposed budget is a total of \$50.3 million including \$36.3 million in operating expenditures and \$14 million in capital as presented in Table 1.

**TABLE 1:**

**Canada Winter Games 2023  
Estimated Games Revenue and Expense Summary**

	Proposed Draft Budget Yellowknife (2023)			
	Operating	Capital	Total	
<b>Revenues</b>				
Government of Canada	9,420,000	3,000,000	12,420,000	
Provincial Government	9,420,000	3,000,000	12,420,000	
Municipal Government (Operating - VIK / Capital - Cash)	7,960,000	8,000,000	15,960,000	This number can fluctuate depending on Sponsorship.
Other Public Institutions & Sport Organizations (VIK)	1,500,000		1,500,000	
Asset Recovery			0	
NAP Contributions			0	
Net Sponsorship	6,403,788		6,403,788	
Broadcast Revenue			0	
Ticketing	1,000,000		1,000,000	
Merchandise and Licensing	180,950		180,950	
Other Revenue	433,400		433,400	
<b>Total Revenues</b>	<b>36,318,138</b>	<b>14,000,000</b>	<b>50,318,138</b>	
<b>Expenditures</b>				
CEO	750,000		750,000	5 years at \$150,000 per year
Board of Directors	670,175		670,175	Would include travel, etc, may not be required
Protocol, Hosting and Hospitality	242,599		242,599	
Planning and Transfer of Knowledge	77,389		77,389	
Legal	88,000		88,000	
Financial Services	400,000		400,000	Audits, etc
Risk Management	150,893		150,893	
Office Administration and Services	1,593,940		1,593,940	
Staffing	7,800,000		7,800,000	Average of 60 staff for 2 years at \$65,000
Volunteers	1,643,565		1,643,565	Would include training, clothing etc.
Registration and Accreditation	142,599		142,599	
Sports Operations	2,150,388		2,150,388	
Anti-doping Control	16,500		16,500	
Sport Venue Operations	1,114,499		1,114,499	
Capital Construction		14,000,000	14,000,000	
Venue Overlay	1,415,456		1,415,456	
Signage, Pageantry and Fabrication	509,300		509,300	
Village Accommodation	4,197,361		4,197,361	
Mission Services	199,364		199,364	
Food Services			0	Included in Accommodations
Accommodations (Non-Competitors)	81,675		81,675	
Security	241,197		241,197	
Medical	456,513		456,513	
Transportation	1,129,670		1,129,670	
Materials Management	300,465		300,465	
Technology	1,000,000		1,000,000	
Telecom	91,353		91,353	
Sound, Video Screens, Office Equipment and Rentals	152,680		152,680	
Broadcasting	1,351,625		1,351,625	
Results, Timing and Scoring	34,375		34,375	
Community Relations	160,089		160,089	
Media Relations	90,145		90,145	
Official Languages	97,482		97,482	
Marketing	1,246,025		1,246,025	
Publications	125,000		125,000	
Corporate and Community Fundraising			0	
Merchandising			0	
Ticketing	138,164		138,164	
Opening and closing Ceremonies	902,641		902,641	
Artistic Festivals	779,598		779,598	
Essential Services	347,600		347,600	
GST Costs	1,404,814		1,404,814	
Contingency	3,025,000		3,025,000	This could form a part of legacy if required
<b>Total Expenditures</b>	<b>36,318,138</b>	<b>14,000,000</b>	<b>50,318,138</b>	
<b>Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Notes:

1. Yellowknife requires a 50 meter pool which was in the city's capital plan for 2025 and is not considered for the games as it will be moved up on the capital projects list.
2. GNWT has indicated they would commit to a housing project if the city decides to proceed with the games, the city's contribution would be approximately \$12 million (cash, or in kind).
3. Net sponsorship, after projected expenses of approximately 10% to cover costs of fundraising.
4. The city is anticipating that they will be able to substitute sporting events to accommodate for sports where there are no existing venues ( i.e., alpine skiing).

## **4 Venues and Athlete Care**

### **4.1 Overview**

The Sports, Venues and Athlete Care Task Group consisted of the following members:

- Brian Kelln
- Dave Hurley
- Ian Legaree
- Grant White

This task group was charged with investigating and evaluating the facilities in Yellowknife to ensure that they are capable of meeting the Canada Winter Games standard in their current state or whether upgrades were required. The group followed up on the work already completed by the Canada Games Council in their 2023 Northwest Territories Report as well as the 2023 Canada Winter Games Feasibility Report prepared by Dillon Engineering.

### **4.2 Sport Venues**

Canada Games Council provided Basic Venue Information sheets that were used to compile the data required for each venue. These sheets were used to evaluate what is available in the city and what needs to be upgraded and assisted in developing a proposed weekly schedule for the Games.

This information along with the 2008 Arctic Winter Games venue information was reviewed and provided details in determining the capability of meeting the Canada Games Council standards in hosting the various sports.

Yellowknife currently has the majority of the required facilities. There are a few exceptions, including pool and a venue for alpine events. The City of Yellowknife is currently contemplating a new pool development to commence planning/construction in 2020/21. The City, through the GNWT, has corresponded with the Games Council requesting that Alpine events not be held as part of the 2023 Games. The rationale explained is that Yellowknife does not have the facilities to host the events and the expenditure to include alpine sports in Whitehorse would outweigh the benefits. The alpine events would have to be replaced with an alternate approved sport.

The venue with the largest capital required for upgrading is the Ski Club, which will require expansion of the range, penalty loop and other amenities. Many other facilities will require either permanent or temporary upgrades to meet standards. These are primarily minor items, such as additional lighting, back-of-house space, temporary bleachers, sport floor and sound barriers. The benefits derived from these items will be realized for many years past the Games as legacy items in Yellowknife and perhaps the NWT.



**TABLE 1: REQUIRED VENUES, SPORT AND BUDGET FOR THE CANADA WINTER GAMES**

<u>Venue</u>	<u>Sport(s)</u>	<u>Upgrades</u>	<u>Budget Required</u>	<u>Description</u>	<u>Legacy</u>
Ski club	Biathlon/X Skiing	Major	\$ 957,000.00	Expansion, towers, BOH,	Yes
Shorty Brown Arena	Hockey/FS/Ringette	Minor	\$ 21,000.00	BOH, Lighting, Seating	Yes
Ed Jeske Arena	Hockey/FS/STSS	Minor	\$ 21,000.00	BOH, Lighting, Seating	Yes
Community Arena	Ringette/Hockey	Minor	\$ 21,000.00	BOH, Lighting, Seating	
Fields 1 & 2	Gymnastics	Medium	\$ 30,000.00	BOH, Lighting, Seating, floor	No
Field 1	Badminton	Medium	\$ 21,000.00	Sound barrier, BOH & Floor	No
Field 2	Wheel Chair B-Ball	Medium	\$ 21,000.00	Sound barrier, BOH & Floor	No
Weledeh/St Pats	Archery/Target Shooting	Minor	\$ 14,000.00	Lighting, seating	
Outdoor Oval	Long Track SS	Major	\$ 32,000.00	Temp dev't	No
RLN Gym	Boxing/Judo	Minor	\$ 21,000.00	BOH, Lighting, Seating	
Curling Club	Curling	Minor	\$ 21,000.00	BOH, Lighting, Seating	Yes
SJFHA	Tramp/Table Tennis	Minor	\$ 15,000.00	Lighting	N/A
Racquet Club	Squash	Major	\$ 40,000.00	Seating, court upgrade	
Pool	Synchronized Swimming	none	\$ -	Assume new pool	yes
Budget Total			\$ 1,235,000.00		
<u>Venue</u>	<u>Athlete Comfort</u>	<u>Upgrades</u>	<u>Budget Required</u>	<u>Description</u>	<u>Legacy</u>
Modular Structure	Food Services	Major	\$ 250,000.00	Temporary structure	No
J.H. Sissons School	Medical Polyclinic	Minor	\$ 10,000.00	Sound/visual barriers	No
Mildred Hall School	Mission Centre	Minor	\$ 5,000.00	Office equipment	TBD
Bussing Company	Team Transport	Minor	TBD	Rental of Bus	No
Car/Van Rental Company	Mission/Staff Transport	Minor	TBD	Rental Cars	no
SPHS/SJFHS/Village/Mplex	Lounges	Minor	TBD	Upgrades for comfort	TBD
Budget			\$ 265,000.00		

### 4.3 Athlete Comfort and Other Venues, Excluding Accommodations

The Host Society is responsible for many aspects of the athletes, coaches and officials and mission staff for the duration of the Canada Winter Games. These aspects include:

- providing mission staff office and transportation
- provision of a polyclinic for athletes and officials
- lounges and comfort areas for athletes and volunteers
- food services

There are a variety of existing facilities that are available to house the majority of these requirements. Many of the smaller school facilities that are not being designated for sports can accommodate these needs with very few upgrades or modifications. The largest and most expansive facility needed outside of the sport venues is that of a food services facility. It is proposed that a temporary modular tent/building be erected on the William MacDonald School field. This location will provide a large open area that is also next to the school facility, which can accommodate for other athlete comfort requirements.

**TABLE 2: VENUES FOR ATHLETE COMFORT AND CARE**

<u>Venue</u>	<u>Athlete Comfort</u>	<u>Upgrades</u>	<u>Budget Required</u>	<u>Description</u>	<u>Legacy</u>
Modular Structure	Food Services	Major	\$ 250,000.00	Temporary structure	No
J.H. Sissons School	Medical Polyclinic	Minor	\$ 10,000.00	Sound/visual barriers	No
Mildred Hall School	Mission Centre	Minor	\$ 5,000.00	Office equipment	TBD
Bussing Company	Team Transport	Minor	TBD	Rental of Bus	No
Car/Van Rental Company	Mission/Staff Transport	Minor	TBD	Rental Cars	no
SPHS/SJFHS/Village/Mplex	Lounges	Minor	TBD	Upgrades for comfort	TBD
Budget			\$ 265,000.00		

Throughout the review of the venue and sport requirement review, the Task Group also assessed which sport event would be assigned to each week. This process was guided by the Canada Winter Games Policy as well as past practice.

**TABLE 3: PROPOSED FACILITIES AND WEEK OF EACH SPORT**

<b>2023 Canada Games - Sport per Venue &amp; Week</b>		
<u>Sport</u>	<u>Venue</u>	<u>Week</u>
Biathlon	Ski Club	1
Boxing	Range Lake Gym	1
Men's Curling	Curling Club	1
Artistic Gymnastics	Fieldhouse	1
Women's Hockey	Community Arena	1
Long Track Speed Skating	Outdoor Oval	1
Short Track Speed Skating	Ed Jeske Arena	1
Squash	Racquet Club	1
Ringette	Shorty Brown Arena	1
Trampoline Gymnastics	SJFHS	1
Archery	St. Pats/Weledeh	1
Women's Curling	Curling Club	2
X Country Skiing	Ski Club	2
Figure Skating	Shorty Brown Arena	2
Men's Hockey	All three arenas	2
Judo	Range Lake Gym	2
Synchronized Swimming	New Pool Dev't	2
Badminton	Fieldhouse	2
Wheel Chair Basketball	Fieldhouse	2
Target Shooting	St. Pats/Weledeh	2
Table Tennis	SJFHS	2

#### **4.4 Summary**

The sub-committee is confident that if the City of Yellowknife chooses to submit a bid to host the 2023 Canada Winter Games to the Canada Games Council, the City's venues are capable of hosting the required sports and can accommodate the required Athletes Comfort and Care guidelines. It is recognized that the City and Host Society will be required to provide financial resources to upgrade or enhance current facilities. These upgrades will not result in additional operational and maintenance cost to the City, but in some cases will add to the inventory of equipment that is available in the City's rental inventory. In addition, many of these upgrades/enhancements will benefit future use of the facilities as the City, local and Territorial Sport Organizations move towards hosting local, regional and national events.

## 5 Visitor Services

### 5.1 Overview

The Visitor Services Task Group consisted of the following members:

- Joey Cruz
- Cathie Bolstad
- Wendy Bisaro
- Stefanie Miklosovik

The City of Yellowknife provided the visitor services task group with the following mandate.

Using information provided by the Canada Games council and data on current and projected services in the NWT, for the 2023 Canada Winter Games, if they are hosted in Yellowknife, compile information that outlines the following:

- a. Accommodation options for all groups (not including athletes, coaches and managers) and potential visitors attending the Games (include commercial, homestay and other options);
- b. Air transportation options for all groups (not including athletes, coaches and managers) and potential visitors attending the Games;
- c. Rental vehicle options for all groups (not including athletes, coaches and managers) and potential visitors attending the Games; and
- d. Projected regular tourism, business and other service needs at the time the Games will be held

### 5.2 Accommodations: Approach and Assessment

The task group reviewed the Canada Winter Games Council assessment report, in particular Pages 17 to 19 regarding Hotel Rooms. It was identified by the task group that the timing of Canada Winter Games is during peak Aurora Viewing Season, when tour operators are counting on the availability of hotels for their clients and that this is also during peak winter road season for the diamond mines, and that they have a need for hotel rooms during this peak period as well. The group thus took a look at winter tourism numbers at the Northern Frontier Visitor Information Centre (NFVA) this winter, compared it to last winter to get a sense of tourism growth, as this will highlight demand for hotel rooms.

Next, the task group looked at what the hotel capacity was and what new hotel room capacity would be on the market by 2023 that is known about today. The group then identified the potential for bed and breakfast accommodations and gathered the information from the most recent Canada Winter Games regarding their homestay program to get a sense of what the homestay requirements were for the 2015 Canada Winter Games.

The task force has not determined what the hotel capacity was in Prince George for the 2015 Canada Winter Games, or what the bed and breakfast capacity was at the 2015 Canada Winter Games. While we believe the information we are presenting will help the City of Yellowknife assess hotel capacity, the task group recommends the City of Yellowknife assess, based on the hotel numbers available in 2015 in Prince George and based on their homestay program numbers, whether there would be enough homes in Yellowknife prepared to take visitors who cannot be accommodated by our Yellowknife hotel gap. The gap is noted below.

When comparing Canada Winter Games Requirements to actual hotel rooms available, the task group recommends the City assess the gap based on “available rooms”, not actual rooms. See Note 2 on Table 1.

<b>TABLE 1: HOTEL VISITOR REQUIREMENTS AND YELLOWKNIFE HOTEL AVAILABILITY</b>					
<b>Hotel</b>	<b>Current CWG Suggested Use</b>	<b>Total Rooms</b>	<b>Rooms Available for CWG (Note 2) 35% Avail</b>	<b>Rooms Available for CWG (Note 2) 45% Avail</b>	<b>CWG Standard Requirements</b>
<b>Explorer Hotel</b>	<b>VIPs</b>	<b>187</b>	<b>65</b>	<b>84</b>	<b>175</b>
<b>Explorer Expansion 2016/17</b>		<b>75</b>	<b>26</b>	<b>34</b>	
<b>Yellowknife Inn</b>	<b>Tech Reps/Officials</b>	<b>120</b>	<b>42</b>	<b>54</b>	<b>250</b>
<b>Days Inn</b>	<b>Mission</b>	<b>80</b>	<b>28</b>	<b>36</b>	<b>130</b>
<b>Super 8</b>	<b>Mission</b>	<b>66</b>	<b>23</b>	<b>30</b>	<b>130</b>
<b>Arnica Inn</b>	<b>Officials</b>	<b>71</b>	<b>25</b>	<b>32</b>	<b>250</b>
<b>Capital Suites</b>	<b>CGC/Sport Observers</b>	<b>78</b>	<b>27</b>	<b>35</b>	<b>42</b>
<b>Coast Fraser Towers</b>	<b>Broadcast / Media</b>	<b>58</b>	<b>21</b>	<b>26</b>	<b>40/125</b>
<b>Discovery Inn</b>	<b>Medical</b>	<b>41</b>	<b>14</b>	<b>18</b>	<b>20</b>
<b>Northern Lites</b>	<b>Tech Reps / Officials</b>	<b>26</b>	<b>9</b>	<b>12</b>	
<b>Nova Construction (Mike Mrdjenovich 2016/17)</b>		<b>150</b>	<b>53</b>	<b>68</b>	
<b>Nova Construction (Mike Mrdjenovich -Before 2023)</b>		<b>80</b>	<b>28</b>	<b>36</b>	
<b>Polar Developments (Watermark Tower &amp; Anderson Thompson Tower)</b>		<b>39</b>	<b>14</b>	<b>18</b>	
<b>Other Developments (Note 1)</b>		<b>20</b>	<b>7</b>	<b>9</b>	
<b>TOTAL ROOMS</b>		<b>1091</b>	<b>382</b>	<b>492</b>	<b>1162</b>

Note 1: There was knowledge in the task group of another small tourist accommodation being developed, and so the rooms anticipated in this new development are included.

Note 2: In order for the hotels to continue to offer rooms to guests of Aurora Tour Operators, Winter Road clientele and regular clients, the Yellowknife Hotel Association recommended that the City of Yellowknife consider that there will be a range somewhere between 35 to 45% of the actual rooms that can be made available as the rest would already be sold for Aurora Tours and to support other clients who use the hotels regularly.

Canada Winter Games will take place during peak Aurora Viewing Season in Yellowknife. The Hotels in Yellowknife have a number of regular clients during this season, which they cannot displace for Canada Winter Games, as these clients are their “bread and butter” beyond the Canada Winter Games. A number of these clients are the Travel Trade and/or Aurora Tour Operators who rely in the hotels to have beds for their tourism clients.

Assuming no new hotel developments between 2015 and 2023 other than those noted in Table 1, and based on the suggestion by the Yellowknife Hotel Association that somewhere between 35% to 45% of Yellowknife hotel rooms could be made available for Canada Winter Games, the gap in rooms to meet the Canada Games Requirement could range from 670 to 780 hotel rooms. Even if all hotels could make all of their rooms available for the Canada Winter Games Standard Requirements, the gap would be 71 rooms, and it is important to note that the task group has not made any assessment regarding the quality of the rooms available in any of the hotels and has not assessed whether any of these hotels meet the minimum 3 star accreditation. As noted in the 2023 Canada Winter Games Report the City of Yellowknife, it has already been identified that there are some hotels which do not meet this standard.

The task group also examined what the potential was in Yellowknife for accommodations offered by licensed Bed and Breakfast outlets and home room rentals made available through Canadian Bed and Breakfast networks and/or Air BnB service to offset gaps. A search on the internet was completed to identify all Yellowknife based B & B’s that showed up on the internet, both on Bed and Breakfast Canada’s website and on the Air BnB website.

Table 2 identifies the number of additional rooms that could be made available to address gaps in the hotel capacity requirements.



<b>TABLE 2: Bed and Breakfast Opportunities Identified</b>				
As of August 8, 2015	Number of Rooms per BBC	Breakfast Service	Beds Available	Bathrooms
Arctic Chalet	3	Self -Catered, Continental, Vegetarian	Queen	Unknown
Aurora Yellowknife Jenny's	4	Self-Catered, Continental, Vegetarian	Single, Twin, Double, Queen	Shared, Private & Ensuite
Bayside Bed & Breakfast	5	Full Breakfast, Vegetarian	Single, Twin, Double, Queen, King, Cot, Crib	Shared, Private & Ensuite
Blue Raven Bed & Breakfast	3	Full Breakfast	Twin, Double,	Shared
Birch's Bed & Breakfast	2	Self-Catered	Queen	Private
Embleton House Bed & Breakfast	2	Self-Catered, Continental	Queen	Shared, Private, Ensuite & Wash basin in room
Sean's Guest House	2	Self-Catered, Continental	Queen	Shared, Private
Sunshine Bed & Breakfast	4	Continental, Vegetarian	Single, Double	Shared
Narwal	4	Continental	Single, Twin, Double, Queen	Shared, Ensuite
Yellowknife Polar Suite	1	Self-Catered	Twin, Cot	Ensuite
YK Bay Floating B & B	2	Full, Continental	Queen	Shared, Ensuite
<b>TOTAL BBC Listings 33 ROOMS</b>				

The task group sought information regarding the number of visitors to past games and the number of homes made available to visitors through Home Stay Programs. Visitor Information was collected differently for different games and some did not have homestay programs. Below is the information we were able to obtain, although it is not directly comparable.

**2007 – Whitehorse:**

A total of 1,695 Outside Visitors, of which 1,449 were parents or guardians of athletes and 251 were independent visitors/spectators. These numbers did not include athletes, coaches, etc.

**2011 – Halifax:**

A total of 9,240 Outside Visitors were recorded. The Economic report on these games quantified these visitors as 6,140 family spectators (likely local) and 3,280 Independent Outside Visitors/Spectators.

Neither the 2011 Canada Winter Games in Halifax or the 2013 Canada Summer Games in Sherbrooke, Quebec had active homestay programs.

The following information provides details on the most recent homestay program for Prince George, BC in 2015:

- There were 1,035 Program Applicants.
- 500 Homes were inspected by the Host Society.
- 465 Homes were approved by the Host Society for homestay Program.
- 120 Homes were used through the program for out of town visitors.

Given our assessment that Yellowknife does not have the hotel capacity to accommodate all the visitors to the Canada Winter Games, the task group believes that the model used by Prince George in 2015 could be used as a template for a homestay program in 2023 in Yellowknife. This program would address the gap in hotel accommodations and would be critical to successfully address visitor accommodation requirements. The Host Society would need the support of the City of Yellowknife in setting up the homestay program to ensure standards are set that ensure a positive and safe experience for both the visitor and the homeowner. The program would need to start early enough to allow home inspections, and resources would need to be provided to the Host Society to create an on-line database where approved homes can be featured. This database would allow visitors considering homestay to see the home, including pertinent information, such as number of bedrooms and bathrooms and contact information. This online tool would need to be backed by resources to manage the program and content.

It is also noted that if the Canada Winter Games were held during spring break, there may be more homes available for a homestay program, as many families opt to leave during this period.

The task group recommends the City look more closely at what hotel capacity was in Prince George in 2015, as well as the number of visitors were required hotels, not including the athletes, coaches and managers. This would clarify what the hotel accommodations gap was in Prince George, along with the number of bed and breakfasts, Airbnb units and homestay units Prince George used to address this gap. Taking into account the number of homes and population of Prince George, this then needs to be compared to the context of Yellowknife to determine whether a home stay program could address the gap. The task group was unable to undertake this task at this time due to availability of information in a format that could be compared, as well as time available for this task by volunteers on this committee.

In reviewing the draft report with the broader working group, it was also suggested that with the partnership of the local school boards, it may be possible to use some of the schools as

hostels to reduce the constraint on hotels, and to fill in gaps where a homestay may not be adequate to address gaps.

### **5.3 Regular Tourism, Business and Other Service Needs**

Table 3 and 4 show the increase in visitors that has taken place in Yellowknife from the 2014 to the 2015 winter tourism season. When comparing the months of February and March in 2014 versus 2015, there has been a 77% growth in the visits to the Northern Frontier Visitor Information Centre, not including visits to the NFVA by local residents. This has increased demands for hotels rooms in Yellowknife. It is anticipated that these numbers will continue to grow as 2023 approaches.

**TABLE 3: YELLOWKNIFE VISITOR STATISTICS – NFVA  
December 2013 to July 2014**

	<b>Dec-13</b>	<b>Jan-14</b>	<b>Feb-14</b>	<b>Mar-14</b>	<b>Apr-14</b>	<b>May-14</b>	<b>Jun - 14</b>	<b>Jul-14</b>	<b>Total</b>
Resident	257	236	269	408	317	366	420	260	2533
NWT/NU	52	36	40	67	16	67	128	95	501
Canada	326	269	404	589	276	455	1112	1122	4553
USA	42	28	67	123	22	18	114	171	585
Japan	527	507	547	695	151	9	5	18	2459
Korea	182	252	246	150	77	10	0	0	917
China	305	218	392	461	156	12	25	4	1573
Hong Kong	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0
Taiwan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0
Asia	72	29	74	152	18	17	23	3	388
Europe	12	15	28	33	19	88	44	47	286
France	0	7	17	12	5	2	1	7	51
Germany	15	9	20	6	3	5	34	38	130
Africa	7	6	3	0	5	5	1	0	27
South America	6	3	12	10	2	6	1	76	116
Australia/Oceania	29	38	50	43	8	2	5	5	180
<b>TOTAL</b>	<b>1832</b>	<b>1653</b>	<b>2169</b>	<b>2749</b>	<b>1075</b>	<b>1062</b>	<b>1913</b>	<b>1846</b>	<b>14299</b>

**TABLE 4: YELLOWKNIFE VISITOR STATISTICS – NFVA  
December 2014 to July 2015**

	<b>Dec-14</b>	<b>Jan-15</b>	<b>Feb-15</b>	<b>Mar-15</b>	<b>Apr-15</b>	<b>May-15</b>	<b>Jun-15</b>	<b>Jul-15</b>	<b>Total</b>
Resident	246	434	373	374	274	435	1060	456	3652
NWT/NU	134	69	31	63	165	158	137	211	968
Canada	584	435	932	1090	519	702	1925	1878	8065
USA	50	56	41	96	91	120	269	231	954
Japan	819	738	1187	888	380	73	0	5	4090
Korea	396	287	325	160	85	6	4	9	1272
China	999	495	1089	405	122	6	2	19	3137
Hong Kong	n/a	n/a	n/a	26	105	0	1	1	133
Taiwan	n/a	n/a	n/a	263	54	0	1	0	318
Asia	78	17	251	409	11	0	11	20	797
Europe	16	61	91	23	9	21	57	141	419
France	5	4	11	11	5	3	14	16	69
Germany	11	8	29	9	6	9	38	53	163
Africa	4	1	31	0	2	0	15	7	60
South America	4	27	32	17	22	3	12	10	127
Australia/Oceania	16	26	80	28	12	20	13	39	234
<b>TOTAL</b>	<b>3362</b>	<b>2658</b>	<b>4503</b>	<b>3862</b>	<b>1862</b>	<b>1556</b>	<b>3559</b>	<b>3096</b>	<b>24458</b>

At this time, it should be assumed the Yellowknife tourism market will continue to grow. NWT Tourism has been able to increase its marketing budget in the past few years, advancing marketing in China, Korea and other emerging markets and NWT Tourism anticipates these visitor numbers will continue to grow. This will increase the requirement for hotel accommodations in Yellowknife.

With the growing tourism market into Yellowknife for Aurora viewing, the task group agreed that as the City considers hotel capacity, they must be aware of the importance of ensuring that there are an adequate number of hotel rooms for tourists responding to the marketing by local tour operators, their Travel Trade partners and NWT Tourism.

Local tourism operators have small businesses that rely on having access to hotels for the people booking their tours. If a tour operator can't get a hotel room for their clients, the local tour operator suffers the revenue loss. Tourism operators market their products and packages domestically and internationally, well in advance of the tourist season. They set their packages in travel trade tariffs with their travel trade partners on timelines that drive future revenues for both of their businesses.

For any Destination to be successful in promoting a destination and attracting visitors, it needs awareness, access and experiences to offer. Though members of the Visitor Services Task Group focussed on the specific mandate of their task, they also were given the opportunity to attend a presentation made by the Yukon Delegation in Yellowknife on a trade mission in October 2015. Representatives of Yukon Tourism outlined the longer term benefits of the 2007 Canada Winter Games in terms of tourism promotion. It was noted that the NWT had participated in the joint promotion of the Canada Winter Games, and that Canada's North had benefited in terms of an increase in positive impressions in Canada, of the three territories, an increase in the awareness of the tourism experiences available, and an increase in the likelihood of Canadians travelling to the territories as a tourist destination. These benefits are noted below in Table 5 and Table 6.

<b>Table 5: 2007 Canada Winter Games (Whitehorse) Tourism Destination Promotion</b>			
<b>(Done in conjunction with the three northern territories)</b>			
Television Advertising	\$1.14 Million Spent	\$1.9 Million Value Achieved	174 Million Impressions
Newspaper/Magazine Advertising	\$500,000 Spent	\$710,00 in value achieved	
Cinema	\$104,000 spent	\$148,000 in value achieved	47,000 spots reaching audience of 2.1 million
On-Line Digital (Tourism and Ec Dev Promotions)	\$211,000 Spent		13 Million Impressions
Tourism Public Relations Activities		57 Tourism Stories	8.5 Million Reached
Economic Development Department		30 Stories Generated	18.7 Million reached
Canada Winter Games Public Relations		49 Stories Generated	74 Million reached

Research prior to 2007 and post 2007 Canada Winter Games showed that when measuring positive impressions about the Destination, all three territories in Canada's North, who had participated in this promotion together, saw improvements in the measure of positive impressions of the territories.

<b>Table 6: Positive Impressions of Canada's Territories Measured Prior to and After Canada Winter Games 2007 in Whitehorse (AWARENESS)</b>		
	Before the 2007 Games	After the 2007 Games
Yukon	74%	81%
Nunavut	51%	56%
Northwest Territories	63%	74%

<b>Knowledge of Available Tourism Experiences</b>		
	Before the 2007 Games	After the 2007 Games
Yukon	9%	10%
Nunavut	4%	8%
Northwest Territories	7%	14%

<b>Likelihood to travel to Canada's North</b>		
	Before the 2007 Games	After the 2007 Games
Yukon	25%	51%
Nunavut	12%	28%
Northwest Territories	19%	43%

Any decision to go ahead with the CWG needs to consider the relationships that local tour operators have with their travel trade partners as well as their marketing investments being made for their businesses - both must be protected. Should the City proceed with hosting the CWG, it will be critical that the City work with local tourism operators and hotels to put together Aurora Viewing packages that can be marketed and pre-sold to Canada Winter Games visitors, so that tourism operators are not adversely affected by a lack of accommodation for their clients due to CWG visitors. Should a decision be made to host the games, NWT Tourism will also need to work with the travel trade partners to ensure they understand potential impact and plan in advance for this change.

The hotels have also identified that they have regular clients that they need to serve on an ongoing basis and that this time period is a peak period for the diamond industry and its logistics teams, who are in the city coordinating transportation to the mines for winter resupply. They have indicated that they cannot reduce the rooms available for these clients for CWG.

Finally, the City will also need to consider the opportunity to work with the other three northern territories to leverage joint marketing funding to grow the awareness of the NWT and Canada's North, its tourism experiences, products, and the positive experiences that Canadians can have in our territory. The Canada Winter Games, would create a new opportunity for the NWT to work collaboratively with its Pan Territorial Tourism Marketing Consortium partners (Nunavut and Yukon), to leverage the promotion of the games to grow awareness, increase positive impressions of the NWT, and grow longer term tourism in the Canadian marketplace.

#### **5.4 Air Transportation**

The task group reviewed the assessment of air transportation made by the CWG Council in their report and notes that the CWG Council has confirmed that the airport has the capacity to meet the CWG Council standards. The task group did confirm that major airlines flying regularly scheduled flights into Yellowknife from outside of the Northwest Territories include Air Canada, WestJet, Canadian North, First Air and Air North. It was also noted that Northwestern Air Lease flies into Yellowknife from outside of the territory. The task group reviewed and prepared a list of all inbound flights scheduled for March 2016 and worked to confirm the number of seats on each flight. We have assumed for every inbound flight, there is an outbound and the seats out are the same number.

A meeting was held in early July with Lee Stroman, Regional Airport Manager for the North Slave Region and with Delia Chesworth, Director of Transportation (GNWT). A discussion was held regarding what steps would need to be taken to ensure airline capacity into Yellowknife for CWG and whether the Yellowknife Airport could accommodate additional charter flights and scheduled flights for the number of athletes, coaches and visitors that the games could bring.

Based on this discussion, the task force is confident that the Yellowknife Airport would be able to handle increased incoming planes for CWG.

The task group recommends that if a decision is made to host the games in Yellowknife that the Department of Transportation, RCMP, CATSA, the Airlines and the Host Society assemble in a facilitated workshop early in the life of the Host Society to put in place a transportation plan that addresses both the additional flight requirements, additional security clearances, baggage handling and local transportation to and from the airport.

### **5.5 Rental Vehicles**

The task group contacted a 2015 Host Society member in Prince George to find out what their rental vehicle requirement was and to see if through discussion there could be any learning that could benefit the City of Yellowknife.

We were advised that the Host Society was required to supply 60 vehicles to Mission staff, VIPs and other people associated with CWG. The exact number would depend on the local transportation system at games time. In Prince George, the Host Society ran a shuttle service with sponsored vehicles from a local dealership so fewer rentals were needed. They also worked with a rental company that had access to bring vehicles into the community at games times if needed. They also had free municipal bussing for the entire time of CWG.

In Whitehorse for 2007, \$870,000 was spent on vehicles by visitors, and a total of 169 vehicles were rented for the duration of the event (22 days).

Fleet included:

- 48 SUV
- 37 Cars
- 25 Mini Vans
- 19 Fifteen Passenger Vans
- 16 Cargo Vans
- 20 Trucks
- 4 Cube Vans



Below are the Yellowknife Car Rental Options and their current fleet capacity. All numbers listed in the table below are approximate.

Table 7: Yellowknife Rental Vehicle Fleet Estimate								
	Contact	Total Vehicles	Car	SUV	Van	Truck	15 Passenger	12 Passenger
<b>Budget</b>	Local Manager– Barry Newman Cell Phone: 867-445-6167 Main Switchboard: 867-920-9209	30-50 *Note Below	Even Distribution				Zero	Zero
<b>Hertz</b>	Local Manager– Derek Carmody Main Switchboard: 867-766-3838 Or Chad Maloin from Chrysler	50	Changes depending on need.				Zero	Zero
<b>Royal</b>	Local Manager– Jamie Pie Cell Phone: 867-445-3612 Main Switchboard: 867-873-3400	15 or 16	9	Even Mix			Zero	Zero
<b>National</b>	Local Manager– Cordi Yaceyko Direct E-mail: <a href="mailto:yk_ncr@live.ca">yk_ncr@live.ca</a> Main Switchboard: 867-920-2970	75-80 *Note Below	30-35	20	20	5	3	1

The representative at Budget advised their fleet is typically 30-50, but for special events, such as the 2008 Arctic Winter Games, they added 20 or 30 off the lot at Kingland Ford. They advised that the City plate new cars for rental use and sorted out the insurance requirements. They noted that with early notice, plans can be made to add vehicles to the fleet for rental. The representative for National advised that their fleet usually expands by about 10 vehicles annually in respond to increasing demand.

The task group contacted the owners of the local car dealerships to determine how they could be part of a solution to make more rental cars available. Autotech advised that their dealership only has new vehicles and typically their vehicles are not made available with rental car agencies. Yellowknife Chrysler expressed that they typically work with Hertz and that with adequate planning and notice they would be able to plan for participation in CWG. Yellowknife Motors advised that their vehicles are usually all rented out during the February and March season and they already have trouble meeting this current demand. They noted that with advance notice, they may be able to set aside one or two vehicles, but likely no more than that.

<b>Table 8: Yellowknife Local Car Dealers</b>	
<b>Dealership:</b>	<b>Contact Information:</b>
<b>Autotec</b>	Owner Operator Manager– Brian Hixenbaugh Main Switchboard: 867-920-4994
<b>Kingland Ford</b>	Sales Manager– Trent Snodgrass or Brent Stevens Main Switchboard: 867-920-9200 <a href="mailto:trent@kinglandford.com">trent@kinglandford.com</a> or <a href="mailto:brent@kinglandford.com">brent@kinglandford.com</a>
<b>Yellowknife Chrysler, Jeep, Dodge, Ram, and Hertz</b>	Advertisement Marketing Coordinator– Chad Maloin Main Switchboard: 867-873-4222 (Cell Phone: 446-9152)
<b>Yellowknife Motors</b>	Vice President– Ms. Emily Boucher Direct Line: 867-766-5023 or <a href="mailto:Emilie@ykmotors.com">Emilie@ykmotors.com</a> Main Switchboard: 867-766-5002

## 6 Volunteers

The Volunteers Task Group consisted of the following members:

- Shane Clark
- John Stephenson
- John Dalton
- Rebecca Canam

Table 1, as provided by the Canada Games Council, outlines the number of volunteers utilized as part of the 2009 through 2015 CWG. The tracking of volunteers has developed over the past several years and as such earlier CWG do not have the same volunteer tracking as the most recent CWG.

**TABLE 9: Number of Volunteers for Previous Canada Winter Games**

<b>2015</b>	
<b>Type</b>	<b>No.</b>
Host Society Board Members	15
Medical	326
Minor Official	1,043
Planning	687
Shift Supervisor	36
Volunteer	2,812
<b>Grand Total</b>	<b>4,919</b>
<b>2013</b>	
<b>Type</b>	<b>No.</b>
Gold Volunteer (Planning Volunteer)	492
Silver Volunteer (Volunteer Leader)	361
Bronze Volunteer (Games Time Volunteer)	5,375
Volunteer	97
Host Society Staff	121
<b>Grand Total</b>	<b>6,446</b>
<b>2011</b>	
<b>Type</b>	<b>No.</b>
Volunteer	6,125
<b>Grand Total</b>	<b>6,125</b>
<b>2009</b>	
<b>Type</b>	<b>No.</b>
Volunteer	5,807
<b>Grand Total</b>	<b>5,807</b>

The anticipated requirement for the 2023 Games as estimated by the CGC is approximately 4,500. This number of volunteers will provide the level of service and care expected during the games. Yellowknife has a successful record of hosting the Arctic Winter Games and has proven that by recruiting approximately 3,000 volunteers.

In discussing the success of the 2007 Games held in Whitehorse (see Appendix A: Telephone Interview with Lynda Ehrlich, Staff for CWG 2007 Whitehorse), it was determined that support from the corporate sector, Yukon government and City of Whitehorse providing staff to volunteer was crucial. The 2023 CWG will also count on the support and cooperation of some of the larger corporations, GNWT, City and School Boards to allow staff to volunteer time leading

up to and including the Games. Additionally, there are many volunteers that travel to the CWG for the privilege of volunteering.

## 7 Business Opportunities

### 7.1 Overview

The Business Opportunities Task Group consisted of the following members:

- Leanne Tait
- Kathy Gray
- Antoine Gagnon
- Renee Comeau
- Nalini Naidoo

The question that this task group was given, was **‘What would be the Direct and Indirect Impacts of the Games to NWT Business before, during and after the Games?’**

In order to answer this question, members of the committee started by providing their own insights, as well as augmented committee member perspectives with input from the Yellowknife and NWT Chambers of Commerce membership and CDETNO membership. In addition to the meeting held, a survey was distributed by the Yellowknife Chamber, NWT Chamber and the NWT & Nunavut Construction Association.

Through this process several observations have been made:

- 1) **The Yellowknife Chamber of Commerce has indicated it does not support a CWG bid.** Understanding that each task group’s mandate is to be neutral regarding a bid, the impact of a non-supportive business community (as indicated by the Yellowknife Chamber of Commerce) is a serious impediment to success.
- 2) **There is confusion within the business community.** They believe they are being asked whether or not they “support” the games. However, the purpose of the committee is to identify information and opinions on impacts and opportunities, not support.

The implication of this confusion is that the business community misunderstands the purpose and current process, and therefore feels that the current process is flawed. Indeed, the current process does not create the flow of information and dialogue needed for the business community (or more generally the citizenry) to make an informed decision whether or not they support the Games. However, that is not the purpose of this process.

The business community says that a risk assessment needs to be done before they can decide whether or not to “support” the Games. What they do not realize is that this research is being done, and it is into this research that they are being asked to input.

- 3) **Several vocal business representatives have voiced lack of trust in the City and in the process.** Because there is a disconnect and misalignment between the City’s purpose and process and the business community’s understanding of purpose and process, a lack of trust has been verbalized by some of those invited to provide input.
  
- 4) **There is a need for active communication and dialogue** with the business community (and citizenry). Members of the committee feel constrained by an inability to actively communicate with respect to the CWG, the benefits, and the wealth of information that has been provided to committee members with respect to past Games. This is the information that the business community is asking for, and we have been told we cannot provide it. Therefore, questions of the business community, as well as misperceptions by the business community and in the media go unanswered, which perpetuates mistrust and misperceptions.

With those insights in mind, the following are the benefits and challenges identified by the committee in consultation with the business community.

## 7.2 Issues, challenges and concerns

Pre/ During/ Post	Issue/concern	Context/Mitigation
Pre-Games	<p><b>Business Community:</b> Business community, as represented by the Yellowknife Chamber of Commerce, does not currently support a bid. The Yellowknife Chamber of Commerce has provided a letter to Mayor &amp; Council, as well as to the media, indicating their lack of support for a bid.</p>	<p>Without the support of the business community, including the Yellowknife Chamber of Commerce, the City of Yellowknife will be faced with a considerable challenge moving forward with a bid. It will be important for the City to actively dialogue, share information, and be transparent in its actions to ensure the business community has sufficient and accurate information on which to continue to assess its support or lack of support for a Games bid.</p>
Pre-Games	<p><b>Costs:</b> Will the price tag for CWG be such that it will create additional burden on businesses:</p> <ul style="list-style-type: none"> <li>- increases to property and other taxes to fund Games requirements</li> <li>- tax increases pushing up cost of living</li> <li>- cost of upgrades to facilities</li> <li>- will the CWG stay on budget</li> </ul>	<p>The business community (and the citizenry at large) doesn't have sufficient information to know where the funds for preparing for the CWG are expected to come from. They foresee a huge price tag, and no burgeoning pots of money to pay the price, so the conclusion is that it will come from taxes. No budget has been presented for the CWG and businesses wonder why this is (which is fodder for mistrust).</p>
Pre- and during Games	<p><b>Infrastructure:</b> While not a direct impact on businesses, the business community expressed a concern about Yellowknife not having the infrastructure needed to host CWG: accommodations, sporting facilities, rental cars and so on. The need to supply that infrastructure suggests to the business community that significant financial investment is</p>	<p>Without information and dialogue on how infrastructure needs will be met, and without an understanding that these elements are part of a larger evaluation currently being undertaken, the business community has nothing to help them understand the process/plan or to allay their fears.</p>

	required, fuelling the concern about costs (see above).	
Post-Games	<p><b>Deficit and ongoing cost burden:</b> The business community is concerned that there would be a deficit in funding during the CWG that would result in a post-Games tax increase. Also, businesses believe that CWG in other jurisdictions (notably Yukon) have resulted in infrastructure that has created ongoing high maintenance and operation costs that is now borne by the community (through higher taxes).</p>	<p>The Yukon experience with their sport facility is known to Yellowknife businesses, and is seen as an outcome that could happen in the NWT. Without the ability to have a dialogue on this, the business community does not have the information it needs to form an informed opinion on whether a similar post-Games burden can be avoided with an NWT Games.</p>
Pre- and post-Games	<p><b>Pressure on sponsorship dollars:</b> The Games will require corporate sponsorship. Will pressure be put on NWT businesses to make significant sponsorships? Will that erode sponsorship dollars from NWT businesses for non-Games activities?</p>	<p>The business community does not have information on the national and multi-year sponsorships that come with the Games. Without this knowledge, it is incredibly daunting (and impossible) to think that all the required sponsorship would come from within the NWT.</p>
Pre-Games	<p><b>NWT business capacity:</b> Local businesses may not currently have the capacity to bid on Games contracts, so the economic benefits will flow south and not remain in the NWT. (Example was also cited of local business that expanded for AWG and then failed post-Games due to that expansion).</p>	
During	<p><b>Demand for services and staffing requirements:</b> There is a question regarding how much additional business will actually accrue to local businesses (such as restaurants and retailers) during the Games, as athletes and their families spend their time and dollars at the sporting venues. This creates difficulties in planning for staffing during the Games.</p>	
	<p><b>Discounts:</b> Given the high costs to visit/stay in Yellowknife, would businesses be asked to</p>	



	provide discounts on airfare, hotels, food, transportation, recreation and so on?	
During	<p><b>Adventure/Aurora Tourism:</b> Based on feedback from tourism operators, the Games would have a negative impact on their ability to maintain existing contracts. The impact would be a reduction in business during the Games.</p>	Adventure/Aurora tourism packages are booked years in advance for a certain period that is expected to include the period during the Games.
	<p><b>Other concerns (outside direct/indirect business impacts)</b> In addition to providing concerns with respect to the impact on businesses (both direct and indirect), the business community voiced a number of questions and concerns about whether the City had the ability to host the games: Volunteer recruitment: Can enough be recruited? Hotel and accommodations: Do we have enough capacity to host the anticipated influx? Athlete’s Village: Where will this be? How will athletes be housed, and what happens to these accommodations post-Games? Transportation: how will transportation (taxis, bus, rental cars) be handled. Is there sufficient capacity? Security, logistics and timing: how will this be handled? Quality event: will the City be able to host a quality event? Businesses are leaving town; our mall is empty, how will people perceive YK when they see our homeless population? Spit and vomit in the streets? Will there be effective garbage removal and sidewalk clearing? Weather: will the weather conditions be too cold for outdoor events?</p>	<p>The business community does not realize that there are committees looking into and assessing these issues and what would need to be done to ensure adequate capacity. (The raising of this issue is indicative of the business community going beyond providing input on business impacts, and wanting to know about overall planning for the Games success.) Without active communication and dialogue on these matters, the business community (and the citizenry) do not have the ability to see all the potential solutions, but rather, see all the potential problems. And they don’t see that these are being considered and would be planned for. The business community wants to see a plan or to have confidence that a (workable) plan will be put together.</p>

### 7.3 Opportunities and benefits

Pre/ During/ Post	Opportunity/benefit	Context
Pre	Maintenance and construction will benefit some businesses.	This was tempered with observation that at least some businesses that benefitted from the 2008 AWG failed post-games.
Pre	Test events will bring money into the community	
Pre	There will be opportunities for sponsors to promote their products and services to a wide audience.	
Pre	Businesses will have opportunity to become more tourism friendly and provide better customer service.	
Pre	Funding may be available for capacity building and training that might not otherwise be available.	
During	More tourists in Yellowknife; increased business for hotels, tourism, small retail and the food service industry.	Balancing concern is will this influx then take away from the current (Aurora) tourism market.
During	Job creation (although perhaps temporary)	
Post-	Higher visibility of the NWT may encourage visitors to head to other NWT communities to visit.	
	<p><b>Other concerns (outside direct/indirect business impacts)</b></p> <p>In addition to identifying opportunities and benefits with respect to the impact on businesses (both direct and indirect), the business community identified another of additional areas of potential benefit:</p> <ul style="list-style-type: none"> <li>- Exposure for Northern athletes</li> <li>- Showcase local talent</li> <li>- Publicity/media attention for Yellowknife</li> <li>- Federal and GNWT investment into Yellowknife</li> <li>- Enhancement of pride in our community</li> <li>- Increased travel to the North</li> <li>- Promotion of fitness and healthy lifestyles</li> <li>- Legacy infrastructure and upgraded facilities</li> <li>- Massive increase in housing could cause housing prices to drop</li> <li>- Potentially new housing for seniors and homeless people</li> <li>- Increased opportunities to host national events in the future</li> </ul>	

## 8 Benefits and Game Legacy

The Benefits and Games Legacy Task Group consisted of the following members:

- Rebecca Alty
- Doug Rentmeister
- Damon Crossman
- Bobby Drygeese

The specific task of the group was to look at potential ideas that could be legacy items or benefits to Yellowknife, if Yellowknife were to put a bid forward to host the CWG.

The Canada Games legacy is about using the unique opportunity of hosting the Games to deliver lasting changes not just to Yellowknife but across the whole of the NWT – leading up to the Games and in the years beyond. Given the very wide range of legacy programmes and initiatives available this will mean different things to different people. Below are some of the ways that we believe it would make a difference:

**For Yellowknife and NWT businesses:** it might mean winning a Games-related contract which paves the way for further contracts and new markets, at home or nationally. It's helping to bolster the NWT economy and enhance our reputation at home and nationally as a place to visit and do business.

**Employment:** The CWG in Halifax created more than 1,100 jobs and \$40 million in salaries and wages (See attached document and highlighted text).

**For our community:** it's about improving local facilities, taking part in cultural events, working together to celebrate the CWG, and stimulating a true community spirit.

**For every one of us:** it's about being inspired to become more physically active – whether that's through walking or cycling or taking up a sport.

Having said this we believe focusing on “Non Sport related” legacy pieces will provide us an opportunity to give the general public and business community a perspective to what this event can truly bring:

- An **outdoor venue/location** that could be the CWG Plaza. During the Games, it would showcase cultural events, concerts, pin trading, and medal ceremonies. After the Games, it could possibly host festivals and community events.
- **Athletes housing**, in collaboration with the Government of the Northwest Territories Housing Corporation, would be a significant legacy of the Games. The Minister of the Housing Corporation has verbally said that the Housing Corporation would look at their

capital plan to ensure a housing project would be developed in time for the Games and then turned into public housing after, but there has been no written confirmation or Memorandum of Understanding (MOU). If the GNWT agrees to build housing in time for the CWG, it would solve two issues: 1) where the athletes would be housed, during the CWG; and 2) post CWG, it could be used to help meet housing needs in Yellowknife (i.e. senior, student, low income housing, etc).

- Working with NWT/Yellowknife **business community** to raise awareness and capacity to compete for the many opportunities generated by major events in Yellowknife, in the lead (test events) up to the 2023 Canada Winter Games and beyond (i.e. hosting National competitions).
- If there is a surplus, a **Games Legacy fund** could be established and used to subsidize an event, program, or athletes. The Fund would address or recognize a specific need within the City while continuing to showcase the spirit of the Games, the City of Yellowknife, and the Northwest Territories.
- A **recycling legacy** similar to what was offered in Prince George where receptacles were built and distributed through a corporate partner for the Games and beyond.
- Construct a **campus for Aurora College** that would include housing, cafeteria, shower facilities, arts centre, etc. – similar in nature to the campus of Yukon College.

The above are just a few of the legacies and benefits that could come with hosting the 2023 Canada Winter Games. Besides the items listed above, there will be numerous facility upgrades, including an expansion at the ski club and either a new pool or renovations to the current pool. With that being said, the largest hurdle is establishing athletes housing. Once that is in place the City and Host Society can work with the business community and the residents on other legacy and benefit items as they see fit.

## **9 Risk Assessment**

### **9.1 Purpose**

The Risk Assessment Task Group consisted of the following members:

- Kevin Hodgins
- Dennis Kefalas

The purpose of the risk assessment was to identify potential risks and vulnerabilities that may be associated with the City of Yellowknife hosting the Canada Winter Games in 2023. The risk assessment would then be used in developing a comprehensive report that would be presented to the City of Yellowknife's Council for the final decision on whether or not to proceed with a submission to host the games.

### **9.2 Scope of the Risk Assessment**

The risk assessment investigated a variety of risk areas including:

- Government support
- Facilities (port venues and non-sport venues)
- Sponsorship (national and local/territorial)
- Public Consultation/Support
- Stakeholder Support (business community, education/schools, NGO's, special interest groups and volunteers)

The risk assessment evaluated each area to determine the requirements needed to host the CWG, the past history associated with each area, the potential for risk, mitigation of those risks, the possibility of occurrence and the weighted costs and impact on the community.

### **9.3 Approach**

#### **9.3.1 Participants**

The task group dealing with Risk Assessment was comprised of Kevin Hodgins, P. Eng. and Dennis Kefalas, P. Eng. Both individuals are professional engineers who are registered with Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists. The two individuals were chosen specifically for their expertise in dealing with risk assessments associated with their professions on a regular basis.

#### **9.3.2 Techniques**

After identifying each risk area a review of both the requirements that have to be met and the past history was conducted. Once the review was completed an assessment of potential risk

was performed based on commitments, assessment reports associated with the facilities, costs for upgrades and experience/knowledge of the specific risk area. The risks grading criteria consisted of the following:

Nil - No risk at all (example: stated financial commitment from Federal Government)

Negligible – Little to no cost associated with risk (example: there is a requirement for 5 ice surfaces to host the games but by extending the games by a day the host society can accommodate the ice requirements)

Minor – risk area shortfalls can easily be addressed through operational spending (example: renting a sprung structure for opening ceremonies worked well for Whitehorse and that can be easily duplicated for Yellowknife)

Moderate – risk area shortfalls require significant costs with lasting legacy (example: upgrades to cross country ski club of approximately \$1M, which in turn will result in a facility that can then host national sporting events)

Major – risk area shortfalls require very large investments with a lasting legacy (example: athlete housing, which will require an investment of approximately \$11.3M from the City or Host Society based on the 70/30 (GNWT/City) split proposed by the GNWT)

Extreme – risk area requirements cannot be met in order for Yellowknife to provide the service or venue regardless of the amount investment (example: no venue exists within Yellowknife or the NWT so the alpine events cannot be hosted in the Yellowknife)

Upon completion of the risk assessment for each risk area the team looked at what could be done to address the risk and/or shortfall. Essentially determining what mitigated measures could reasonably be put in place to ensure requirements are met. The next step in the exercise was determining the possibility of occurrence that the risk would happen.

The final step was estimating weighted costs associated with each risk area that would fall outside what would be expected in terms of routine operations. In the case of alpine and snowboarding the weighted costs were not calculated because the solution on how to proceed to address the shortfalls would be left with the host society. Possible solutions could include staging the events at a different location outside of Yellowknife and the NWT, which would then become an operational expense or to not include the events at all.

## **9.4 Risk Statements**

Based on the risk assessment there appears to be two major obstacles and possible a third to hosting the CWG in Yellowknife in 2023,

The first risk is the athletes' village that will require a significant investment from both the GNWT and the City of Yellowknife/Host Society. The GNWT has indicated they are prepared to approach the Standing Committee with the model used in Whitehorse for the funding of the athlete's village/housing. The model is based on a 70/30 split which translates into financial obligations of \$26.5M for the GNWT and \$11.3M for the City/Host Society. This option would result in a lasting legacy to the City as the village would be converted into senior housing and/or social housing, which in turn fills a need within the community.

The second significant risk is the number of volunteers required to host the Games. The requirement is 4,500 volunteers to provide the level of service and care expected during the games. Yellowknife has a successful record of hosting the Arctic Winter Games as such Yellowknife can provide 3,000 volunteers from within the community. This number may grow as high as 3,500 if the various orders of government and the school boards work towards programs that allow staff to participate in the games as volunteers during the daily peak times. As such there will still be a need to recruit a large number of volunteers from outside the community.

The third potential risk is the number of hotel rooms that may be made available to house the various dignitaries, officials, media, VIP's, etc. that must be housed in hotels. While the general number of hotel rooms will exist in the city of Yellowknife, as stipulated by the Canada Games Council by 2023 there appears that only 35% to 45% of the rooms will be made available for patrons of the games. This percentage equates to a range of rooms from 382 to 492. The actual requirements for the games in terms of a combination of single and double rooms is 670 rooms for 2 days spanning the Opening Ceremonies, a range of rooms from 455 to 470 for 13 days during the games and 580 rooms for 1 day during the closing ceremonies. This figure results in shortfalls that could range from 22 rooms (best case scenario) to 288 rooms (worst case scenario). Based on our understanding of the requirements for hotel rooms this shortfall cannot be made up with "home stays."

There also appears to be some conflicting information on what the task group for hotel accommodation presented and what was presented by us as the Risk Assessment task group. This information has to be given greater consideration to determine what the actual shortfall could be. Also, given that the schedule for Games, which has not been set and the potential for some leeway as to when the games can be scheduled a closer look has to taken to see if more rooms can be made available by maximizing bookings during the weeks leading up to the games and afterwards. This scheduling change would help alleviate the demand on rooms during the

games while meeting needs of the tourists that are coming to Yellowknife to view the Aurora Borealis.

### **9.5 Summary**

The City of Yellowknife has a proven track record in hosting the Arctic Games (1970, 1984, 1990, 1998 and 2008). The CWG are essentially the same in terms of the number of athletes that will compete on a weekly basis. The main differences between the two are the length of the games (just over week versus two weeks), the quality of the facilities and level of care expected for the athletes, sponsors, dignitaries, media, spectators, etc.

The major obstacles that need to be addressed in hosting the games in Yellowknife are housing for athletes, which will require a financial commitment of \$11.3M from the City/Host Society, recruitment of volunteers to make up a shortfall of approximately 1,500 volunteers (this is above what the community can provide for a typical AWG) and available hotel rooms.

Given the expected population for Yellowknife in 2023 ( $\pm$  23,000) the community could arguably be the smallest city to be awarded a CWG if City Council decides to proceed with a submission.

In order for a city the size of Yellowknife to successfully host a Canada Winter Games all stakeholders must be on board and work as one; if not the task may be too great for the Host Society alone. However, the community came together to host a successful Arctic Winter Games in the past, regardless of the economic climate of the times. Based on this history, there is no indication that the community wouldn't once again come together to host a successful Canada Winter Games.



**Appendix A**  
**Telephone Interview with Lynda Ehrlich,**  
**Staff for CWG 2007 Whitehorse**

Original File prepared for Committee Meeting of July 28, 2015.  
Comments added from discussions of that meeting and presented at Committee Meeting of Sept 10, 2015.

**City of Yellowknife Canada Winter Games 2023 Committee  
Volunteer Sub-Committee  
Telephone interview by John Stephenson  
With Lynda Ehrlich, Staff for CWG 2007 Whitehorse  
June 1, 2015**

“As a citizen, the CWG’s were phenomenal,” Lynda Ehrlich

Lynda Ehrlich was seconded from the Yukon Government for two years to oversee Volunteers and the Pan Northern Program. Lynda was employed with the Yukon Government as a Senior Policy Advisor in the Land Claims Division. She has a background in recreation and is now retired living in Whitehorse.

Lynda was very generous with her time on a phone interview for over an hour.

It was a very demanding assignment. It was hard to talk about it at first. Eight years later, she can now talk about it.

**Pan North:**

The Games were promoted as a Pan Northern Activity. The Chair, Piers MacDonald, past premier, worked politically to push the joint marketing by the Territories. It was an opening of the North to Canadians. There was a huge marketing campaign featuring all three territories. Included: cultural program, special demonstrations, artist village, gallery and a huge display. Arctic and Dene Games were featured on the side as demonstration sports (tried to integrate officially without success). They were a huge attraction. There was a huge cultural component. Cultural participants were paid or were volunteers and were organized by each jurisdiction. YT provided venue and space. Each jurisdiction looked after costs, accommodation, travel and pay. Each jurisdiction had their own mission staff coordinators for cultural component. Artists could sell their product.

**Facilities:**

Facilities were built or improved for the Games. The Canada Winter Games Centre was the major legacy facility. It struggled in the first years as a white elephant. It now is viewed very positively and used a lot by residents. The SIMA Ski Hill was improved. Post games it suffered and was strapped for cash.

**Volunteers:**

Not a big deal getting enough people. General manager, Chris Morrissey was concerned about volunteer capacity. Estimates were that they needed 5000 volunteers. It wasn’t an issue. They didn’t need that many. Surpassed the number needed. Shut the volunteer registration system down. People who “came late to the party” missed out. One year out they signed up a bunch of people. They were not worried about the numbers. They were worried about assignments.

Corporate support was essential. YTG employees could volunteer on work time. The City closed down and their employees volunteered. The City, YTG, Northwestel and other businesses supported their employees tremendously. Pre Games volunteers came from those sectors. Their staff were key volunteers. It was hard to convince the Federal Government to support their employees to volunteer.

Tracking volunteer hours was not well done. The computer program fell short and they were not able to provide the data. This should have been a capacity of the program.

Out of territory volunteers were a big part of the group. There is a growing community of volunteer tourists. They had volunteers from other countries such as Australia and New Zealand. They had to talk to Canada Immigration to assist with their ability to volunteer. There was great interest in being assigned to the Pan Northern Program. There was the big Yukon Quest dog race just before the Games which was also a draw. A whole contingent came from Quebec and gave lots of time. A group from Saskatchewan came with a culture of volunteering and offered to do transportation. People who came were experienced volunteers.

Accommodation: they encouraged residents to make rooms available. They did not provide or coordinate accommodation but provided a list of available spaces.

Other communities: The initial bid included using other communities and de-centralizing the Games. This did not happen due to logistics. Communities felt left out of the Games. Opportunities for volunteers from other communities were promoted but they failed on that one.

Sport Officials/volunteers: Sports Division took care of officials for specific volunteers. YT has officials in some sports. National level officials were required in some assignments. CWG's defined officials and certification required. Bulk of volunteers were generally assigned including drivers, security, VIP support, facility attendants, spectator attendants. Specific sport volunteers were on the field of play.

Medical Division recruited nationally for medical volunteers.

Accreditation: All volunteers in all divisions get accredited.

CWG had limitations on support for volunteers. For example making a pot of chili and serving to volunteers was not allowed.

Assist pre games events:

Some sports did not have a local sport host community. Eg Synchro swimming. CWG's stepped up to assist with the pre games national events. Otherwise the local sport community looked after the pre games national events. The pre games events were tests for the sports and the host society. Eg used the system to register volunteers.

#### Cold weather:

They had very cold weather for the Games. This added to volunteer assignments needed in some areas such as indoor venues such as the Athletes Village as people spent more time indoors. The volunteer clothing was not sufficient for cold weather.

Some challenges working with the sport groups as they said they had their own volunteers whereas with CWG's the effort is to recruit into the entire multisport event. It was a challenge to get the sport volunteers registered. CWG process worked to coordinate all the volunteers. Young volunteers posed a challenge as CWG's has age limits. There were some issues in finding bilingual French/English volunteer staff members. Had to recruit nationally for some of these people.

Venue based model was used with a venue team leader who needed to be a strong leader to coordinate all the needs for that venue along with their team. The team leader would attend meetings of the host society on a regular basis. A dot matrix exercise was conducted for each venue to determine how many people were needed and assist in scheduling them. Eg: security, box office, officials. This was the heart of the work. Volunteers were recruited centrally and assigned based on venue needs and numbers.

Other tasks included planning swag and clothing for volunteers and an appreciation event at the end. The event should be near the end. It was important but was not well attended.

#### Computer program:

They inherited a computer program for volunteers that was not very good. It caused a lot of grief. She believes that CWG's have used a better program in subsequent Games. The computer program is important. Get into refining it early. AWG's has a better program.

#### Recruiting:

They held a volunteer recruiting extravaganza one year out, weekly radio spot and a recruiting presence at all pre games activities. In hindsight, the people were going to be there. Volunteer recruiting was not an issue. In comparison the CWG's did not have as much money for swag as the AWG's.

#### Orientation:

An orientation process was required by CWG's. It was a huge effort. Volunteers were sometimes irritated with this requirement.

She submitted a report to the CWG's for the final report.

**Presentation by Whitehorse contingent  
Linda Rapp, City of Whitehorse, Manager of Parks and Recreation  
To Canada Winter Games 2023 Committee  
October 2, 2015**

Volunteer comments provided as part of an overall presentation:

One-quarter of the population volunteered. Rated as the best volunteer experience. Used a venue management model which empowers volunteers. Timing of volunteer program needs to be planned to put out the call for volunteers and to get volunteers when you need them rather than way ahead. Important to celebrate success with volunteer events including a wrap up party soon after the Games. Employer support for volunteers was essential. Staff put in extra time. No vacations during the Games.

# **Appendix B**

## **Risk Assessment Table**

Original File prepared for Committee Meeting of July 28, 2015.  
Comments added from discussions of that meeting and presented at Committee Meeting of Sept 10, 2015.

Risk Area	Requirements	Past History	Potential Risk	Mitigation	Possibility of Occurrence	Weighted Costs	Comments
<b>Government Support</b>							
<i>Federal</i>	A third of operating costs and capital contribution	The Gov't of Canada has made it its mandate to contribute towards the development of Canada's youth.	Nil	N/A	N/A	N/A	Canada has committed \$9.42 M towards Operations and \$3M to Capital Expenditures.
<i>GNWT</i>	A third of operating costs and capital contribution	The GNWT has always made the commitment to AWG.	Nil	N/A	N/A*	* Based on the request from City Council the Housing Corporation of the GNWT is working on the feasibility of designing and constructing the Athletes Village that will require an additional \$26.5M contribution.	GNWT has committed \$9.42 M towards Operations and \$3M to Capital Expenditures. The GNWT is also working on the same model of a 70/30 split used in Whitehorse the finance the design and construction of an athletes village.
<i>Municipal</i>	A third of operating costs and capital contribution	Has hosted the AWG successful on several occasions.	50/50 Chance that City Council will agree to host games. If the City Council does decide to host the CWG and part of that decision includes helping finance a portion of the operational costs with a	Council has requested Administration to set up a working group to look at the viability of hosting the Games and has indicated the GNWT will have to make significant contribution towards an athlete's village to help offset those costs. The City must	50%	\$9.42M towards Operations \$3M in Capital \$11.3M towards Athletes Village	MACA of the GNWT has given their commitment to review the legislation that governs the City of Yellowknife during the 18th Assembly. The City must continue to lobby the GNWT to ensure this is done in a timely manner.

			Hotel Tax then Territorial Legislation must be revised in order for the City to be able to implement such a tax.	successfully lobby the GNWT to change legislation to allow for a hotel tax to be implemented.			
<b>Facilities</b>							
<b>Sport Venues</b>							
<i>Ice Surfaces</i>	5 Ice surfaces	Communities have been able to host with 3 or 4 ice surfaces.	Negligible	Communities that were unable to meet to ideal situation of having 5 ice surfaces available, the community has extending the games by 1 or 2 days to make up for the shortfall. Also, a practice facility may be set up on Frame Lake	100%*	N/A	
<i>Alpine Ski Venues</i>	Vertical Drop of xxxxm, distance of xxxxm	In communities where downhill ski venues are not available, the host society has moved the Alpine events to other communities located with the host province.	Extreme	The host society will have to options available to it: 1) Relocate the event to Whitehorse for a venue in Alberta 2) Make a formal request to the CWG Society and Alpine Canada to exclude the events from the	100%	Incrementally higher costs associated with hosting the event at an alternate location as opposed to holding it in the same community.	If an alternate location is chosen to run the events arrangements have to made to ensure athletes attend either the opening ceremonies of the closing ceremonies.



				games.			
<i>Snow Boarding Venues</i>	Vertical Drop of xxxxm, distance of xxxxm	The events for snow boarding have changed over time given the complexity of the venues required to hold specific events. One example is the half-pipe event which is in the process of being eliminated due to the fact that there are only a handful of venues available to hold an official event in the entire country.	Extreme	The host society will have to options available to it: 1) Relocate the event to Whitehorse for a venue in Alberta 2) Make a formal request to the CWG Society and Snow board Canada to exclude the events from the games.	100%		If an alternate location is chosen to run the events arrangements have to made to ensure athletes attend either the opening ceremonies of the closing ceremonies. The City has looked at renovating Bristol Pit to provide a venue for some snowboarding events. With the limited length and vertical drop the upgrades still wouldn't meet the standards required to hold an official event.
<i>Indoor Sport Venues</i>	Numerous	A variety of events which can be held at existing facilities throughout each host community.	Negligible	Minor upgrades with costs that fall within the allotted capital amount expected of the host community.	0%	\$275K	

<i>Long Track Venue</i>	xxxm	Communities have built outdoor long track speed skating venues to accommodate the events. Cold weather could be a factor with minus 25 degrees Celsius to be the cut-off.	Minor (major)	The City will be testing ice on Frame Lake to determine if the track can be built in a central location near where the opening ceremonies will be held. An alternate location could be the golf course that has flat wide open spaces that could accommodate a long track oval. The design will have to incorporate either berms or grandstands that will act as wind breaks to provide the athletes a better environment to compete.		TBD	The major risk associated with this event is the potential temperature. A push will be made to host the games as late as possible within the month of March to help decrease the risk of extreme cold temperatures that would cancel the events.
<i>Cross Country Skiing &amp; Biathlon Venues</i>	xxkm, xx km, xxkm	Various adaptations have occurred in the host communities to ensure the requirements are met to hold official events.	Moderate	In order to get the existing ski-club and shooting range up to the standards expected from the national sporting bodies a moderate investment will have to be made.	0%	\$960K	Some upgrades are required but not significant enough to pose any threat to the possibility of hosting the games. Any investment will become a lasting legacy to the games and allow Yellowknife to host future events national in nature.
<i>Aquatic Venue</i>	xx sq. m, xxm in depth	Most communities have been able to use existing facilities while several have had to	Minor - Moderate	The City had planned on building and new aquatic facility in 2023, in order to host the CWG the	0%*	TBD	In order to take advantage of the New Build Canada funding the facility will be required to be completed by the specified timeline needed for CWG.

		construct new aquatic facilities that become legacy facilities the serve the communities for years afterwards.		timeline has been pushed up to complete construction by 2021.			
<b>Non-sport Venues</b>							
<i>Athlete Village</i>	1,800 athletes and coaches per week	Most communities have been available to take advantage of pre-existing facilities; several have used temporary facilities that were moved into the community to accommodate the games while others have built a facility that was then converted to low cost or senior housing.	Major	See notes above regarding Council's stated requirements. City currently working with Housing Corporation to come up with a viable solution			
<i>Cafeteria</i>	900 athletes per seating						
<i>Poly-Clinic</i>	Required	Made use of existing facilities adjacent to cafeteria, housing, etc.	Negligible		N/A	Minor (TBD)	
<i>Athletes Lounge</i>	Required	Made use of existing facilities adjacent to cafeteria, housing,	Negligible		N/A	Minor (TBD)	

		etc.					
<i>Hotel Accommodations</i>	850 rooms	Most communities have had more than ample space to accommodate the CWG. Some communities have actually used hotel rooms to house athletes and coaches.	Moderate	Currently the City had approximately 550 rooms available, A new hotel is currently under construction that will provide an additional 150 (with the possibility of future expansion of another 100 rooms). Also the Explorer looks to be moving ahead with expansion which could provide another 90 - 120 rooms.	0% - 18% (shortfall)	N/A	If the current hotels don't move ahead with expansion plans then there could be a shortfall in terms of hotel rooms available for the games. If that is the case then a very aggressive home stay program will have to be developed to address the shortfall.
<i>Airport</i>	Preferable to accommodate jets						
<i>Mission Center</i>	Required	Made use of existing facilities.	Negligible		N/A	Minor (TBD)	
<i>Opening/Closing</i>		Host communities have taken advantage of existing facilities to host the open and closing ceremonies. The City of Whitehorse actually rented a sprung structure/tent that cost house the participants, guest and spectators.	Minor	The City will make arrangements with the same company that provide the structure to Whitehorse to have the structure available for Yellowknife	0%*	TBD	Costs for such an option will be including in the overall operating costs of host the CWG

<i>Warehouse/Office Space</i>	Required	Made use of existing facilities.	Negligible		N/A	Minor (TBD)	
<b>Sponsorship</b>							
<i>National</i>	\$6.8M - \$7.65M	The Games have raised sponsorship donations between \$6 M and \$8M historically	The risk is minor in terms of the National Sponsorship not meeting CWG goals.	Due diligence working with the Canada Winter Games Society to ensure long term sponsorship are in place before the games are hosted in Yellowknife.	10 -15%	\$680K - \$1.15M	If this does become a reality in terms of not meeting national sponsorship goal then look for ways to down size various aspects that will help reduce costs while not impacting the quality of the events or the athletes experience.
<i>Local/Territorial</i>	\$1.2M - \$1.35M	For the 2008 Arctic Winter Games held in Yellowknife the host society raised approximately \$3.5M in cash and in-kind services.	Based on historical practices the risk can be considered zero in terms of not achieving goals.	N/A	0%	(\$2.15M)	Given what the host society for the Arctic Winter Games has done in the past in terms of generating sponsorship any shortfalls in national sponsorship can be alleviate by local sponsorship.
<b>Public Consultation/Support</b>							
<b>Stakeholder Support</b>							
<i>Business Community</i>	Sponsorship and in-kind services exceeding \$1M	Historically the business community has always responded in a large way in terms of providing financial support	Unless the socio-economic environment changes dramatically this risk is negligible.				

		and in-kind services to ensure events such as this are successful.					
<i>Education/Schools</i>	Space, volunteers, venues	The school boards must coordinate March Break with the games	With enough advance notice there shouldn't be any issue.		0%		Have discussion with school boards to allow high school students not participating in the games to be able to apply any volunteer time towards their mandatory comm time.
<i>NGO's</i>	Volunteers (Higher end)	Yellowknife historically has always been a city where everyone becomes involved to help ensure major events are successful.	With enough advance notice there shouldn't be any issue.				Some of the volunteer requirements include venue managers which require a higher skill set and something these organizations can provide.
<i>Special Interest Groups</i>	Volunteers	A key component to any successful CWG are the non-athletic aspects of the games, which truly make any games unique in terms of their location. Yellowknife has a thriving aboriginal and arts community that will definitely add to the overall success of the games.	With enough advance notice there shouldn't be any issue.	To ensure maximum success make sure the special interest groups are involved early in the process.			

Volunteers	4,500	The host society of the 2008 Arctic Winter Games easily achieved its goal of 2,600 volunteers and had to turn people away.	On paper the risk is moderate to high in not achieve the goal of 4,500 volunteers. Without doing anything special it is realistic to expect at least 3,000 volunteers locally.	The City and GNWT to work towards creating incentives for employees to volunteer for the games and ensure schoolboards are on board with comm hours (500 additional volunteers). Treat the CWG as pan-territorial games and truly promote the CWG within the NWT (250 - 500 additional volunteers)	100%	500 - 1,500 shortfall	Yellowknife alone cannot provide the needed number of volunteers to host the Games and must rely on outside sources to meet the objectives. There is a group of volunteers hat follow the games and it is ensured that many will want to come to Yellowknife for once in a lifetime chance to see the NWT. Realistically the host society will be looking for at least 500 volunteers from southern Canada.

## July 28, 2015 Additions

### Risks identified in meeting

- Corporate Sponsorship (Local): Can local business community fund expected sponsorship?
- Housing of Athletes: discussion of the overall meeting included discussion of Housing Corp or Health Authority building social housing that could be sued for Athletes housing before social housing.
- Volunteers: Does Yellowknife have the population and interest to provide volunteer count when considering volunteer tourism (those that might come from outside YK to assist).
- Long term costs: Will I the legacy items introduce long term operational costs that the City cannot afford?
- Hotel Accommodations: Sufficient?
- Facilities: Modular tents, etc., for the athlete's needs (dining).
- Weather: Moving to later in March will reduce risk but it could be too cold to hold games. Alternate plan?

# **Appendix C**

## **Supplemental Proposed Budget Information**

Supplemental information added based on discussion at Committee Meeting of December 17, 2015.



The proposed budget for the Canada Winter Games (CWG) is \$50.3 million which includes \$36.3 million in operating expenditures and \$14 million in capital expenditures as presented in Table 1. The budget includes a contribution of \$15.96 million from the City of Yellowknife (City) of which \$7.96 million is for operating expenditures and \$8.0 million for capital expenditures. This is reflected in a combination of cash and Value-In-Kind (VIK) sponsorship. A target of 40% of VIK for operating expenditures has been budgeted. The City hopes to achieve a target of 80% of VIK for capital expenditures.

The main assumptions used in the analysis are:

- Approximately 40% of the City's \$7.96 million contribution for operating expenditures will be VIK leaving \$4.96 million to be funded by cash.
- The City will be lobbying the GNWT for a change in legislation to be able to implement a visitor levy beginning in 2017. The city is proposing a 3% levy with annual hotel revenue of \$38 million used to calculate the visitor levy (information taken from "City of Yellowknife 2015-2019 Tourism Strategy Background Report" issued in June 2014). Half of the revenue will go directly back to a newly created destination marketing program to promote tourism and the city. The remaining 50% will be used for the CWG from 2017-2023.
- The City receives annual funding of \$7.64 million in formula funding from the GNWT. The City will be proposing that \$376,000 of this funding will be allocated to a special fund for the CWG annually from 2017 – 2023. The City's 2016 budget forecasts an ending balance in the Capital Fund of \$5.79 million in 2023. The total allocation of \$2.63 million in funding to be used for CWG will change the ending Capital Fund balance to \$3.16 million.
- The proposed budget does not include a property tax increase for the purpose of the Canada Winter Games.

2023 Canada Winter Games  
City Funding Sources

	<b>O&amp;M</b>	<b>Capital</b>
Revenue required	7,960,000	8,000,000
<b>Total</b>	7,960,000	8,000,000
<b>Funding:</b>		
Visitor Levy <sup>1</sup>	3,990,000	-
Formula Funding <sup>2</sup>	970,000	1,660,000
Value in Kind <sup>3</sup>	3,000,000	6,340,000
	7,960,000	8,000,000
Excess Cash	-	-

**Notes / Assumptions:**

1. Fifty percent of visitor levy of 3% on \$38M for 7 years (2017-2023)
  2. \$376,000 of the formula funding received from the GNWT (7 years)
  3. *O&M*: Includes staff time, equipment, facilities, etc
- Capital*: Land appraised at \$3.8 M and tax exemption on building for 10 years (\$254,000 per year)