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2017 NORTH AMERICAN INDIGENOUS GAMES BID PROCEDURES MANUAL

January 9, 2015

NORTH AMERICAN INDIGENOUS GAMES COUNCIL
2017 NAIG BID PROCEDURES MANUAL

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1 INTRODUCTION

The North American Indigenous Games (NAIG) Bid Procedures Manual has been separated into two sections: Introduction and the NAIG Bid Process. The first section introduces the document and the general practices of the NAIG Council. The second section summarizes the policies and procedures to bid for the North American Indigenous Games.

The appendices are reference documents that include;

- a. Sample Agreement to Undertake
- b. NAIG Hosting Standards
- c. NAIG Contractual Milestones
- d. Draft NAIG Hosting Agreement
- e. 2014 NAIG Governing Rules
- f. 2014 NAIG Sport Technical Package

There are three distinct committees mentioned throughout the document, they are:

NAIG Bid Committee:

Comprised of NAIG Council representatives and members responsible for initiating, controlling, monitoring and evaluating the NAIG Bid Procedures

Host Candidate City:

A committee mandated by its city/community/organization interested in hosting the North American Indigenous Games that will undertake the bid process on their behalf. The Host Candidate City will transition into a Local Organizing Committee (LOC)/Host Society when awarded the NAIG.

Site Evaluation Team (SET):

A site evaluation team will be formed with two (2) American and two (2) Canadian representatives appointed by the NAIG Bid Committee to visit each city to assess their capacity to host Games.

1.1 Purpose of the NAIG and NAIG Council

The purpose of the North American Indigenous Games is to improve the quality of life for Indigenous peoples by supporting self-determined sports and cultural activities which encourage equal access to participation in the social/cultural fabric of the community they reside and which respects Indigenous distinctiveness.

NAIG Council is the International Governing Body for the NAIG exercising exclusive jurisdiction, either directly or through its affiliate members or committees, over all matters pertaining to the North American Indigenous Games. It ensures the purposes and philosophies are reflected in all aspects of the Games. The Council is the principle authority for policy development, rules and

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regulations for the North American Indigenous Games. The NAIG Council has federal incorporation as a non-profit organization in Canada and the USA.

1.2 Responsibilities of the NAIG Council

The NAIG Council works in a manner which is consistent with the cultural, spiritual and traditional values of the peoples it represents. In their activities they promote and encourage holistic individual development that assures mental, physical, emotional and spiritual growth. The Council's activities include the following areas of responsibility:

Governance

- To have responsibility over the business, affairs, and activities of the NAIG and NAIG Council
- To control all marks, symbols and properties related to the NAIG and NAIG Council
- To establish general policies of the NAIG
- To establish standing and ad hoc committees as required and to receive and follow-up on reports concerning the activities of the NAIG and NAIG Council

Administration

- To maintain the corporate records of the NAIG Council and the NAIG results
- To seek legal advice where necessary to support governance, management and operations of the Council

Evaluation

- To maintain the legacy of the NAIG from games to games
- To be responsible for technical, operational and social evaluations of the Games in conjunction with the host city, province, territory, state, or Indigenous nation(s)

Sports Technical

- To oversee the development, implementation and monitoring of the Governing Rules and Sport Technical Package

Bidding and Hosting

- To establish and implement a well defined and fair bid process
- To award the NAIG to a host city that has been approved through the bid process
- To negotiate and sign a hosting agreement with the host society
- To monitor host society progress as per the bid package, hosting agreement, and contractual milestones against the approved hosting standards.

Culture

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- To ensure traditional protocols of a host community are acknowledged, followed and respected.
- To ensure that host societies showcase the variety of Indigenous cultural and traditional teachings, arts, entertainment, etc. from throughout Canada and the United States of America.

Ethical Practices

- To ensure fair and equitable competition
- To prohibit and oppose any illegal or unethical practice to enhance performance

1.3 Structure and Composition of NAIG Council

The NAIG Council has been divided into twenty-six regions for the purpose of representation on the NAIG Council. Canada is represented by the thirteen mandated members consisting of Provincial/Territorial Aboriginal Sport Bodies as defined by the Aboriginal Sport Circle in Canada. United States is represented by thirteen mandated members as defined by the Indigenous Peoples Sport Circle Regions.

CANADA	UNITED STATES OF AMERICA
Region 1 Aboriginal Sport, Recreation and Physical Activity Partners Council	Region 1 Alaska, Hawaii, Washington
Region 2 Indigenous Sport Council Alberta	Region 2 California, Idaho, Nevada, Oregon
Region 3 Federation of Saskatchewan Indian Nations and the Metis Nation of Saskatchewan	Region 3 Arizona, Colorado, New Mexico, Utah
Region 4 Manitoba Aboriginal Sport & Recreation Council	Region 4 Montana, North Dakota, Wyoming
Region 5 Aboriginal Sport & Wellness Council of Ontario	Region 5 Kansas, Nebraska, South Dakota
Region 6 First Peoples Sport and Recreation Circle of the Eastern Door and the North	Region 6 Illinois, Iowa, Missouri, Minnesota
Region 7 New Brunswick Aboriginal Sport & Recreation Association	Region 7 Arkansas, Louisiana, Oklahoma, Texas
Region 8 Mik'maw Sport Council of Nova Scotia	Region 8 Indiana, Michigan, Ohio, Wisconsin
Region 9 Aboriginal Sport Circle of Prince Edward Island	Region 9 Connecticut, New Hampshire, Massachusetts, Maine, Vermont, Rhode Island
	Region 10 New Jersey, New York, Pennsylvania
	Region 11 Delaware, Maryland, Virginia, Washington DC,

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Region 10 Aboriginal Sport and Recreation Circle of Newfoundland and Labrador	West Virginia
Region 11 Yukon Aboriginal Sport Circle	Region 12 Georgia, Florida, North Carolina, South Carolina
Region 12 Aboriginal Sport Circle of the Northwest Territories	Region 13 Alabama, Kentucky, Mississippi, Tennessee
Region 13 Sport Nunavut	

1.4 Responsibilities of the NAIG Bid Committee

The NAIG Bid Committee is responsible for the implementation, evaluation and revision of the approved NAIG Bid Procedures through the following processes:

- a. Review and evaluate each successive bid procedures on an ongoing basis and make recommendations for its update to the Council
- b. Initiate the NAIG Bid Process upon approval of the Council
- c. Monitor bid process throughout and take necessary steps to address concerns or issues arising from the Council or host candidate cities
- d. Draft and submit a complete itemized progress and final reports for NAIG Council at every meeting
- e. The responsibilities of the NAIG Bid Committee extend only to the awarding of the games. Thereafter, the Host Society will report to and be monitored by NAIG Council Executive Committee.

1.5 Responsibilities of the Site Evaluation Team

The site evaluation team (SET) is a sub-committee of the NAIG Bid Committee that conducts the site evaluation tours. The site evaluation team (SET) visits each host candidate city to assess their capacity for hosting a NAIG following pre-determined minimum standards.

- a. A site evaluation team will be formed with two (2) American and two (2) Canadian representatives appointed by the NAIG Bid Committee. Technical and administrative support staff will accompany the team to assist.

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- b. The site evaluation team members volunteer or are appointed based on their experience with major games and technical and operational knowledge of the NAIG.
- c. If equal representation between American and Canadian representatives cannot be achieved, the Council and Bid Committee and NAIG Council must agree to allow the site evaluation team to proceed with available representatives from either country.
- d. A SET leader will be selected to speak on behalf of the site evaluation team only during the tours and will be limited to SET roles and responsibilities.
- e. The tours are coordinated by representatives of the NAIG Bid Committee and Host Candidate City.
- f. The SET will report their findings regarding their observations and collection of information but will not share scores (see section 2.5). The information shared will remain confidential until it is released to Council.
- g. The responsibilities of the SET end after presentation and approval of the final report to NAIG Council.

1.6 Communication of the NAIG Council and Host Candidate City

The Host Candidate City must identify a chairperson with whom all official communication and correspondence will be coordinated.

For NAIG Council, all correspondence is to be addressed to the following:

North American Indigenous Games Council
c/o: 2017 NAIG Bid Committee
Suite 411, 35-2855 Pembina Highway
Winnipeg, Manitoba, Canada R3T 2H5
Email: norman@naigcouncil.com
Mobile: (204) 891-2710

- a. The bid fee (section 2.1) is payable to the North American Indigenous Games Council, sent to the address above.
- b. A copy of the letter of intent and confirmation of payment will be shared with the NAIG Bid Committee chairperson.
- c. The NAIG Council President will provide the Host Candidate City with the name and contact information of the NAIG Bid Committee Chairperson.

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- d. The chairperson thereafter will begin official communication with the Host Candidate city as part of the committee's ongoing role and responsibility.
- e. Any questions of the Bid Procedures will be addressed by the NAIG Bid Committee.
- f. All official correspondence will be addressed to the NAIG Bid Committee chairperson. The chairperson will follow up all correspondence according to protocols and procedures and compile into a final report for NAIG Council.

2 NAIG BID POLICIES AND PROCEDURES

2.1 Agreement to Undertake

The host candidate city must submit a signed letter of intent with background information that will serve as the agreement to undertake the 2017 NAIG Bid Procedures.

- a. The letter must be signed by two authorized members of the Host Candidate City.
- b. The letter must be witnessed by the respective NAIG Council regional representative.
- c. Additional information on the organizations or representatives from the Indigenous nation(s), city, Provincial/Territorial/State government, University, school boards, sponsors and other supporters of the host candidate city's bid with letters of support.
- d. Digital copies of the signed letter of intent and supporting documentation can be submitted via electronic mail anytime before the respective deadline as per the bid timeline (section 2.5).
- e. The original signed documents must be couriered to the address identified. The package must be postmarked by the deadlines established in the bid timeline (section 2.5).
- f. The sample letter of intent is attached to be used as a template. Supplementary but relevant information can be included and all must be on official letterhead.

2.2 NAIG Bid Fees

The NAIG Council has established a non-refundable bid fee in the amount of \$10,000 (currency of host country) payable to NAIG Council in two installments as per the bid timeline (section 2.5)

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- a. The first bid fee payment of \$5000 is required with the letter of intent.
- b. A second fee payment of \$5000 is required from those host candidate cities that have met the bid book requirements (section 2.8)
- c. The bid committee will present a financial report following the completion of the bid procedures which will include site evaluation team expenses.

2.3 Financial Responsibility

Financial responsibility for the preparation of a bid in response to this invitation to bid rests exclusively with the Host Candidate City. The Host Candidate City shall have no right to assert any claim or to commence any action against the North American Indigenous Games Council or its partners for any losses, costs or damages incurred by the Host Candidate City in the preparation of its bid. Further, in preparing its bid, the Host Candidate City shall not agree to or promise any duty or obligation, financial or otherwise, on behalf of NAIG Council or any of its partners. The decision to proceed with a bid is made on the understanding that all financial risk is assumed by the Host Candidate City solely, and the Host Candidate City hereby indemnifies and saves harmless NAIG Council and its partners for and against any claim, action, costs, expenses, legal fees on a solicitor-client basis, etc. for which they become liable for in respect of the Host Candidate City's bid and/or any matter related, directly or indirectly, thereto.

2.4 Accepting Bids

The NAIG Council only accepts bids to host the NAIG from communities that:

- a. Submit a letter of intent and other documentation by the deadline
- b. Submit the 1st installment of the bid fee by the deadline
- c. Is in a region in good standing on the NAIG Council. A region in good standing is defined as having paid the annual membership fee and submitted a letter of mandate for the representative.
- d. At present, bids will only be accepted from Canadian cities/communities/organizations. The NAIG Council is working with our US representatives to build a hosting model that would be successful in USA and requires time to develop and initiate the plans.

The Bid Fees covers administrative and logistical costs associated with coordinating the bid procedures including staff time, operational expenses and site evaluation tours. Any surplus will be allocated to monitoring and evaluating the successful bid.

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2.5 2017 NAIG Bid Procedures Timeline

The steps involved in the bid process and timeframe are described below:

Procedure	2017 NAIG	Months out
Bid Process opened	January 12, 2015	30
Host Candidate City Orientation	Week of: January 19, 2015	30
Letter of Intent and 1st Installment Bid Fee (\$5000)	January 30, 2015	30
Bid Package submission & 65% of revenue identified	April 2, 2015	27
Bid Package(s) Evaluation	Week of: April 7, 2015	27
Final Installment: Bid Fee (\$5000)	April 10, 2015	27
Site Evaluation Tour	Week of: April 8 or 17, 2015	27
Site Evaluation Tour Report	Completed by: April 30, 2015	27
Reports, Presentation(s) & Selection	May 2015	26
Planning Period	June 2015	25 – 0
Joinder Agreement		23
Unencumbered cash (\$500K)		22
Board development		21
Host Society Incorporation		20
Signed Host Agreement		20
Multi-Party Agreement		20
Draft 1 business plan		20
Host Society announcement		20

2.6 The Host Candidate City Orientation

Those Host Candidate Cities that have met the letter of intent deadline and paid the fees will be invited to an orientation session that will assist them in moving forward in the bid procedures and drafting their bid book.

- a. Attendance at the orientation is mandatory.

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- b. The NAIG Bid Procedures, NAIG Hosting Standards, Governing Rules, Sport Technical Package and Hosting Agreement will be reviewed
- c. The orientation will be delivered via web or teleconference with the notice and instructions forwarded to the host candidate cities.

2.7 Bid Procedures Scoring System

The NAIG Council utilizes a scoring system that assists the bid committee and Council with awarding the games to the best prepared and most qualified host candidate city.

- a. Three areas are scored: bid books, site evaluation tours and bid presentations.
- b. Scores are not calculated by comparing the host candidate cities with each other. They are compared to a standard pre-approved list of requirements specific to each area.
- c. Scores are calculated for the bid book review through group consensus by the bid committee. Bid books scores are out of a possible 760 points.
- d. Scores are calculated for the site evaluation tour through group consensus by the site evaluation team. The score is out of a possible 675 points. Scores are released to Council following the bid presentations and ranking process.
- e. Host candidate cities make a final bid presentation to the entire Council. The host candidate cities are ranked, i.e. 1st to 3rd, by each NAIG Council member in attendance. Each rank has a point scale (1st=50 pts, 2nd=30 pts, 3rd=20 pts, 4th= 10 pts, and so forth). The total ranking score can fluctuate based on number of voting members in attendance. For example, 12 regions ranking, potential 12 - 1st place rankings, 12 x 50 pts = 600.
- f. All scores from the bid book review, site evaluation tour and bid presentation ranking are added together to give an overall score. The overall scores will be approved by Council before the announcement is made.
- g. The host candidate city with the highest overall score will be awarded the right to host the 2017 North American Indigenous Games.

2.8 Bid Book

The bid book is the first major item to be studied by the NAIG Council 2017 NAIG Bid Committee. The attached NAIG Hosting Standards has a complete layout and description of each area that needs to be addressed in your bid book.

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- a. The bid book must be technically sound and convey an accurate assessment of the Host Candidate City's resources.

- b. Host Candidate City must present documentation for the following:

Financial guarantees totaling no less than 65% of the total estimated costs (i.e. \$6.5M of \$10M budget) to the Games along with plans to raise the remainder of the funding required to host the Games and can include:

- i. Letters of support and/or signed tribal resolutions to support the bid;
 - ii. Letters of support and/or signed tribal resolutions to underwrite the hosting of the Games with amounts and schedules identified;
 - iii. Irrevocable letters of credit, or named corporate pledges;
 - iv. A Marketing Plan outlining the processes followed to secure funding through fundraising events, Sponsorship plans, donations, etc.
- c. The bid book will be submitted electronically in a PDF format along with a pre-determined number of hardcopies to the 2017 NAIG Bid Committee as per the bid timelines (section 2.5).
 - d. The bid book contents must follow:

- 1) Community Information

- a) Population and demographic overview
- b) Traditional Indigenous Nations
- c) Cultural background
- d) Hotels and restaurants
- e) School, college and university campuses in relation to major venue sites
- f) Attractions
- g) Transportation infrastructure - Airports, trains, public transportation, etc
- h) Meteorology for region at games time, including altitude considerations
- i) Previous hosting experience – annual and past major sporting events

- 2) Executive Management

- a) CEO's office/Board Committees
- b) NAIG Council Relations
- c) Medical
- d) Mission Staff Services

- 3) Finance/Legal/Administration

- a) Financial Services
- b) Office Administration
- c) Legal & Risk Management

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- d) Procurement & Contracting
 - e) Local Organizing Committee Staff
- 4) Technology
 - 5) Sport Delivery
 - a) Sport Program
 - b) Technical Packages
 - c) Sanctioning
 - d) Facilities
 - e) Sport Schedules
 - f) Sport Equipment and materials
 - g) Sport Registration
 - h) Sport Results
 - i) Sport Technology
 - j) Sport Medals and Medal Presentations
 - k) Awards
 - l) Training
 - 6) Venue Operations
 - a) Venue Agreements
 - b) Sport Venues
 - c) Venue Overlay
 - d) Signage and Pageantry
 - 7) Games Operations
 - a) Security
 - b) Transportation
 - c) Logistics
 - d) Accreditation
 - e) Accommodation Planning
 - f) Villages
 - g) Food Services
 - 8) Volunteers
 - 9) Communication and Awareness
 - 10) VIP Services and Protocol
 - 11) Ceremonies and Culture
 - 12) Revenue Generation & Cost of Sales
 - 13) Legacy
- e. Host Candidate Cities can submit a video to showcase the community, venues, attractions and level of support. The video shall not exceed (15) minutes.

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2.9 The Site Evaluation Tour

The Site Evaluation Team will tour each Host Candidate City providing an opportunity to assess the strength and weakness of each bid through meetings, venue/facility tours and presentations. They measure the Host Candidate City's ability to host the event following the policies and standards as outlined in the NAIG Bid Procedures and NAIG Hosting Standards.

- a. The tour will be conducted over a five day period, with three days for meetings, tours and presentations and two days set aside for travel.
- b. Tour dates must fall within the period identified in the bid timeline. Proposed dates outside of the period will require background information and approval by Council.
- c. The Host Candidate City must address the major areas as per the NAIG Hosting Standards.
- d. An itinerary is required one month prior to the tour dates covering all major areas.
- e. Tours and presentations will occur between 8:00AM and 5:00PM local time.
- f. SET meetings will happen daily to review information presented and gathered to assess scores.
- g. During the tour, one evening can be used for a special event presented by the Host Candidate City, i.e. meet & greet, sponsored dinner, etc. Other special events can be identified but remain optional for SET members.
- h. The Host Candidate City will advise of any Indigenous cultural protocol with regard to gifting.
- i. Presentation and receiving of gifts by the Site Evaluation Team will be restricted to small, non-capital gifts with the understanding and respect of local traditional protocol.
- j. All gifts shall be noted and reported including their value (if applicable) to the NAIG Bid Committee.
- k. Host Candidate City must submit the following within ten business days after the tour:
 - i. Digital copies of all presentation materials
 - ii. Meeting minutes
 - iii. Transcripts of major discussions, questions and answers
- l. The host candidate city will be responsible for site evaluation team members' flight, ground transportation and special event expenses during the tour.

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- m. The NAIG Council will be responsible for site evaluation teams' administration costs, accommodations and per diems.

2.10 Bid Presentations

A final bid presentation is made to the NAIG Council at a pre-determined date and time. The presentation is immediately followed by a question and answer period. The Host Candidate City will summarize information described in the bid book and presented at the site evaluation tours.

- a. Presentation time: Up to 60 minutes
- b. Question and answer period: Up to 60 minutes
- c. All Host Candidate City committee members must be present and ready to present on the day identified.
- d. The Host Candidate Cities are responsible for their own travel, meal and accommodation costs.
- e. NAIG Council representatives from the bidding region can take part in the presentation
- f. NAIG Council representatives from regions where bid competitors are from can hear each other's presentation but cannot take part in the question and answer session nor can they take part in the scoring process.
- g. NAIG Council representatives from competing bid regions can remove themselves from any part of the meeting. However, if one representative requests removal, the other representatives must excuse themselves.
- h. The NAIG Council will allocate a suitable amount of time at a meeting to complete the bid procedures.
- i. NAIG Council members will be introduced to the host candidate cities on the first day of meetings and NAIG Council board members will be given a bid book and other reference materials.
- j. NAIG Council will approve an agenda and presentation order for day two.
- k. Host candidate cities will make their final presentation on day two and distribute presentation materials.

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- I. Exact dates for day one and two will be identified by Council and reported to the host candidate cities.

2.11 Awarding

The right to host the 2017 North American Indigenous Games will be awarded to the Host Candidate City that has:

- a. Adhered to all policies and met all other requirements of the 2017 NAIG Bid Procedures
- b. Submitted all the necessary documentation within the timelines:
 - i. Documentation includes but not limited to; letter of intent, bid book, site evaluation report, any other report and all NAIG Council Presentations;
 - ii. The information submitted/presented should follow guidelines where guidelines exist or have met all requirements found in the supporting reference documents, i.e. NAIG Hosting Standards
- c. Has received the highest overall score when adding their bid book, site evaluation tour and presentation scores together. The scores are approved by the Council.

NAIG Council will formally announce the successful host candidate city for the 2017 North American Indigenous Games immediately following the presentation and acceptance of overall scores.

2.12 Probationary Period

Once a bid has been awarded, the Host Candidate City shall enter into a probationary period lasting up to 1 year and must meet the following conditions in the time allowed. The NAIG Council Executive Committee is responsible for monitoring the probationary period.

Within 6 months of awarding:

- a. A Joinder Agreement must be signed between the lead organization undertaking the bid, host city and province/territory/state government transferring authority and all obligations from the host candidate city's bid committee to the Host Society once incorporated.
- b. The Host Society should have clear and unencumbered cash reserves of not less than \$500,000 for initial planning efforts;
 - i. Shall be in the form of bank account, escrow account or irrevocable line of credit
 - ii. NAIG Council shall be able to witness evidence of such account.

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- c. Establish the Host Society, which includes;
 - i. Recruitment of the Host Society board of directors
 - ii. Incorporation as a non-profit organization

- d. Written confirmation of funding of 65% of the total estimated costs of the Games (no less than \$6.5 million) is required, which may include;
 - i. An original signed multi-party agreement with the key funding partners
 - ii. Original signed tribal resolutions
 - iii. Irrevocable letters of credit, or named corporate pledges
 - iv. Contain provisions that the agreed to funding is forwarded upon meeting obligations as per the agreement
 - v. Will be forwarded in a manner supporting Host Society cash flow requirements

- e. Host Agreement negotiation and signing

- f. First draft of an itemized business plan with emphasis placed on obtaining balance of operating budget (35%)

Once all conditions have been met the host society will have met the probationary period and will continue planning for the 2017 NAIG.

2.13 Host Society Monitoring

The NAIG Council's Executive Committee and official representatives named to the host society board of directors are responsible for monitoring the progress of a host society during the hosting standards timeline. The hosting standards, hosting agreement, contractual milestones and bid documents will be used as the baseline for monitoring progress. Reporting requirements are set out in the hosting agreement.

2.14 Retraction of Hosting Rights

The North American Indigenous Games Council will immediately retract hosting rights of the NAIG from a Bid Committee or Host Society after it has been awarded if:

- i. It fails to meet the obligations of the probationary period
 - ii. It fails to comply with the terms and conditions of the Host Agreement
 - iii. It fails to comply with or meet the obligations of the Hosting Standards

- a. The Host Society will be required to present progress reports to the NAIG Council as per hosting agreement and provide all necessary documentation the Council needs to determine their readiness.

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- b. The NAIG Council representatives on the Host Society Board of Directors are required to monitor the progress of the Host Society and report any challenges.
- c. NAIG Council reserves the right to conduct at its own cost and with sufficient notice an audit or review of financial and operational progress of the Host Society.
- d. The NAIG Council will formally request that any allegations of illegal or unethical activities shall be put in writing and presented to Council. The Council will follow up accordingly.
- e. The NAIG Council will seek legal counsel to determine any liability with retraction or any other course of legal action that may be taken by Council against the Host Society or vice versa.
- f. NAIG Council will formally correspond with the Host Society if retraction is being considered either directly or through legal counsel.

2.15 Transfer of Hosting Rights

A transfer of hosting rights will only be considered when:

- a. Unsuccessful bidders for that hosting year are available and interested in taking over hosting obligations;
 - i. Bidders will be contacted by order of their overall score following the scoring system
 - ii. If there were no other bid competitors, the Council will consider re-opening the bid process
- b. If there is sufficient time between retraction and hosting year to deliver minimum NAIG Hosting Standards the Council may elect to keep the original hosting year or postpone the NAIG to allow time for the contingency plan to be initiated.