

Evaluation of Corporate Sponsor Involvement in the 2008 Arctic Winter Games

*Report Submitted to the Arctic Winter Games
International Committee*

By

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Introduction

The 20th edition of the Arctic Winter Games (AWG) was held in Yellowknife, NWT, from March 9-15, 2008. The event brought together more than 2,000 athletes, coaches, officials, and cultural performers from across the North, representing nine teams from six countries. The overall budget for the event was in excess of \$5.5 million, of which the 2008 AWG Host Society raised almost \$4 million in funding from the corporate sector to support the event. In addition several thousand hours of time was contributed by over 2,500 volunteers to ensure the success of the event. The 2008 AWG Host Society accomplished this fundraising feat through the development of an extensive corporate sponsorship strategy, through which various rights and benefits were provided to several corporate partners. As a component of this approach, some eleven levels of support were established, ranging from Business Donors to Funding Partners.

In order to assist future Host Societies in their efforts to secure corporate support for hosting subsequent editions of the Games, the Arctic Winter Games International Committee (AWGIC) contracted Caminata Consulting to conduct a comprehensive evaluation of sponsor involvement in the 2008 AWG. This assessment was performed in the months of June and July 2008. The purpose of the appraisal is twofold: to determine the extent to which sponsors were satisfied with their return on investment; and to elicit recommendations from sponsors on how future rights and benefits might be assigned. A separate part of the evaluation involved conducting interviews with key Host Society personnel (both staff and volunteer positions) to determine their impressions of the sponsorship program that was delivered in 2008, as well as to elicit advice for future Host Society sponsorship personnel.

The report is organized in the following fashion. The next section outlines the project scope and objectives. This is followed by a review of the methodology that was used in evaluation of the 2008 AWG sponsorship program. The ensuing section provides a quantitative and qualitative evaluation of the sponsorship program of the event, from the perspective of the major sponsors. This is followed by a summary of the perceptions of the sponsorship program from the position of the Local Organizing Committee. Finally, there is a concluding section in which several key recommendations, based on the input of both sponsors and organizers, are outlined and summarized.

Project Objective and Scope

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The sponsorship evaluation covered three major components:

- a) The completion of evaluation surveys by, and/or interviews with, at least 75% of the major corporate sponsors of the 2008 Arctic Winter Games. The identified major corporate sponsors included Gold Club, Platinum Club, Diamond Club and President's Club and Legacy Partners groupings, but did not include the RCMP, either Yellowknife School Board or the Yellowknife Elks Lodge.
- b) The completion of evaluation interviews with key Host Society personnel (both staff and volunteer) who were responsible for delivering the corporate sponsorship program at the 2008 Arctic Winter Games in Yellowknife. These individuals included the Host Society's General Manager, President, Secretary, and Director of Fund Raising.
- c) To compile a summary report on the findings from these evaluation interviews. This report includes recommendations on possible improvements to similar programs for future Host Societies.

Methodology

The approach employed for this evaluation involved a brief review of relevant literature and studies of corporate sponsorship evaluations. This review, combined with discussions with key AWGIC personnel formed the basis for the development of a survey tool. In order to improve response rates, some degree of anonymity in responses was guaranteed to interview participants. As such, direct quotes are not attributed to individuals or corporations in this report, and any discussion that clearly identifies the companies concerned has been modified in the reporting stage. The survey questions are outlined in Appendix A.

It was agreed between the AWGIC and the Consultant that the target sponsors for this evaluation were those that had contributed at least \$60,000 to the operation of the 2008 edition of the Games. This level of support included sponsors at the Gold (\$60,000-\$99,999), Platinum (\$100,000 to \$149,999), Diamond (\$150,000 to \$199,999), President's (\$200,000 to \$349,999), and Legacy Partner (\$350,000 and over) levels of support. Although their considerable support of the 2008 Games was gratefully acknowledged by both the local organizers and the AWGIC, responses from certain non-corporate sponsors were not sought in this evaluation. Those sponsors excluded from the evaluation included the RCMP, Yellowknife Catholic Schools, Yellowknife Education District No. 1, and Yellowknife Elks Lodge #314. As a result of these exclusions, the overall number of sponsors approached to participate in the evaluation was twenty-three, which included the Legacy Partner, 4 President's Club, 4 Diamond, 5 Platinum, and 9 Gold level sponsors. The Consultant agreed to ensure that at least 75% of these sponsors provided responses.

The process for contacting and interviewing sponsors was as follows:

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- An initial contact with identified sponsors by electronic mail, complete with an overview of the questions that were to be asked. Every effort was made to ensure that the individual to whom the questions were sent was the key decision maker for the Arctic Winter Games sponsorship program within that corporation. At this stage, sponsors were provided with the option of completing the survey electronically and returning it to the Consultant;
- A follow-up telephone call with sponsors to establish a suitable time for conducting the interview, or establish a timeframe for an electronic response to the survey questions;
- Telephone interviews to those in the sample who agreed to participation in such interviews.

The initial electronic mail-out to sponsors was sent to identified sponsors on June 20, 2008, with a request that for those that chose to respond electronically, a response be returned by July 4, 2008. This initial response deadline was subsequently extended to July 14, July 25, and finally August 8, 2008 as it became evident that several key decision makers within the corporations approached were busy with other projects or had vacation plans over the summer months. Follow-up telephone interviews with sponsors were conducted between July 15 and August 5, 2008, at mutually arranged times. This process and approach resulted in each sponsor being given ample opportunity to provide input into the overall evaluation. The final electronic response was received on August 27, 2008. After this time, no further attempts were made to elicit input from those sponsors that had not provided their input.

In addition to the survey of, and interviews with, major sponsors, telephone interviews with key Yellowknife 2008 Host Society personnel were conducted. The purpose of these semi-structured interviews was to obtain the input of members of both staff and volunteer organizers as to the perceived success of the sponsorship program at the 2008 AWG, and to elicit suggestions from them as to how future organizers of the event might approach and service corporate sponsors. The individuals who were contacted for these interviews included the Games President, the General Manager, and the volunteer Fund Raising Director.

Following the collection of all interview data, the data were categorized according to a three-stage process which involved “open”, “axial”, and “selective” coding¹. In addition to analysis of the interview responses, the survey responses were classified and tabulated. This combined approach allowed for the reporting of both quantitative and qualitative results. The former includes an assessment of the appropriate levels of benefits provided, whether or not the sponsors leveraged their sponsorship with additional promotional activities, the degree of employee involvement in the Games, whether or not there were unexpected sponsorship benefits, the clarity of benefits provided, the degree to which the original sponsorship agreement was fulfilled, the level at which the sponsorship decision was made, the prime motivation for supporting the AWG, the expected and realized benefits, the overall level of sponsor satisfaction, and a measure of intent for supporting future editions of the AWG. The qualitative analysis allowed for more detailed reporting of issues including suggestions for: changes to sponsorship and benefit levels, leveraging of corporate investments, employee involvement, and improving levels of

¹ This process followed that developed by A.L Strauss (1990) in *Qualitative Analysis for Social Scientists* (Cambridge University Press)

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sponsor satisfaction. The interviews with Games personnel allowed for reporting of the areas in which they felt that they had been particularly successful in the delivery of the 2008 sponsorship program, as well as suggestions for changes that could be made to ensure that future hosts would be able to avoid pitfalls both internally, as well as in their dealings with the corporate sector.

Corporate Sponsor Evaluation

Evaluation Survey Respondents

Of the total twenty-three identified sponsors at the Gold, Platinum, Diamond, President, and Legacy levels, responses were received from twenty corporations. A complete list of Games sponsors is provided in Appendix B. Of the top level sponsors included in the survey, 17 provided complete responses, either in the form of written survey completion, or in the form of personal interviews with the Consultant, or a combination of these two methods. Three respondents indicated that they would not complete the survey or were unwilling to participate in an evaluation interview. Only three sponsors did not provide any response, despite repeated attempts to contact them as outlined in the previous section. The overall response rate was therefore 86.9% with a completed response rate of 73.9%. Amongst the highest level sponsors (Legacy, President, and Diamond) there was 88.9% completed response rate, while the rate for Gold and Platinum sponsors was 64.3%. This information is presented in Table 1. The reduced response rate among lower level sponsors was to be expected given the relative level of commitment to the AWG in 2008.

Table 1 Evaluation Survey Respondents

	Sponsors	Responses	Completed	No response
Gold	9	7	5	2
Platinum	5	4	4	1
Diamond	4	4	4	0
President	4	4	3	0
Legacy	1	1	1	0
Total	23	20	17	3

Corporate Perceptions of Sponsorship Packages

Survey respondents were asked a series of questions regarding their perceptions of the sponsorship packages that had been offered at the 2008 AWG. A summary of the sponsor responses is provided in Tables 2a, 2b, and 2c. Table 2a provides the overview of responses for all sponsors, while Table 2b outlines the responses of the top three levels of sponsor (Legacy, President, and Diamond), and Table 2c summarizes the responses of the lower tier major sponsors (Platinum and Gold).

The majority (14 of the 17 that responded to the question) felt that the various sponsorship levels offered provided appropriate benefits wherever possible. Of the eight higher tier (Legacy, President,

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and Diamond) sponsors, six (75%) indicated that they were satisfied that the level of benefits provided was appropriate for their investment. Indeed, one sponsor indicated that:

We were relatively late entrants and the preferred opportunities had been allotted to other sponsors. We were pleased with the attitude of the General Manager of the Society to work with us to attain our goals and contribute to the overall success of the Games.

Almost all (eight out of nine) lower tier (Platinum and Gold) sponsors indicated satisfaction in this regard. However, some key sponsors indicated that certain benefit levels could have been adjusted to better reflect the degree of support that was being provided. This was particularly felt to be the case with venue signage. As one sponsor indicated:

There was a different benefit structure that was not clearly defined or consistent with documents provided at the outset. The benefits were watered down by the placement and sizing of signs that was not appropriate for levels of sponsorship.

Another sponsor felt that there was some degree of ambiguity in the benefits packages outlined to them in the initial proposal that they received from the local organizers. Again, the issue of signage was a cause for concern in this regard. However, the sponsor indicated that there was some degree of willingness to work with the organizers and other sponsors in order to achieve their mutual objectives.

The sponsors must know what is in their agreement, particularly relating to venue exclusivity. If other sponsors are present at a venue, there must be co-operation in advance so that they are able to work together.

Table 2a Corporate Perceptions on Sponsorship Packages - Overall

	Yes	No	NA
Appropriate Level of Benefits	14	3	0
Leveraging	10	6	1
Employee Involvement	11	5	1
Promotional Integration	12	4	1
Unexpected Benefits	5	11	1
Clarity of Benefits	11	6	0
Agreement Fulfillment	10	7	0
Changes to Agreement	8	8	1
Benefits Added	5		
Benefits Removed	2		
Unused Benefits	7	9	1
Formal Evaluation	9	8	0

Ten of the seventeen respondents indicated that they leveraged their sponsorship to some degree. The nature of leveraging varied between sponsors. Several indicated that they took advantage of

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opportunities to promote the AWG among their employees by providing logoed Games wear. Others ran internal contests for trips to the Games, while another distributed promotional items prior to and during the Games to employees and customers. One company took advantage of its involvement as a sponsor by holding a board meeting in Yellowknife during the Games.

Several sponsors that had a local presence in Yellowknife indicated that they attempted to involve their employee base in the Games. However, for many sponsors, employee volunteering was not part of the sponsorship agreement with the local organizers. As one sponsor indicated:

Employee involvement was considerably in excess of the commitment made in the sponsorship agreement.

Nevertheless, given the elevated stature of the AWG in northern communities, employees of sponsors in Yellowknife appeared to be more than willing to become involved in the Games in order to ensure its continued success. More than one company executive noted that there was an elevated feeling of satisfaction amongst employees of sponsors. One hinted that there were possible additional internal benefits in terms of increased productivity:

The exuberance of staff and the pride attached to being involved in the Games overflowed into everyday operations at the [worksite] and among other staff.

The majority of sponsors (twelve of seventeen) indicated that they attempted to integrate their sponsorship of the 2008 AWG with other forms of promotional activity. However, three of the eight larger sponsors indicated that they did not do this. The synergies ranged from featuring the Games logo on promotional items, internal newsletters, and the company website, to referencing the sponsorship to key corporate communications initiatives. A transportation provider recognized that the AWG is a major event across the North and that it was important for the company to be seen to be supporting it. It did this by offering a promotional sale for its services to coincide with the Games.

Although many sponsoring companies had had previous involvement in the AWG, almost a third (five out of sixteen who responded to the question) indicated that they received unexpected benefits from their involvement as an AWG sponsor in 2008. Some of these benefits include the previously mentioned increase in employee pride, a direct increase in sales of goods and services (above what was anticipated), opportunities for business-to-business networking in the various hospitality suites, and unexpected recognition from local politicians.

Despite the fact that eleven of seventeen companies felt that the level of benefits was clearly outlined by the local organizing committee, there was some concern expressed regarding this issue in certain areas. One upper tier sponsor lamented that:

We were not made aware of the full extent of the sponsor information package and after we discovered its existence, it took weeks to get it (after we went down to the local AWG offices in person). Although it is possible that a package may have been given to someone in our

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organization at an earlier date, there was no follow up on the part of the AWG, and therefore we missed some good promotional opportunities.

One (non-locally based) sponsor suggested that they did not know fully what to expect from the local organizers until their arrival in Yellowknife. In general, this company felt that there could have been greater communication in terms of the actual benefits that would be provided (for example, in terms of signage opportunities at venues).

Another issue that was highlighted by some sponsors was the potential for perceived conflicts of interest where key volunteers also hold corporate positions within major sponsors. Nevertheless, it was evident that considerable efforts were made to avoid the perception of conflict of interest by several individuals who held high level volunteer positions as well as having corporate responsibilities. However, it was evident from some of the interview responses that more could have been done to assure other potential sponsors (and particularly those in competing firms) that these issues had been dealt with responsibly by the local organizing group.

While it was clear that the local organizers made every effort to fulfill their sponsorship obligations (and in several cases provided more to sponsors than was in the original contractual agreement), over a third of sponsors (seven of seventeen) felt that their agreement had not been fully met. For half of the sponsors (eight of the sixteen that provided details), changes were made to the original terms of the sponsorship. However in more than half of these cases (five), benefits were added.

The experience of one company was typical of those that felt that they had received more than had been agreed to in advance of the AWG. Its representative indicated:

AWG staff members were extremely polite and kept to their commitments; the company expected in terms of media exposure. The benefits were greater than expected – stories in the local newspaper featured the involvement of corporate sponsors, which added considerable benefit, as they were editorial rather than advertising features.

However, of the respondents that felt that they had not received the promised levels of benefit, complaints focussed on a lack of recognition. A sponsor of a prime event felt that they had virtually no presence at the venue of the event until it arranged for some banners to be displayed there. A different executive lamented that:

Signage at the venues was missing... mentions at Closing Ceremonies did not occur as promised; our logo was missing at the closing ceremonies. We did not receive the same signage exposure as another sponsor at the same level in the same industry

The representative of another company complained that:

Some elements were missing – there should be more focus on fulfillment of benefits by the host society – we had to push to get things done that were part of the agreement... Significantly – a key property was... to be named the [Company X Venue] – but the final program did not mention

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[Company X] – and there was no reference to the company. We had to arrange for additional signage. Another sponsor got recognition as venue sponsor, but we did not

But this same individual defended the actions of the local organizers when stating:

Efforts were made by host society to provide additional benefits to alleviate concerns that were expressed by us....some additional benefits were offered (e.g. additional tickets, signage during the event).

Almost half of the major sponsors (seven of the sixteen that responded to the question) indicated that there were some benefits that they had not taken advantage of. However, it should be noted that the higher tier sponsors tended to use more of the benefits provided. One sponsor suggested that it had not been made fully aware of all the benefits that were available. Another argued that some of the evening activities geared towards sponsors could have been better promoted. However, balancing this, another sponsor suggested that they did not want to be seen as being too “flashy” by having their executives being seen only in VIP seating. As such, the president of the company attended the opening and closing ceremonies as a paying customer, and the company did not use the tickets that were included in its benefits package.

Finally, in the area of corporate perceptions and levels of sophistication, it is interesting to note that only just over half of the responding companies (nine of seventeen) conducted a formal post-event evaluation of their sponsorship involvement. Of those that did not evaluate formally, most indicated that they had moved on to other concerns and were satisfied that their pre-event expectations had been fulfilled. Of those companies that did conduct more formal evaluations, all indicated that, overall, they felt that the 2008 AWG sponsorship program had proven to be cost effective.

Table 2b Corporate Perceptions on Sponsorship Packages – Legacy, President, and Diamond Level

	Yes	No	NA
Appropriate Level of Benefits	6	2	
Leveraging	5	2	1
Employee Involvement	4	3	1
Promotional Integration	5	3	
Unexpected Benefits	3	4	1
Clarity of Benefits	5	3	
Agreement Fulfillment	3	5	
Changes to Agreement	4	3	1
Benefits Added	2		
Benefits Removed	1		
Unused Benefits	2	5	1
Formal Evaluation	4	4	

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Several of the key sponsors indicated that they felt that the local organizing committee had attempted to commit to delivering too many benefits in order to secure their support for the Games. They recognized that some of the sponsorship packages had sold out early in the lead-up to the event and that the local organizers attempted to be creative with what they were able to offer sponsors that signed on later. While the local organizers did provide several benefits that were not in the initial proposals that they made to some potential sponsors, it was evident that they were not able to deliver all the benefits to at least two sponsors that they had committed to.

Table 2c Corporate Perceptions on Sponsorship Packages – Platinum and Gold Level

	Yes	No	NA
Appropriate Level of Benefits	8	1	
Leveraging	5	4	
Employee Involvement	7	2	
Promotional Integration	7	1	1
Unexpected Benefits	2	7	
Clarity of Benefits	6	3	
Agreement Fulfillment	7	2	
Changes to Agreement	4	5	
Benefits Added	3		
Benefits Removed	1		
Unused Benefits	5	4	
Formal Evaluation	5	4	

Level, Timing, and Prime Motivation of Sponsorship Decision

For the majority of higher level sponsors (twelve out of sixteen respondents), the decision to sponsor was made at the corporate level. The sponsorship decision was made at the divisional level in two companies, and at the regional level in two corporations. While each edition of the Games will present unique opportunities for potential sponsors, based in part on the timing and location of the event, the experience of Yellowknife in 2008 indicated that the bulk of large-scale sponsorship proposal successes were directed at corporate level decision-makers.

The decision to become a sponsor of the 2008 AWG was made at varying times in the lead-up to the event. The first major sponsor signed on with the local organizers in March of 2006, while the latest commitment to sponsor of survey respondents was made in December of 2007. It is noteworthy that the broadcast partner did not formally commit until the weeks leading up to the opening of the Games. This meant that the host organizers were unable to develop packages that included broadcast exposure when they were approaching potential sponsors.

Two factors were frequently stated by responding corporations as being prime motivations behind the decision to sponsor the 2008 AWG. These were supporting youth initiatives, and community events. Many sponsors recognize the importance of the AWG as an event that has a reach beyond the host

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community, but across the North in terms of participants and supporters. The fact that it also has a youth and cultural focus also provides a unique opportunity for many companies that operate in the North to be involved with an event that has considerable synergies with their stated corporate values of supporting the communities in which they operate, and providing opportunities for youngsters. Given that many prospective sponsors must justify their sponsorship decisions internally, it is important that potential recipients align their proposals with the stated strategic objectives of the corporations that are being asked to provide support for the event. This was done with considerable success in Yellowknife.

Expected and Realized Benefits

The survey respondents and interview participants were asked to identify the types of benefits that they expected in advance of their involvement with the 2008 AWG, and also to determine whether or not these anticipated rewards were realized. A summary of the responses is provided in Tables 3a (overall perceived benefits), 3b (Legacy, President, and Diamond level sponsors), and 3c (Platinum and Gold level).

The three most anticipated benefits among all major sponsors were awareness of a company's community involvement (fifteen companies cited this benefit), increased corporate awareness (fifteen), and opportunities for developing business-to-business relationships (eleven). For the top tier (Legacy, President, and Diamond level) sponsors, the first two of these were the same, while the third most anticipated benefit was media exposure.

Other key benefits that were cited as being anticipated were increased awareness of a particular product, increased sales, employee involvement in the Games, and direct access to athletes competing in the event. It is interesting to note that very few companies (only four respondents) expected a direct increase in sales as a result of their sponsorship of the 2008 AWG.

Table 3a Perceived Sponsorship Benefits - Overall

	Expected	Realized	Unrealized
Increased awareness of company	15	12	3
Increased awareness of product	8	7	1
Increased sales	4	4	0
Community Awareness	15	14	1
Media exposure	10	8	2
Business-to-Business opportunities	11	9	2
Other	2	2	0

In terms of the benefits that sponsors felt were actually realized, the most commonly cited was increased awareness of the company's community involvement. Only one respondent indicated that their expectation in this category of benefit had not been completely fulfilled. Similarly, the majority of companies (80%) that expected increased company awareness were satisfied that this had been

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accomplished. Those that indicated that this benefit had not been fully realized cited issues relating to signage and exposure at venues as areas that could have been improved upon. Business-to-business relationship building was realized for 82% of companies that expected it to be a benefit of their AWG sponsorship. In particular, the various evening functions and hospitality venues were cited as being environments that were conducive to corporate networking opportunities. Considerable media exposure was also realized for a majority (80%) of companies that expected it to be a benefit of their sponsorship. One aspect of this that was highlighted by a number of sponsors was the editorial comment provided in local newspapers in the lead-up to the Games. This, it was argued, had a far greater impact than directly bought advertising space. Product awareness also increased for most of the companies that expected it (88%). Although, due to the nature of their business operations, few sponsors expected to be able to directly trace increases in sale to their sponsorship support, each of those companies that did anticipate this benefit were satisfied with the outcome.

Table 3b Perceived Sponsorship Benefits - Legacy, President, and Diamond Level

	Expected	Realized	Unrealized
Increased awareness of company	7	5	2
Increased awareness of product	4	4	0
Increased sales	1	1	0
Community Awareness	7	6	1
Media exposure	6	5	1
Business-to-Business opportunities	5	4	1
Other	2	2	0

A comparison between Tables 3b and 3c indicates that there were only slight variations in the types of benefits that were expected and realized between upper tier (Legacy, President, and Diamond) sponsors, as compared with secondary (Platinum and Gold) sponsors.

Table 3c Perceived Sponsorship Benefits - Platinum and Gold Level

	Expected	Realized	Unrealized
Increased awareness of company	8	7	1
Increased awareness of product	4	3	1
Increased sales	3	3	0
Community Awareness	8	8	0
Media exposure	4	3	1
Business-to-Business opportunities	6	5	1

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In broad terms, each level of sponsor was equally satisfied that their objectives had been met. The next section provides more detail on the degree to which sponsors were satisfied with various agencies involved in delivering these objectives.

Sponsor Satisfaction

In evaluating their sponsorship arrangements with the 2008 AWG, respondents were asked to rate their overall level of satisfaction with each of the following groups: the AWG International Committee, the AWG local organizing committee staff, the AWG local organizing committee volunteers, and other AWG sponsors. The results of these ratings are summarized in Tables 4a (overall), 4b (Legacy, President, and Diamond), and 4c (Platinum and Gold). On a 5-point scale, ranging from extremely dissatisfied to extremely satisfied, where a neutral mean ranking is 3.0, these groups scored an average of 3.25 (AWGIC) to 3.88 (AWG local organizing committee staff). This indicates that, overall, there was satisfaction with the manner in which the 2008 AWG sponsorship program was handled.

Table 4a Sponsor Satisfaction Levels - Overall

	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied	N/A	Mean
AWG International Committee	1*	0	9	6	0	1	3.25
AWG Local Organizing Committee Staff	2*	1	3	2	9	0	3.88
AWG Local Organizing Committee Volunteers	2*	1	3	2	8	1	3.81
Other 2008 AWG Sponsors	2*	0	4	5	5	1	3.69

*Note that the respondents in these cases may have provided an erroneous assessment of their satisfaction levels.

Although the AWGIC scored the lowest mean for both of the tiers of sponsors illustrated here, this is likely more due to the fact that there is little direct interaction between the corporations and the International Committee during the Games. The majority of respondents indicated a 'neutral' response for their assessment of satisfaction with the AWGIC, and during follow-up interviews, it was confirmed that this evaluation was based on limited interaction with the international committee in the sponsorship process. For the single respondent that indicated extreme dissatisfaction with the AWGIC (as well as with the AWG staff, volunteers, and other sponsors), there was no clarification of this assessment. In fact, from the remainder of that corporation's responses, it appears that they were

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satisfied with their overall sponsorship experience so may have made an error in completing the survey. Unfortunately, it was not possible to conduct a detailed follow-up interview with this respondent to confirm this.

For the other sponsor that indicated extreme dissatisfaction with either the AWG local organizing committee staff or volunteers, or with other AWG sponsors, the assessment appeared to have been based on a single misunderstanding that clouded their overall judgement. In a follow-up interview, this was confirmed and the overall impression of the staff, volunteers and other sponsors appears to have been one of satisfaction.

Table 4b Sponsor Satisfaction Levels - Legacy, President, and Diamond Level

	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied	N/A	Mean
AWG International Committee	1*	0	4	3	0	0	3.13
AWG Local Organizing Committee Staff	2*	0	1	1	4	0	3.63
AWG Local Organizing Committee Volunteers	2*	0	1	1	4	0	3.63
Other 2008 AWG Sponsors	2*	0	1	3	2	0	3.38

*Note that the respondents in these cases may have provided an erroneous assessment of their satisfaction levels.

Table 4c Sponsor Satisfaction Levels – Platinum and Gold Level

	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied	N/A	Mean
AWG International Committee	0	0	5	3	0	1	3.38
AWG Local Organizing Committee Staff	0	1	2	1	5	0	4.11
AWG Local Organizing Committee Volunteers	0	1	2	1	4	1	4.00

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Other 2008 AWG Sponsors	0	0	3	2	3	1	4.00
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The differences in levels of satisfaction with various elements of the organization of the AWG between upper and lower tier sponsors were not significant. The slightly higher rating provided by lower tier (Platinum and Gold) sponsors likely results from the fact that they expected less in return for their investment from the organizers. As revealed in follow-up interviews, the higher cost of sponsorship for upper tier sponsors resulted in their taking a more critical view of any minor irritations as compared with lower tier sponsors.

Interest in Future Arctic Winter Games Sponsorship

The final area of questioning for sponsors related to their intentions to support future editions of the AWG. On a 5-point scale, ranging from not at all interested to extremely interested, the mean level of interest for all sponsors was 3.47 (moderately to significantly interested in being a supporter of future Games). The differences between upper and lower tier sponsors were not significant and reflected more the relatively small sample size (seventeen) than any trend based on the experience of different levels of sponsor in 2008. The reason given for the one sponsor that was 'not at all' interested in future Games sponsorship was that it had a specific marketing reason for wanting to support the 2008 Games (based on product awareness and the geographical location of the event), which would not be repeated in the future. Similar reasons were cited by the two companies that were only marginally interested in supporting future editions of the AWG as Games sponsors (i.e., that their base of operations was in the Northwest Territories and that they would only be interested in being an event sponsor if they Games were held in the region). However, these sponsors did indicate that they might be interested in supporting the Team NWT contingent in order to generate increased awareness of their support for the communities in which they operate.

Table 5 Interest in Future Sponsorship of the Arctic Winter Games

	<i>Not at all</i>	<i>Marginally</i>	<i>Moderately</i>	<i>Significantly</i>	<i>Extremely</i>	<i>Mean</i>
Gold and Platinum Level	0	1	5	2	1	3.33
Diamond, President & Legacy Level	1	1	2	0	4	3.63
Overall	1	2	7	2	5	3.47

Over one third of surveyed sponsors (seven out of seventeen) indicated that they were either significantly or extremely interested in future Games sponsorship opportunities. Again, this acts to illustrate the overall positive experience of the majority of sponsors.

Local Organizing Committee Appraisal of Sponsorship Initiatives

The organizational structure of the AWG host committee was such that the staff members took the lead on making initial contacts with several of the key sponsors, while volunteers were needed to deliver the sponsorship packages that were sold. One of the concerns expressed by the staff members was that they felt that they were always in a reactive mode (as opposed to a proactive one) when it came to dealing with sponsorship issues. This, they felt, was because of an overall shortage of staff and volunteer expertise, although the contributions of key volunteers in this area were felt to have been invaluable. One way in which many problems could have been avoided was through the development of a clear organizational structure that delineated the roles of the staff and volunteers. For an event as large as the AWG is now, it is important that staff-level oversight of sponsorship activities provides the organization with an accountability framework. This is not to suggest that volunteers should not play a role in sponsorship activities, but that they might be involved as part of a board of well-connected business leaders who would be able to provide guidance to staff members whose ultimate responsibility would be fundraising.

One problem with the delivery of the overall sponsorship program of the 2008 AWG was that the initial budget for revenues from this source increased from \$2.6 million to \$4.5 million in course of the lead-up to the event. This lack of certainty in budgeting resulted in many of the problems that the sponsors identified in their evaluation of the event. From an internal organizational perspective, this also placed increased pressure on both staff and volunteers responsible for the sponsorship program.

Nevertheless, the fact that in excess of \$4 million was raised through the sponsorship efforts of the local organizers indicates that they were extremely successful in their initial and ongoing approaches to the corporate sector. Examples of the manner in which initial proposals were made are included in Appendix C.

One area in which the AWG staff felt that they over-delivered to their sponsors was in the amount of media coverage that was provided. This took the form of a bi-weekly update that appeared in the local newspaper that provided regular and ongoing editorial coverage for the sponsors as they signed on with their support. Another positive aspect of delivery was in the sponsor hospitality functions that were laid on during the event. In addition, reports made to the legislative assemblies of NWT and Nunavut ensured that sponsors were receiving recognition at the political level. An example of such recognition is provided in Appendix D. As noted above, the sponsors felt that each of these elements of the 2008 AWG sponsorship program were delivered with professionalism and provided value beyond what was in the original sponsorship agreements.

However, as also noted elsewhere, the local organizers recognized that they needed to be particularly creative with sponsorship packages as the Games drew closer, since the prime properties were sold out

AWG 2008 Sponsorship Evaluation

earlier in the process. This meant that some sponsors who were designated at the same level of support could have perceived that they were receiving different levels of benefits. One area that this was of particular concern to both organizers and sponsors was in venue signage. It was recognized that venue signage could have been more consistent in terms of the size and positioning of signs that related to the degree of support that each sponsor provided. One unanticipated issue was that of pre-existing (non Games related) signage within facilities. In some cases, venues used for the Games had long-term contracts with sponsors that meant that their signage had to be displayed and was given more prominence than that of major AWG sponsors. This was a key concern of some of the sponsors, and one that the local organizers felt should be addressed for future hosts.

The overall level of sponsor satisfaction noted elsewhere in this report was confirmed by the AWG staff who dealt with these corporations. Although it was recognized that there had been some difficulties in dealings with some sponsors, it is important to note that no sponsor was so upset that they withdrew their support from the 2008 AWG, and that there were no public disputes between the local organizers and sponsors. The host committee, felt that it was important that sponsors continued to be seen as 'partners' with government supporters, as well as the Games staff and volunteers in delivering the Games. It was acknowledged that there can be a fine line between 'partnership' and 'ownership' in this regard, and that this distinction had to be carefully managed.

It was noted by local organizers that several misunderstandings in the sponsorship program could have been alleviated through more open communications between them and representatives of the supporting companies. They felt that a clear understanding (on both parts) of what could be offered and realistically delivered upon was an important element of the sponsorship process. In addition, the lines of communication within the local organizing committee were acknowledged to be, at times, ambiguous. Several recommendations were made regarding communications issues and roles and responsibilities within the local organizing group. These are outlined in the next section.

Conclusion

The 2008 AWG in Yellowknife were, by all accounts, a resounding success from a sports and cultural perspective. In many regards the sponsorship program at the Games was also without precedent. It proved to be highly lucrative by raising almost \$4.5 million in revenues, and was perceived generally favourably by both sponsors and local organizers. However, as with any such initiative at a multi-sport games event, there is potential for an even more effective corporate fundraising program at future editions of the AWG if lessons can be learned from the experiences of the organizers and sponsors.

On the positive side, the majority of sponsors felt that they were accorded an appropriate level of benefits for the investment that they made in the operation of the Games. Over two-thirds of the sponsors experienced extensive employee contributions to the Games, and a similar number were able to integrate other forms of promotion with their Games involvement. Anticipated benefits that were, in the vast majority of cases, realized by top tier sponsors included greater community awareness of the

AWG 2008 Sponsorship Evaluation

companies, and a recognition that they were supportive of a leading event within the regions in which they operate. Extensive opportunities for business-to-business relationship building were also made available during the Games through the benefits provided to major sponsors.

Overall satisfaction levels with the AWGIC, host society (both staff and volunteers), and behaviour of other sponsors were generally positive, and the majority of sponsors were interested in being involved to some degree in the support of future editions of the AWG.

However, there were also some areas in which improvements could be made in order to generate an even more positive sponsorship experience for both the organizers of future editions of the AWG and their corporate partners. These areas ranged from improving lines of communications relating to all aspects of the sponsorship process (both within the host organization and between the organizers and their sponsors), to ensuring that benefits promised in advance could (and would) be delivered as agreed, to specific areas for clarification of signage and seating benefits.

Those aspects of the sponsorship program that caused the most concern for corporate partners in 2008 could be alleviated if some key recommendations arising from this evaluation were to be instituted for future editions of the AWG. The final section of the report outlines twenty-four specific recommendations for consideration by future host organizers and the AWGIC.

Recommendations

1. A realistic budget for revenues expected from sponsorship generation must be established by host organizers as early as possible, and before establishing an organizational structure to manage and deliver this aspect of revenues.
2. Sponsorship literature, including identification of packages and properties that are available for potential sponsors, should be developed after the overall budget is finalized.
3. Signage benefits must be clearly outlined by the local organizers in their sponsorship proposals. Details regarding size and placement of signage should be contractually agreed upon at the earliest opportunity. Identifying which party is responsible for the provision of signage is critical in order to avoid conflicts.
4. Local organizers must be made aware in advance of approaching any potential sponsors the nature of any long-term signage contracts that may exist with venues that will be used during the AWG.
5. Clear guidelines should be developed regarding the benefits accorded to venue sponsors, relative to overall Games sponsors. Such guidelines should include clarification of signage issues as well as other benefits (such as ticket allocations). Where possible, such (non-Games related) contracts should include clauses that specify the nature of which (if any) benefits that will be provided during the AWG.

AWG 2008 Sponsorship Evaluation

6. As far as possible, all obligations of the sponsors, local organizers, and AWGIC should be included in sponsorship contracts. If any changes are made after the initial contract, they must be mutually agreed upon.
7. A formal procedure should be established to ensure that all sponsorship commitments are fulfilled, and that any variations are fully explained to the satisfaction of affected sponsors.
8. Servicing of sponsors should be pursued by local organizers with the same enthusiasm as acquiring the sponsorship support. In addition to ensuring that agreements are completely fulfilled, one manner in which key sponsors can be serviced is through the provision of unique commemorative gifts, which are designed and produced well in advance of the Games.
9. A conflict-of-interest policy for corporate sponsors should be developed and instituted in order to provide guidelines for personnel who are involved as both sponsors and volunteers for the local organizing committee or AWGIC.
10. All possible efforts should be made to secure a broadcast partner as early as possible in the lead-up to the Games. This will make it easier for local organizers to package benefits at appropriate levels to attract other sponsors.
11. Where applicable, proposals to prospective sponsors should highlight the youth and community focus of the AWG in order to align with stated corporate strategic objectives.
12. Where possible and known in advance, the volunteer labour and expertise contributions of the employees of sponsors should be included in determining the relative benefits that they receive.
13. In order to maximize the value of their investment, sponsors should be encouraged to leverage their investment in the Games with other forms of promotion that complement their involvement in the AWG (e.g., internal promotions, Games related sales contests or promotions, providing branded Games-wear for employees and customers, etc.) .
14. The host organizers should provide regular and detailed updates to sponsors to ensure that the latter are fully aware of the benefits and opportunities that are available to them during the Games. This is particularly important in the four months leading up to the Games to ensure that there are no misunderstandings regarding what is meant by the terminology contained in the contractual agreements between local organizers and sponsors.
15. In situations where there are staff changes in sponsoring companies that may affect their sponsorship programs, these should be brought to the attention of the local organizers so that each party is fully aware of individual roles and responsibilities.
16. Those responsible for generating sponsorship programs at future editions of the AWG should recognize that the most frequently cited rationale for being involved as a sponsor is being able to show a company's community involvement. This should be recognized throughout the sponsorship process, from proposal to agreement to servicing to evaluation.
17. The potential for business-to-business relationship building among sponsors should be a feature of sponsorship proposals. Every effort should be made to create an appropriate environment and suitable opportunities for this type of activity before and during the Games.
18. In order to reduce the likelihood of unoccupied reserved seating at venues, VIP seating should be held until five minutes before the start of events and then released. In particular, for those events with traditionally high demand for seating, VIP seating policies need to be addressed clearly within sponsorship agreements and discussions.

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19. At the opening and closing ceremonies, organizers must ensure that sufficient numbers of seats are available for major sponsors. Ideally, a separate entrance for VIPs should be created to ensure direct and convenient access to these reserved seats.
20. As has been done at recent editions of the AWG, local organizers and the AWGIC should continue to show their appreciation of sponsor support through receptions and recognition events. The timing of such events should be such that, where possible, they do not conflict with other sponsor commitments. The timing, location, and format should also be discussed with key sponsors to ensure that they are well represented.
21. Local organizers should plan for appropriate levels of staffing (and volunteer support) in order to be able to effectively deliver sponsorship commitments. The roles, responsibilities, and lines of reporting of all individuals (both staff and volunteers) involved in the sponsorship process should be clearly outlined in advance of any contact with potential sponsors. If volunteers are to be used extensively in sponsorship generation and servicing, it is critical that turnover of individuals is minimized in order to maintain continuous dialogue with sponsors and potential sponsors.
22. The AWGIC should investigate whether it could play a greater role in ensuring consistency of benefits for sponsors from Games to Games, and whether it is able to take a more hands-on approach to ensuring that major sponsors are appropriately serviced.
23. The AWGIC should develop a sponsorship template that can be provided to future AWG host organizers. Such a template should, amongst other things, provide details on:
 - a. the types and contents of sponsorship packages that have been successful at past Games;
 - b. the nature of signage commitments at previous Games;
 - c. the contact details for previous Games sponsors;
 - d. the format and timing of sponsor appreciation events;
 - e. ensuring that suitable post-event follow-up evaluations are conducted with key sponsors to determine any shortfalls that can be corrected for the future;
 - f. the number of tickets that have been requested by and provided to sponsors at different levels for key Games events; and
 - g. Conflict-of-interest guidelines for staff and volunteers who are involved in any sponsorship discussions.

Once developed, this template should be updated by the host organizers of each subsequent edition of the Games in co-operation with the AWGIC.

24. As it has done with the commissioning of this report, the AWGIC should continue to be proactive in evaluating the sponsorship program of each edition of the AWG.

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Appendix A Arctic Winter Games International Committee – Sponsor Survey

Please complete and return by **Friday July 4, 2008** to

Tim Berrett AWGIC – Sponsor Survey

Mail: 10915 126 Street, Edmonton Alberta T5M 0P4

E-mail: caminataconsulting@telusplanet.net

1. **Company:** _____
Contact Name: _____
Contact Telephone: _____

Sponsorship level at 2008 AWG (please check):

<i>Gold Club</i>	<i>Platinum Club</i>	<i>Diamond Club</i>	<i>President's Club</i>	<i>Legacy Partner</i>

2. **Do you feel that the benefits provided for the different levels of sponsorship were appropriate?**
(_____yes / _____no)

Could you offer suggestions for changes to these levels/benefits for future editions of the AWG?

3. **When did you sign to your sponsorship of the 2008 AWG?** (_____month /
_____year)

4. **Did you leverage your sponsorship with additional support from your corporation (e.g. internal sales competitions, employee rewards, etc.)?** (_____yes / _____no)
If 'yes', please describe the form of leveraging; if 'no', please indicate why:

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5. *Were your employees directly involved with the operations of the 2008 AWG? (_____yes / _____no)*

If 'yes', please explain the type of involvement:

6. *At what level was the decision made to become a sponsor of the 2008 AWG (corporate, divisional, regional, etc.)?*

7. *How was your sponsorship of the 2008 AWG integrated with other forms of promotional activity?*

(_____yes / _____no) If 'yes', please describe how this was accomplished

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8. What was the prime motivation for your sponsorship of the 2008 AWG?

--

9. What benefits did you envisage from your sponsorship involvement at the outset?

Benefit	Was this expected?	Was this realized?	Comment(s)
<i>Increased awareness of company</i>			
<i>Increased awareness of product</i>			
<i>Increased sales</i>			
<i>Community Awareness</i>			
<i>Media exposure</i>			
<i>Business-to-Business opportunities with other sponsors</i>			
<i>Other (please specify_____)</i>			
<i>Other (please specify_____)</i>			

10. Did you gain any unexpected benefits from your involvement with the 2008 AWG?
(_____yes / _____no)

If 'yes', please describe these benefits

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[illegible][illegible]

1. *Journal of the American Medical Association*, 1997; 278: 1039-1044.

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1. *Journal of the American Medical Association*, 1997; 277: 1039-1043.

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16. What features of your sponsorship did not result in expected benefits?

17. Are there additional benefits or features that you feel are needed to ensure your continued involvement in supporting future editions of the AWG?

18. Were the benefits of sponsorship clearly outlined at the outset of your agreement with the AWG?

(_____yes / _____no) If 'no', please explain:

19. Did you receive everything that you were promised in your agreement?

(_____yes / _____no) If 'no', please explain what was missed, and whether this was important to you:

20. Were any changes made during the course of the agreement?

(_____yes / _____no) If 'yes', please explain:

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21. *Were there any benefits that were part of your sponsorship agreement that you did not take advantage of?*

(_____yes / _____no) *If 'yes', please explain:*

22. *Did you evaluate your 2008 AWG sponsorship internally?*
(_____yes / _____no) *If 'yes', please explain:*

23. *Please provide any other comments that will assist us in evaluating the 2008 AWG sponsorship program.*

Thank You

We appreciate your feedback.
Any questions regarding the survey may be directed to:
Tim Berrett, Caminata Consulting,

10915 126 Street, Edmonton AB T5M 0P4

Telephone: 780-982-1528

E-mail: caminataconsulting@telusplanet.net

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Appendix B 2008 Arctic Winter Games Proud Supporters

Funding Partners

City of Yellowknife
Government of Northwest Territories
Government of Canada

Legacy Partners (\$350,000 + with history of AWG Support)

Northwestel Inc.

President's Club (\$200,000 - \$349,999)

ATCO Group
CBC North
Nunasi Corporation
RTL-Robinson Enterprises Ltd.

Diamond Club (\$150,000 - \$199,000)

Diavik Diamond Mine
ICOM Canada
First Air/Canadian North

Platinum Club (\$100,000 - \$149,999)

Arctic Co-operatives Limited
Bell Mobility
Kimik iT
MATCO Transportation Systems
Tli Cho Landtran Transport Ltd.
RCMP
Yellowknife Catholic Schools
Yellowknife Education District No. 1

Gold Club (\$60,000 - \$99,999)

Agnico-Eagle Mines Limited
Air Tindi/Great Slave

Helicopters
BHP Billiton
Chef Pierre's Catering
De Beers Canada Inc.
Northern News Services Limited
Petro-Canada
Weatherby Trucking Ltd.
Woods Canada Limited
Yellowknife Elks Lodge #314

Silver Club (\$20,000 - \$59,999)

Bellanca Development
Bottomline P/R Company
Chateau Nova
Clark Builders
Enbridge Inc.
FSC Architects and Engineers
Hovat Construction Ltd.
Kingland Ford
KeTe Whii Procon/Joint Venture
Mackay LLP
Nahanni
Construction/Great Slave Graphic Signs
Norland Insurance Agencies
Northern Souvenirs & Gifts
Nuna Group of Companies
PSAV Architects
Rare Method
Ron's Auto
Rowe's Group of Companies
Ryfan Electric
Sandvik Mining and Construction
Superior Propane
TD Bank Financial Group
The Explorer Hotel
The Yellowknife Inn

Union of Northern Workers
Yellowknife Chrysler Ltd.
Yellowknife Royal Purple Lodge 143
Yellowknife Ski Club

Bronze Club (\$5,000 - \$19,999)

8e6 Technologies
A.D. Williams Engineering Inc.
Adam Dental Clinic
Ahlstrom Wright Oliver & Cooper, LLP
Barristers and Solicitors
Alanco Holdings Ltd.
AMEC
Aurora College
Aurora Geosciences Ltd.
Avery Cooper & Co.
Birchwood Gallery
Bluewave Energy – Distributor of Shell Products
Bromley & Son Ltd.
Brownlee LLP, Barristers & Solicitors
Canada Goose Ltd.
Canadian Bank Note Company
Canadian Dewatering
Capital City Construction
Central Mechanical
Challenger Geomatics
CJCD Mix 100 Radio
CKLB Radio
ConocoPhillips
Coyote's Seafood and Steakhouse
Creative Basics
Danmax Communications Ltd.
Devon Canada
Diamond Glass Ltd.
Diamante Restaurant

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Dillon Consulting Ltd.
 Earth Tech
 EBA Engineering
 Consultants
 Ek'Ati Services
 Field Law
 Fitzgerald Carpeting
 Finning (Canada)
 Force One
 Fountain Tire Mine
 Service
 Fujifilm Canada Inc.
 Garden of Eden
 Greenhouse &
 Design
 Gartner Lee Limited
 Genesis Group
 Glacier Smoothie Soaps
 Golder Associates Ltd.
 Great Slave Dental Clinic
 Henry's Barber Shop
 Home Hardware
 IKON Office Solutions
 Igloo Building Supply
 INCITY Moving
 ING Canada
 Inkit Ltd.
 Jacques Whitford/AXYS
 Janet Pacey Design &
 Illustration
 NWT Injury Prevention
 KPMG LLP
 Lawson Lundell LLP
 Letha J. MacLachlan, Q.C.
 Major Drilling
 Manitoulin Group of
 Companies
 Mark's Work Wearhouse
 Marshall & Company,
 Barristers and Solicitors
 Marsh Lake Tents and
 Events
 McDonald's Restaurant of
 Yellowknife
 M & M Meat Shops
 Metcor (North Slave Métis
 Alliance)
 Midnight Sun Energy Ltd.
 Nabors Canada
 Nexum Systems Inc.
 Norterra Inc.
 North Arrow Minerals Inc.
 Northern Images

Northwestern Air Lease
 Ltd.
 Northwest Territories
 Power
 Corporation
 NTCL
 Nunavut Development
 Corporation
 NWT Construction
 NWT, Nunavut & Yukon
 Teachers Associations
 Osler, Hoskin & Harcourt
 LLP
 Outcrop
 Overlander Sports
 Pacific & Western Bank
 PCL Constructors
 PricewaterhouseCoopers
 LLP
 RBC
 Rescan Environmental
 Services
 Shell Canada Limited
 Shehtah Nabors LP
 Simon's Painting
 Snowfield Development
 Corp.
 Staples Business Depot
 St. John Ambulance
 Sub-Arctic Surveys Ltd.
 Summit Air Charters
 TC Group of Companies
 Tait Communications
 Terriplan Consultants
 Territorial Beverages
 The Bottle Shop Recycling
 Depot
 The Forestry Corp.
 Top of the World Travel
 Tundra Transfer Ltd.
 Tyhee Development Corp.
 Vandelay Systems
 Weaver & Devore
 Workplace Plus-Signs &
 Designs
 Yellowknife Chamber of
 Commerce
 Yellowknife Community
 Foundation
 Yellowknife Direct Charge
 Co-Op
 Yellowknife Downtown
 Liquor

Store
 Yellowknife Golf Club
 YKD Property
 Management
 Ltd.
 Xerox
 Zinifex Canada

Friends of the Games (\$1,000 - \$4,999)

Aon Reed Stenhouse
 Arctic Deliveries
 Artisan Press Ltd.
 Barr Ryder Architects &
 Planners
 Bartle & Gibson Ltd.
 BBE Ltd.
 Bishop & McKenzie LLP
 Black Knight Canada
 Carl's Carpet Cleaning
 Ltd.
 CDW Canada
 Centre Square Mall
 CP Distributors Ltd.
 Denroche & Associates,
 Barristers, Solicitors &
 Notaries
 Family Vision Centre
 Fortune Minerals Limited
 GEM Steel
 Gourmet Cup
 Gurevich & Associates
 Hak's Auto Body
 Javaroma Gourmet Coffee
 Medic North
 Mr. Pinman
 Office Compliments
 Peterson & Auger
 Pioneer Supply House
 Proform Concrete
 Quality Furniture
 Raymac Environmental
 Services
 SENES Consultants Ltd
 Strongbow Exploration
 Inc.
 TerraPro Group of
 Companies
 Tim Hortons
 Yellowknife Racquet Club

Games Booster (\$50 - \$999)

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All-West Glass
Canadian Arctic Denture
Service
Charles Jeffery Chartered
Accountants
Coldwell Banker
Frozen Few Collision
Centre
Guy Architects
Joe Nava
Reflex Instrument NA Ltd.
UNICO Roofing

**Arctic Winter Games
Business Donors**
Action View North
Antoine Mountain Fine Art
Arctic Data Systems
Artistic Expressions, NT
Ashoona Inuit Art Studio
Capital Suites (NPREIT)
DC Moving
Earthstone Creations
Fran Hurcomb
Photography
Gallery of the Midnight
Sun

JSL Mechanical
Installations
Ltd.
MacKay Lake Lodge
Marlin Travel
Plummer's Arctic Lodges
Polar Developments Ltd.
Sasha's Jewellery Store
Schlumberger
Superior Auto Body
The Active Network Ltd.
True North Safaris
Tuccaro Inc.

Appendix C Outline of Proposals and Sponsorship Packages

Proposal Letter

Investing in Northern Stars, Inspired by Dreams

An Invitation to Sponsor the 2008 Arctic Winter Games in Yellowknife

In 1967, Yukoner Cal Smith, and Commissioners Stuart Hodgson of NWT and James Smith of Yukon had a dream. They envisioned a sporting event in which northern athletes could develop new skills and realize personal bests while competing on “their own turf, and on their own terms.”

That dream became a reality in 1970 when the first Arctic Winter Games were held in Yellowknife, Northwest Territories. Those first Games were attended by 500 athletes, participants, and coaches from the Northwest Territories, Yukon and Alaska.

The Arctic Winter Games was designed to be unique, to provide athletic competition, including the traditional sporting competitions of the Dene and Inuit, to enable cultural exhibition and to facilitate social and cultural interchange for those living in isolated, remote northern regions around the world.

As the North has grown, so have the Games. Today they are a circumpolar event with representatives from Alaska, Northern Alberta, Yukon, Nunavut, Nunavik, Northwest Territories, Russia, Greenland, and more recently it has included the indigenous people of Finland and Norway. From their modest beginnings, the Games now involve over 2,000 athletes, coaches, mission staff, officials and cultural performers. In addition to the participants, the 2008 Games will be attended by thousands of spectators cheering the athletes and experiencing the cultural kaleidoscope showcased each day.

In March 2008, the Arctic Winter Games will return to Yellowknife to celebrate the 20th anniversary of the event. The community of Yellowknife will open its arms and its heart, welcoming competitors, performers, and officials, to bring them together with those who have gone to the Games before them. The 2008 Games are planned as a celebration of diversity and circumpolar friendship as never before experienced.

At the heart of the 20th Anniversary Games' success will be close to 2,000 enthusiastic volunteers donating thousands of hours to bring this massive event to life. Their efforts will be applauded and supported by our governments and our business community as they provide a marvellous developmental opportunity for northern youth.

Please join us in hosting this historic 20th Anniversary event! Become a Corporate Sponsor of the 2008 Arctic Winter Games.

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Games Fact Sheet

The 2008 Arctic Winter Games Host Society

The 2008 Yellowknife Host Society is a non-profit organization, created by the City of Yellowknife to plan and execute the 2008 Arctic Winter Games. The Host Society Board of Directors, on which the Mayor of the City of Yellowknife serves as an ex-officio member, is made up of a dynamic cross-section of Yellowknife community volunteers.

These community-minded individuals will contribute thousands of volunteer hours over the next two years as they plan and organize the Games.

Board of Directors

Executive

President	Cathie Bolstad
Vice President	Wendy Bisaro
Treasurer	Max Hall
Secretary	Chuck Parker
Directors	Dan Daniels
	Darlene Mandeville
	Reanna Erasmus
	Grant White
	Mike Dittrich
	Dave Grundy
	David Gilday

Ex-Officio Members:

Gordon Van Tighem, Mayor –City of Yellowknife
Ian Legaree, AWG International Committee
Don Sian, AWG International Committee
Robert Hawkins, MLA Yellowknife Centre
General Manager Dave Hurley
Telephone: 867-765-2947
Fax: 867-765-2948
Cell: 867-445-8828
Mailing Address: Suite 101
5109 48th Street
Yellowknife, NT X1A 1N5

Financing the Games

The cost to host the 2008 Arctic Winter Games is expected to be \$4.4 million. Holding the costs at this level can only be managed because of the huge number of volunteer hours that are contributed to the Games' success.

Major expenditure and financing challenges for the success of the Games include catering, transportation, accommodations, communications, security, equipment, medical supplies and staffing. Close to one-third of the financing is being provided by the Government of the Northwest Territories, the Government of Canada, and the City of Yellowknife. Understanding

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the enormous value of the Games to northern youth and communities, these three orders of government have partnered to continue the Games tradition.

The remaining two-thirds of the required funding will be raised through an appeal to individual and private sector contributors of cash and in-kind service. In addition, the Host Society will hold special fundraising events and it is anticipated that ticket sales to the events of the Games will generate revenues.

2008 Arctic Winter Games Budget

Revenue

\$600,000	GNWT Grants
\$400,000	Federal Government
\$300,000	City of Yellowknife
\$445,000	In-kind gifts
\$70,000	Ticket Sales
\$391,000	Merchandising
\$2,190,000	Fundraising

Total Revenues

\$ 4,396,000

Expenditures

\$385,000	Ceremonies & Culture
\$275,000	IT & Communications
\$435,000	Sports Facilities
\$71,000	Fundraising
\$60,000	Sports Technical
\$187,000	Volunteers Protocol
\$50,000	20 th Anniversary
\$355,000	Marketing
\$1,122,000	Administration
\$1,456,000	Care & Comfort

Total Expenditures

\$ 4,396,000

Sponsorship Opportunities

Benefits for Everyone!

Community Spirit

In March 2008, Yellowknife will be the center of attention when the Games return to NWT for their 20th anniversary event! Close to 2000 volunteers will come together to contribute their time and talents for the benefit and enjoyment of others. This level of involvement by local residents and visitors, combined with the support of northern businesses and governments will be inspirational for our youth. It will again bring our community together reinforcing goodwill and demonstrating that we can accomplish great things when we work together.

Tourism Showcase

The Arctic Winter Games attract significant media attention regionally, nationally and internationally. In 2006, over 200 media representatives attended and reported on the Arctic Winter Games in Kenai, Alaska. The Games will receive radio, television and print media

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coverage in Canada's north and on national and circumpolar networks. Past operations of the Games have included national television coverage of opening ceremonies on CBC Television, with international television agreements to carry the programming abroad. Media attention provides an opportunity to showcase our city and its first class facilities as a desirable vacation and convention centre to thousands of people. It also provides an opportunity to highlight the culture and natural beauty of NWT and its remote communities as wonderful and reachable tourist and business destinations. The NWT is a magnificent winter visitor destination and the Games provide us with an opportunity to show that to the world.

Economic Spin-offs

Based on previous Games, it is estimated that participants, their friends and their families will spend an additional \$1.6M over and above the \$4.4M that will be spent to host the Games. This expenditure will circulate several times through the local and territorial economies, providing economic stimulation to numerous industries including hotels, airlines, restaurants, gift shops, galleries, general retailers, entertainment businesses and many other service providers.

Cash Contributions / Sponsorship

Cash contributions will provide the majority of the Host Society's non-governmental funding needs. All contributions are gratefully accepted. Because of the lead-time before the games, contributors may choose to spread their contributions over the three years (2006, 2007, and 2008).

Contributors will be encouraged to direct their cash contribution toward sponsorship of specific Arctic Winter Games venues, major games components or sport specific. Specific sponsorship provides additional opportunities for contributors to advertise your organization as an outstanding corporate citizen.

Sponsorship Opportunities

Sponsorships are available in four major categories:

Venues • Major Games Components • Games Components • Sport Specific

Contributors have the option to sponsor a category in its entirety or share a category with other contributors where noted. All contributors sponsoring or co-sponsoring a specific category will have signage recognition in addition to the benefits outlined in the Sponsorship Recognition and Rewards Package.

Venue Sponsorship Opportunities

All contributors sponsoring or co-sponsoring a specific venue will have their signage posted at the entrance to that venue, in addition to the level of recognition outlined in the Sponsorship Recognition and Rewards Package.

Multiplex (3 available) \$25,000 each \$75,000 Total

Opening Closing
Closing Ceremonies
Gymnastics
Medical
Hockey
Speed Skating
Figure Skating

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Olympic Arena (2 available) \$12,500 each \$25,000 Total

Figure Skating

Hockey

Speed Skating

Shorty Brown Hockey Arena (2 available) \$5,000 each \$10,000 Total

Hockey

YK Community Arena (2 available) \$5,000 each \$10,000 Total

Hockey

St. Joe's School (2 available) \$2,500 each \$5,000 Total

Table Tennis

Venue	Venue Events	Sponsorships Available	Amount	Total
NACC	Cultural	2	\$37,500	\$75,000
Curling Club	Curling	2	\$3,750	\$7,500
Ski Club	X Country	2	\$7,500	\$15,000
	Ski Biathlon			
	Snowshoe			
	Biathlon			
Multiplex Gymnastics Club	Gymnastics	2	\$5,000	\$10,000
St Patrick HS Gym	Indoor Soccer	2	\$7,500	\$15,000
Weledah School Gym	Volleyball	2	\$5,000	\$10,000
J.H. Sissons Gym	Wrestling	2	\$2,500	\$5,000
Range Lake North School Gym	Arctic Sports	2	\$7,500	\$15,000
N'dilo School	Dene Games	2	\$5,000	\$10,000
Sir John Franklin HS Gym	Badminton	2	\$2,500	\$5,000

Major Games Component Sponsorship Opportunities

Contributors sponsoring the major Games components of opening and closing ceremonies, cultural events, communications, athletes' accommodations, food venue (catering), transportation and office space will have their signage posted within the location of the major Games component.

The sponsor of the office space will be provided with signage recognition on the outside of the building where the Games office is housed. Sponsors of the volunteers and officials games components will have their logo displayed on the respective Games clothing for these Games components. Sponsors of transportation will have their logo displayed on the vehicles.

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Contributors will receive the recognition noted above in addition to the level of recognition outlined in the Sponsor Recognition and Rewards Package.

Major Event	Number of Sponsors	Sponsorship Cost
Opening Ceremonies	1	\$75,000
Closing Ceremonies	1	\$75,000
Cultural events	1	\$100,000
Office space	1	\$200,000
Volunteers	1	\$100,000
Officials	1	\$60,000
Communications Centre	1	\$180,000
Accommodation	3	\$75,000 each or \$225,000 (total)
Catering	3	\$75,000 each or \$225,000 (total)
Transportation	3	\$75,000 each or \$225,000 (total)

Games Component Sponsorship

Contributors have the option to sponsor a Games component in its entirety or as an individual co-sponsor. Contributors will receive signage recognition in addition to the level of recognition outlined in the Sponsor Recognition and Rewards Package.

Component	Total Sponsorship	Individual Sponsors	Individual Co-Contribution
Awards/Athletes Center	\$75,000	3	\$ 25,000
Media/Results \$	50,000	4	\$12,500
Medical	\$30,000	4	\$7,500
Registration/Accreditation	\$60,000	5	\$12,000
Security	\$20,000	4	\$5,000
Mission Headquarters	\$8,000	2	\$4,000
Souvenir Booklet / Photocopying	\$30,000	5	\$6,000
Guest Services	\$25,000	5	\$5,000
Languages	\$10,000	2	\$5,000
Flame	\$30,000	2	\$15,000

Sport Specific Sponsorship

Contributors have the option to sponsor a specific sport in its entirety or as an individual co-sponsor. Contributors will receive signage recognition within the specific sport venue for the specific sport sponsored, in addition to the level of recognition outlined in the Sponsor Recognition and Rewards Package.

Sport	Total Individual Sponsorship	Sponsors	Individual Co-Contribution
Arctic Sports	\$40,000	4	\$10,000
Badminton	\$10,000	2	\$ 5,000
Basketball	\$25,000	4	\$ 6,250
Biathlon			
(Ski & Snowshoe)	\$10,000	4	\$ 2,500
Cross-Country Skiing	\$25,000	4	\$ 6,250
Curling	\$10,000	2	\$ 5,000
Dene Games	\$25,000	4	\$ 6,250
Dog Mushing	\$25,000	4	\$ 6,250

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Figure Skating	\$40,000	4	\$ 10,000
Gymnastics	\$25,000	4	\$ 6,250
Hockey	\$40,000	4	\$10,000
Indoor Soccer	\$40,000	4	\$ 10,000
Snowboarding	\$10,000	2	\$ 5,000
Snowshoeing	\$10,000	2	\$ 5,000
Speed Skating	\$25,000	4	\$ 6,250
Table Tennis	\$10,000	2	\$ 5,000
Volleyball	\$25,000	4	\$6,250
Wrestling	\$10,000	2	\$ 5,000

In Kind Donations: Goods or Services

For many businesses, providing goods or services is the ideal way to contribute to a great community event while attracting attention to the business services or products you provide. Many items and services will be needed to make the Games successful. The value of your donation will gain your organization recognition as detailed in our Sponsor Recognition Package.

Here are just some of the many items we will need help with...

- Advertising services (print, radio, TV)
- Air transportation of people and freight
- Banquet facilities
- Building supplies
- Carpentry
- Catering
- Communications equipment
- Computer equipment
- Cots / beds
- Decorations
- Entertainment / sound equipment
- Expediting
- Fabrication shop space
- Food and refreshments
- Food and beverages
- Gift items
- Jackets (apparel)
- Laundry facilities
- Lighting systems
- Lodging
- Media air time
- Medical supplies
- Moving
- Office equipment and supplies
- Office furniture
- Office space / renovations
- Photography services
- Printing services
- Scoreboards
- Signage
- Sleeping bags
- Sports equipment
- Transportation (cars/trucks/vans/buses)

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- Uniforms
- Video production
- Warehouse space
- Web design and maintenance

Sponsor Recognition and Rewards Package

The business community has a strong history of contributing significantly to the success of the Arctic Winter Games. The Arctic Winter Games Host Committee must raise \$2.6 million through the generosity of individuals and corporations alike, so we look forward to talking to you about your contribution to the Games. Whether you can provide goods and services in kind, or cash, your contribution will ensure our success and your good corporate citizenship will be appropriately recognized and rewarded.

We have designed a Sponsorship Recognition and Rewards Package that fits the contribution capabilities of businesses both big and small. It provides a high degree of visibility to ensure your sponsorship is recognized by all who are interested in the Games and by those who do business in the circumpolar world.

Please take the time to consider the sponsorship categories listed below and the opportunities that each provides. We look forward to having your company as one of our proud sponsors.

LEVEL 1

President's Club

\$200,000 +

President's Club Sponsors will be distinguished as "Official Games Sponsors" and will receive the following:

President's Club Rewards:

- Right to use "Official Games Sponsor" designation with AWG logo
- Sponsorship Recognition at Host Society VIP Hospitality Suites
- Medal Presenter
- Invitation to all VIP events
- Opportunity to purchase advance tickets to Cultural Showcase
- Recognition at Opening and Closing Ceremonies
- Four complimentary passes to Cultural Showcase
- Four complimentary tickets to Opening and Closing Ceremonies
- VIP Parking Passes
- Four complimentary passes to all sporting events
- Sponsorship Honour Roll at each venue
- Use of Arctic Winter Games Mascot at a corporate event
- Opportunity to purchase advance tickets for Opening and Closing Ceremonies
- Access to VIP hospitality suites
- Special Recognition Plaque presented at a VIP event
- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use "Official Supplier" designation in association with AWG logo
- Collector's lapel pins
- Certificate of appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

President's Club Recognition:

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- Recognition by Host Society in all paid print advertising
- Full- page advertisement in the Arctic Winter Games event guide
- Half-page ad in each edition of Ulu News, the daily newspaper of the Arctic Winter Games
- Your company logo in the Participants' Welcome Handbook
- Logo recognition in the DVD jacket for the athletes' souvenir DVD
- Your logo listed on the Host Society website Sponsor Recognition page, with a link to your corporate website
- A profile of your company and its involvement in the Games as part of the Sponsor's Recognition pages on the Host Society website.

LEVEL 2

Diamond Club

\$150,000 - \$199,999

Diamond Club Sponsors will receive the following sponsorship rewards and recognition:

Diamond Club Rewards:

- Medal Presenter
- Invitation to all VIP events
- Opportunity to purchase advance tickets to Cultural Showcase
- Recognition at Opening and Closing Ceremonies
- Four complimentary passes to Cultural Showcase
- Four complimentary tickets to Opening and Closing Ceremonies
- VIP parking passes
- Four complimentary passes to all sporting Events
- Sponsorship Honour Roll at each venue
- Use of Arctic Winter Games Mascot at a corporate event
- Opportunity to purchase advance tickets for Opening and Closing Ceremonies
- Access to VIP hospitality suites
- Permanent Recognition at Multiplex on 20th Games Anniversary Plaque
- Special Recognition Plaque presented at a VIP Event
- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use "Official Supplier" designation in association with AWG logo
- Collector's lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

Diamond Club Recognition:

- Recognition by Host Society in all paid print advertising
- 3/4 Page advertisement in the Arctic Winter Games event guide
- 1/4 Page advertisement in each edition of Ulu News, the daily newspaper of the Arctic Winter Games
- Your company logo in the Participants' Welcome Handbook
- Logo recognition in the DVD jacket for the athletes' souvenir DVD and
- Your logo listed on the Host Society website Sponsor Recognition page, with a link to your corporate website.

LEVEL 3

Platinum Club

\$100,000 - \$149,999

Platinum Club Sponsors will receive the following rewards and recognition:

Platinum Club Rewards:

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- Recognition at Opening and Closing Ceremonies
- Four complimentary passes to Cultural Showcase
- Four complimentary tickets to Opening and Closing Ceremonies
- VIP parking passes
- Four complimentary passes to all sporting events
- Sponsorship Honour Roll at each venue
- Use of Arctic Winter Games Mascot at a corporate event
- Opportunity to purchase advance tickets for Opening and Closing Ceremonies
- Access to VIP hospitality suites
- Special Recognition Plaque presented at a VIP event
- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use “Official Supplier” designation in association with AWG logo
- Collector’s lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

Platinum Club Recognition:

- 1/2 page advertisement in the Arctic Winter Games event guide
- 1/8 page advertisement in each edition of Ulu News, the daily newspaper of the Arctic Winter Games
- Your company’s logo in the Participants’ Welcome Handbook and
- Your logo listed on the Host Society website Sponsor Recognition page, with a link to your corporate website.

LEVEL 4

Gold Club

\$60,000 - \$99,999

The Gold Club Sponsors will receive the following rewards and recognition:

Gold Club Rewards:

- Sponsorship Honour Roll at each venue
- Use of Arctic Winter Games Mascot at a corporate event
- Opportunity to purchase advance tickets for Opening and Closing Ceremonies
- Access to VIP hospitality suites
- Special Recognition Plaque presented at a VIP event
- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use “Official Supplier” designation in association with AWG logo
- Collector’s lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

Gold Club Recognition:

- 1/4 page advertisement in the Arctic Winter Games event guide
- Listed as sponsor in Ulu News, the daily newspaper of the Arctic Winter Games
- Your company’s logo in the Participants’ Welcome Handbook and
- Your logo listed on the Host Society website Sponsor Recognition page, with a link to your corporate website.

LEVEL 5

Silver Club

\$20,000 - \$59,999

The Silver Club Sponsors will receive the following rewards and recognition:

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Silver Club Rewards:

- Access to VIP hospitality suites
- Special Recognition Plaque presented at a VIP event
- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use “Official Supplier” designation in association with AWG logo
- Collector’s lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

Silver Club Recognition:

- Listed as sponsor in Ulu News, the daily newspaper of the Arctic Winter Games;
- Your company’s logo in the Participants’ Welcome Handbook; and
- Your logo listed on the Host Society website Sponsor Recognition page, with a link to your corporate website.

LEVEL 6

Bronze Club

\$5,000 - \$19,999

The Bronze Club Sponsors will receive the following rewards and recognition:

Bronze Club Rewards:

- Use of Arctic Winter Games logo in your advertising and promotional materials
- Right to use “Official Supplier” designation in association with AWG logo
- Collector’s lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Recognition on Sponsor Page on AWG website

Bronze Club Recognition:

- Listed as sponsor in Ulu News, the daily newspaper of the Arctic Winter Games;
- Your company’s logo in the Participants’ Welcome Handbook; and
- Corporate name listed on the Host Society website Sponsor Recognition page.

LEVEL 7

Friends of the Games

\$1,000 - \$4,999

Friends of the Games will receive the following rewards and recognition:

- Collector’s lapel pins
- Certificate of Appreciation
- 20th Anniversary Games pin
- Corporate name listed on the Host Society website Sponsor Recognition page.

LEVEL 8

Games Booster

\$50 - \$999

The Games Boosters will receive the following:

- 20th Anniversary Games pin
- Recognition as games booster on Sponsor Recognition Page.

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Appendix D Letter To MLAs from AWG Fundraising Director

February 29, 2008

Members

Legislative Assembly of the Northwest Territories

PO Box 1320

Yellowknife, NT X1A 2L9

Dear Members

With 9 days to go before the first plane lands with participants for the 2008 Arctic Winter Games, preparations are moving forward at a frantic pace. Every day *CBC*, *CJCD*, *Yellowknifer*, and *News North* carry stories of the preparations, of northern youth, volunteers, businesses, and accommodations. *ATCO* trailers have sprung up at venues across the city, a gift to augment sport accommodation and shower facilities; *Northwestel* systems are spreading like a great web to ensure reliable communications and timely reporting of results; *Ryfan Electric* and *Nexum Systems*' trucks are seen everywhere as staff make electrical and communications hook-ups; *Chef Pierre's* new kitchen facilities are ready and 8 trailers of food and supplies are en route to feed the participants. The Games offices, contributed by *Nunasi Corporation*, have taken on the air of an anthill as volunteers stream in and out day and night preparing for the event.

The 2008 Arctic Winter Games is upon us like an enormous energy wave. The excitement in the City is everywhere as people prepare for the most exciting event to hit town in ten years!

Two weeks ago we formally announced that funding for the Games was in place and we were turning our attention to recognizing all of the generous supporters of the Games. I hope you'll take a few minutes to review the attached list of corporate sponsors of the Games. They deserve our thanks for the public-spirited contributions they've made. They make our economy run well and they contribute mightily to our social fabric.

We're very thankful for the strong support for the Games demonstrated by the Government of NWT, the Government of Canada, and the City of Yellowknife. Those organizations provided the financial foundation for the Games without which we couldn't have even started preparations. Their staff, as have others, have been volunteering daily for the past two years working quietly through evenings and weekends, out of public view, to make sure so many plans are developed and ready to implement.

We're overwhelmed by the generosity of the private sector and individual supporters. Over 200 companies, from NWT and our sister Territories and from several of the provinces, companies from every sector of our economy, have contributed their financial strength, their products and services, their staff, and their encouragement to ensure that the Host Society is able to stage what will surely be a memory-of-a-lifetime event for over 2000 circumpolar youth.

Two years of fundraising for the Games has raised \$4.4M in cash and gifts-in-kind for the Games.....\$4.4M! Incredible support! When our many supporters hear the words. "We couldn't have done it without you," believe it. Without the whole community, government, business and individuals, life-changing events like the Arctic Winter Games could never

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happen. An important circumpolar, community-building event of this nature requires everyone pulling together.

We hope you're planning to attend the 2008 Arctic Winter Games to support *Northern Stars, Inspired by Dreams* and witness the many sport and cultural events that celebrate northern youth and the unique friendship that we're spreading across the circumpolar world. And while you're here, please watch out for the many people in the off-white Arctic Winter Games sponsor jackets and take a moment to thank them for their contribution. We couldn't have done this without them.

Respectfully

David Gilday