



REQUEST FOR PROPOSAL

**Host of the ISU Grand Prix of Figure Skating Final® 2018**

**December 4-9, 2018**

RFP# 2018-GPF-052216



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## PART 1: RFP DETAILS

<b>SUBJECT OF RFP</b>	<b>HOST OF THE ISU GRAND PRIX OF FIGURE SKATING FINAL® 2018 (JUNIOR &amp; SENIOR)</b>
<b>RFP #</b>	RFP# 2018-GPF-052216
<b>CONTRACTING ENTITY</b>	Skate Canada
<b>CONTACT FOR QUESTIONS, CLARIFICATION OR ADDITIONAL INFORMATION</b>	Julie Healy 1-613-747-1007 ext. 2496 <a href="mailto:HostAnEvent@skatecanada.ca">HostAnEvent@skatecanada.ca</a>
<b>ISSUE DATE OF ELECTRONIC RFP</b>	June 21, 2016
<b>EXPRESSION OF INTEREST DEADLINE</b>	August 2, 2016, no later than 5:00PM EST
<b>OFFICIAL HOST BID DEADLINE</b>	November 1, 2016, no later than 5:00PM EST
<b>SHORTLIST AND SITE VISITS</b>	November 2-23, 2016
<b>DECISION AND NOTIFICATION OF WINNING PROPONENT</b>	November 30, 2016
<b>SKATE CANADA TO SUBMIT BID TO ISU</b>	December 1, 2016
<b>ANNOUNCEMENT</b>	Pending ISU selection

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The hosting of the ISU Grand Prix of Figure Skating Final® 2018 requires a **STRONG PARTNERSHIP BETWEEN THE SKATE CANADA SECTION, THE VENUE AND THE LOCAL MUNICIPALITY**. Although any group is encouraged to submit a “Bid”, **ALL THREE PARTNERS MUST ENDORSE THE BID**.

## PART 2: CONTENTS OF A HOST BID

### 1. Requirements

The Bid should be structured into the following two sections. Proponents are to include all of the forms listed below. Where a form is listed as mandatory, failure to include that form or to meet the mandatory requirements within that form may result in disqualification.

This checklist may be used by Proponents to assist in Bid preparation.

- **EXPRESSION OF INTEREST SUBMISSION:** Deadline for submission **August 2, 2016**
  - Appendix A: Non-Disclosure Agreement (*mandatory*)
  - Appendix B: Application to Host (*mandatory*)
  - Letters of Support/Endorsement, as per Part 5, Clause 1.3 (*mandatory*)
  - Venue and Hotel Requirement Confirmation (*mandatory*)
  
- **OFFICIAL BID SUBMISSION:** Deadline for submission **November 1, 2016**
  - Appendix C: Venue Terms of Agreement (*mandatory*)
  - Appendix D: Venue Management Advertising Waiver (*mandatory*)
  - Appendix E: Protected Partnership Agreement (*mandatory*)
  - Appendix F: Hotel Bid Confirmation (*mandatory*)
  - Host City Profile (*mandatory*)
  - Revenue Generation Plan (*mandatory*)
  - Venue Plan (*mandatory*)
  - Promotion Plans (*mandatory*)
  - Community Engagement Plan (*mandatory*)

### 2. Format

- Proponent can choose to submit their Bid in either English or French
- Proponent should provide clear, complete and concise responses to RFP requirements

## **PART 3: BID SUBMISSION**

### **1. Requirements**

Proponent is required to submit:

- **One (1) original** version of the Bid
- **Two (2) additional hard copies** of the Bid
- **One (1) electronic copy** of the Bid on USB or Drop Box
- Submission by facsimile or e-mail is NOT acceptable

### **2. Delivery Address**

ISU GRAND PRIX OF FIGURE SKATING FINAL® 2018 RFP  
Ms. Julie Healy, Events Director, Skate Canada  
Box 15, 261 – 1200 St. Laurent Blvd  
Ottawa, ON K1K 3B8

## PART 4: OVERVIEW

Skate Canada is searching for a host for the ISU Grand Prix of Figure Skating Final® 2018. An official bid and application will be submitted to the ISU in December 2016. Should Skate Canada’s bid be successful, this event would be organized and executed by Skate Canada, in collaboration with the International Skating Union (ISU) and the winning Proponent (Local Organizing Committee- LOC).

Skate Canada is now accepting Bids from Canadian event management groups/companies, cities, communities and/or Skate Canada Section, to host the ISU Grand Prix of Figure Skating Final® 2018.

The arena will be required from Sunday, December 2, 2018 (07:00) until Sunday, December 9, 2018 (23:59) according to the following schedule:

Set Up	December 2-4, 2018
Official Practices	December 5-6, 2018
Competition Days	December 6-8, 2018
Exhibition Gala	December 9, 2018
Tear Down	December 9, 2018

The Grand Prix of Figure Skating Final is a pinnacle event of the figure skating season. While not an ISU Championship, the Grand Prix Final has been considered by the ISU to be the second most important competition (after the World Championships). Seventy-two (72) skaters from approximately 15 countries compete for Grand Prix titles and secure the maximum amount of entries to the following years’ Final.

The Grand Prix Final is the culmination of the ISU Grand Prix of Figure Skating series, which consists of the Skate America, Skate Canada International, Trophée Eric Bompard, Cup of China, Cup of Russia, and NHK Trophy competitions. Skaters earn points according to placement on the Grand Prix series. The top 6 skaters or teams from each discipline compete in the Final.

Previous ISU Grand Prix of Figure Skating Final Host Cities	
2016	Marseille, France
2015	Barcelona, Spain
2014	Barcelona, Spain
2013	Fukuoka, Japan
2012	Sochi, Russia
2011	Quebec City, Canada
2010	Beijing, China
2001	Kitchener, Canada
1996	Hamilton, Canada

This prestigious international event is hosted by a different country each year; Canada hosts the Grand Prix Final approximately every 5-7 years.

The Skate Canada Service Centres oversee all aspects of planning and execution of the ISU Grand Prix Final and will, by written agreement, delegate aspects of the execution of the event to the Proponent and Local Organizing Committee.

The successful Proponent must demonstrate the ability to stage major international sporting events in a highly successful and cost-effective manner with a focus on excellence in the areas of facility and event management/operations, profitable ticket sales potential, community program extensions, as well as community financial, sponsorship and human resource support.

Revenue opportunities included in a successful bid should encompass projected ticket sales amount, government and/or community based grants, local sponsorship/VIK commitments, hotel rebates or



commissions, and arena discounts (e.g. reduction in facility license fee, rebate on food and beverage sales, portion of parking fees, etc.)

The RFP process and site selection for the ISU Grand Prix Final is managed by the Skate Canada Event Department.

**Should the ISU select Canada as the host country for the ISU Grand Prix of Figure Skating Final® 2018, the Proponent selected by Skate Canada in this RFP process will be required to attend the 2017 ISU Grand Prix Final to observe the operations, logistics, management and delivery. The location of the 2017 ISU Grand Prix Final has not yet been announced.**

## 1. About Skate Canada

Skate Canada is the nation's governing body responsible for the development and administration of skating in Canada. Sanctioned by the International Skating Union (ISU), we are dedicated to creating a nation of skaters both recreationally and competitively.

Over 125 years old, Skate Canada is the world's oldest skating organization and Canada's preeminent leader in skating training and education. Over 1,200 skating clubs provide skating development and high performance programs to more than 180,000 Canadians each year. More than 5,000 certified professional coaches work with all ages to encourage Canadians to skate together as a family, pursue competitive ice sports, and enjoy an active lifestyle.

Skate Canada has a proven commitment to excellence. The legacy of champions is demonstrated in the 25 Olympic medals and 32 World Championship titles. Tomorrow's World and Olympic champions are learning to skate today in one of Skate Canada's 1,200 community clubs or skating schools.

Skate Canada's mission is to ensure a continuing legacy of champions and to be recognized as the leader in the delivery of effective, innovative skating programs.

Skate Canada has a National Service Centre in Ottawa and Toronto.

## 2. Definitions

The following definitions are applicable to this RFP

**"Application to Host"** refers to the document(s) set forth in Appendix B.

**"Competition Schedule"** refers to the document(s) set forth in Appendix H.

**"Accommodation Requirements"** refers to the document(s) set forth in Appendix J.

**"Host Skate Canada Section"** refers to the Skate Canada Section where the host city is located.

**"Hotel Bid Confirmation"** refers to the document(s) set forth in Appendix F.

**"IMG"** means the International Management Group. This is the ISU's worldwide partnership / sponsorship and television sales company for the ISU.

**"ISU"** means the International Skating Union. It is the international governing body for competitive ice skating disciplines: figure skating, synchronized skating, speed skating and short track speed skating.

**“Local Organizing Committee (LOC)”** consists of the supervisors and coordinators required to successfully plan and execute the event. The LOC consists of volunteers and/or professionals (also volunteers).

**“Non-Disclosure Agreement”** refers to the document(s) set forth in Appendix A.

**“Organizing Committee (OC)”** refers to the core management group and ISU Member host of the event under the terms of the ISU Grand Prix Final Hosting Agreement with the ISU. The OC consists of Skate Canada Service Centre staff, the Local Organizing Committee (LOC) and invited technical officials.

**“Proponent”** refers to a person or a company that puts forth an official proposal.

**“Protected Sponsor Agreement”** refers to the document(s) set forth in Appendix E.

**“Sample Judges Stand Configuration”** refers to the document(s) set forth in Appendix I.

**“Section Offices”** refers to the document(s) set forth in Appendix G.

**“Skate Canada Service Centre”** refers to the 2 offices operated by Skate Canada – Ottawa and Toronto.

**“Skating Family”** refers to the (1) competitors, coaches, team leaders, medical staff, and chaperones, (2) ISU and Skate Canada representatives, Board of Directors, staff, LOC, sponsors, suppliers, volunteers, and (3) television staff and crews, media and observers.

**“Venue Advertising Waiver”** refers to the document(s) set forth in Appendix D.

**“Venue Terms of Agreement”** refers to the document(s) set forth in Appendix C.

**“Value in Kind (VIK)”** refers to goods and services provided at no cost.

### 3. Benefits of Hosting

#### 3.1 Economic Impact

Quebec City played host to the 2011 ISU Grand Prix Final which included 72 skaters from 15 countries. The total economic activity generated by the event was \$13.9 million in the Province of Quebec, with \$10.1 million occurring in Quebec City.

#### 3.2 Local Visibility

The ISU Grand Prix Final attracts visitors from across Canada and around the world and requires approximately 2,400 hotel room nights for Staff, Officials, Competitors, Media, TV and other Skate Canada and ISU representatives.

The host city will also benefit from tourism and additional accommodation requirements booked separately by spectators and others attending the event. In 2011, approximately 78% of event ticket buyers travelled from outside of Quebec City with 60% requiring accommodations.

A number of Tour Operators sell packages to the event that comprise of accommodations, ground transportation and event tickets. In 2011 this accounted for approximately 265 spectators from all over the world. The Tour Operators will often organize pre or post event tours and excursions throughout the event around the competition schedule resulting in more tourism in the host city and surrounding area.

### 3.3 National and International Visibility

The positive media exposure generated by hosting an event of this stature provides the host city with a strong platform to promote itself as an international sporting destination. In 2011, a total of 66 written media and 24 photographers were accredited for the event.

The ISU Grand Prix Final is televised in Canada by the ISU Canadian rights-holder. Additional international ISU rights-holder crews will broadcast from the competition while others will pick up the television feed to broadcast worldwide. In 2011, the event reached 10 countries internationally totaling over 87 hours of live and delayed broadcast hours that measured over 78.6 million viewers.

Skate Canada live streams practices and any non-televised competition, where possible.

Hosting the ISU Grand Prix Final also provides the opportunity to welcome to and showcase your city to a number of high level government officials from the local to federal levels as well as some of the prestigious members of figure skating history.

## 4. Objectives of the ISU Grand Prix of Figure Skating Final ® 2018

In preparing Bids, Proponents should consider how best to meet the following objectives:

### 4.1 Event Objectives

- Operating a financially responsible and viable event, including achieving/exceeding revenue targets
- Present a world-class event to a local, regional, national and international audience
- A “Best in Class” execution that supports athlete success and delivers a safe competition environment
- Provide a superior entertainment experience for all spectators and viewers
- Successfully engage the host community to generate event awareness and provide an inclusive festival atmosphere

### 4.2 Over-Reaching Objectives

- Exceed International Skating Union expectations ensuring future hosting opportunities in Canada
- Showcase Skate Canada as the preeminent leader in the sport of skating from the local to international levels
- Maximize exposure and promotion of the event through media, television, participants and spectators
- Put Canada on the map as a prime tourist destination by showcasing our culture and hospitality to international participants, media and spectators
- Leave a legacy for the Host Community

## **PART 5: DELIVERABLES**

### **1. Expression of Interest Requirements**

The Bid process will be split into 2 phases: The “Expression of Interest Bid Submission” and the “Official Bid Submission.”

The Expression of Interest Bid acts as the host community’s intent to prepare and submit the application to Host. The first step requires the submission of the following:

#### **1.1 Non-Disclosure Agreement**

A signed Non-Disclosure Agreement – Appendix A – is required. This agreement must be signed by all parties.

#### **1.2 Application to Host**

A completed Application to Host – Appendix B - is required.

#### **1.3 Letters of Support**

The hosting of the ISU Grand Prix of Figure Skating Final ® 2018 requires a strong partnership between the Skate Canada Section, the venue and the local municipality. Although any group is encouraged to submit a “Bid”, all 3 partners must endorse the Bid.

The letter of support must be co-signed or an individual letter from the following three parties is required:

- Skate Canada Section Office – See Appendix G for contact information
- Venue Owner / Operator (a completed and signed Appendix C)
- Host Municipality / Tourism

#### **1.4 Confirmed Venue and Hotel Requirements**

In order to proceed with Phase 2 of the Bid process, all arena and hotel requirements must be met, as outlined in the Venue and Hotel Requirements sections of this document. Provide all details on how the host city will accommodate the needs of the event.

In addition to confirming that event requirements are met, outline hotel availability outside of the proposed Skate Canada block that is within a 30-minute driving distance from the competition arena to be available for out-of-town spectators and Tour Operators.

## 2. Official Bid Requirements

The Official Bid acts as the Proponent’s formal commitment to be considered as the Host City for the ISU Grand Prix of Figure Skating Final® 2018. The Official Bid submission requires the following:

### 2.1 Venue Terms of Agreement

A signed Venue Terms of Agreement – Appendix C – is required.

### 2.2 Venue Management Advertising Waiver

A signed Venue Management Advertising Waiver – Appendix D – is required.

### 2.3 Protected Partnership Agreement

A signed Protected Partnership Agreement – Appendix E – is required.

### 2.4 Hotel Proposal Confirmation

A signed Hotel Proposal Confirmation – Appendix F – is required.

### 2.5 Proponent Profile

If the Lead Proponent is a Venue Management Group/Company or an Event Management Group/Company, then the Bid should contain an overview highlighting the information below. If the Lead Proponent is the City/Municipality or Skate Canada Section then a profile is not required.

- State the number of years in business
- State the number of years’ experience in major event management
- State the major events that the group/company have managed over the past 5 years
- Provide a brief history of the company and current leadership
- Identify the individual(s) that are the group/company executives who are the main contact for this Bid submission and who have collaborated with the Municipality and Skate Canada Section

### 2.6 Host City Profile

Bids should contain an overview of the host community, host region as well as any other unique characteristics which may enhance the event. The host city profile may include:

- Demographic Data
- Transportation Hubs (airports, highways, etc.)
- Public Transportation Networks (trains, buses, etc.)
- Media Support (local, regional, national, etc.)
- Active Volunteer Community
- Tourist Attractions

- Any other additional information pertinent to the Bid
- What makes the host community unique and what differentiates itself from potential other communities that could consider a Bid submission?

## 2.7 Venue Plan

Bid must include Venue maps with proposed locations for the following areas of operations:

- Volunteer Lounge
- VIP Lounges
- Media Centre
- Press Conference Area (ideally close to Media Centre)
- Print Mixed Zone
- TV Mixed Zone
- Judges Stand
- Athlete Warm-up Area
- Kiss & Cry
- Team Entrance
- Media Entrance
- VIP Entrance
- 6 dressing rooms (or rooms of equivalent size) at ice level
- 4 smaller rooms approximately 10'x20' at ice level
- Minimum of 5 additional rooms or space to construct rooms is required
- Meeting rooms (if available)
- Location and size of storage areas

## 2.8 Promotion Plan

Skate Canada relies on the knowledge of the host community to effectively promote the event and maximize ticket sales. Create an Event Promotions Plan that outlines all major promotional opportunities Skate Canada can access, including opportunities with the host city, venue, Skate Canada Section, etc.

Items to include in the Promotions Plan should be:

- City signage (i.e. lamp post banners, billboards, etc.)
- Preferred rates with local media outlets for paid advertising
- Presence at community events (i.e. booth space, giveaways, handouts)
- Visibility on websites and social media (host community, venue, ticket agent, etc.)
- Ticket on sale support
- How the host community can help to promote the event on a national level

## 2.9 Community Engagement Plan

Hosting the ISU Grand Prix Final is an opportunity to showcase your city to the international audience and it is vital that the community is included in the process.

A key ingredient in the Bid is to demonstrate how Skate Canada and the Proponent (Local Organizing Committee) will engage the community and generate excitement leading into and throughout the event. Not only will this enhance the fan experience but will offer an opportunity for those who are unable to purchase tickets to be a part of the action!

Outline a Community Engagement Plan that includes a theme that ties the community and the ISU Grand Prix of Figure Skating Final® 2018 together. The plan should include the following:

### 1. Awareness

- How will you draw the crowds to take part in the festivities – especially those who may not have tickets to the event?
- How do you make the local community feel part of the overall event, even if they can't afford a ticket to the event?

### 2. Festival Location Details

- Proximity to competition venue
- Is it an existing facility or are tents/trailers required, capacity, on-site washrooms, access to power, food and beverage on-site, etc.

### 3. Programming

- Types of entertainment, interactive fan activities, local talent, displays, suitability for event ceremonies, viewing area/lounge for live streaming of the competition, etc.

### 4. Local Business Engagement

- Nearby restaurants and shops
- Potential on-site vendors
- In-store programming (store front skating themed decorations, signage, skating related menu items, etc.)

### 5. Heritage

- Opportunities to showcase Canadian and local culture

### 6. Other

- Skate Canada welcomes additional Community Engagement ideas from the Proponent

As an example, at the ISU World Figure Skating Championships® 2013 in London, “Light Up London” was the name of the Community Engagement Event. Tents were set up outside of Budweiser Gardens, hosting a broad range of free activities such as a vendor marketplace, interactive fan zone, viewing lounge with live coverage of the Championships on CBC, autograph signing sessions, pairs lift demonstrations, and live performances by local artists (dance, music, comedy, etc.)

The atmosphere created by “Light Up London” brought a surreal energy to the event, creating a whole new population of skating fans and leaving a lasting legacy in London. A Visitors Guide was created

providing details of the activations taking place throughout the event and offered advertising space for local suppliers.

Advance promotions were done with local schools, community groups, skating clubs, city recreational programs and community centers, senior's centers and day camps, as well as retail outlets in the area immediately surrounding the Community Engagement footprint.

Not only do we want the skating fans to enjoy their time while at the competition during the week, we want them to talk about this event for years to come and remember Canada as the premier destination for hosting the ISU Grand Prix Final.

The key target audience for the Community Engagement Event is:

- Local residence
- Young Families
- New Canadian's
- Multi-Cultural Community – 50 countries are represented at the Championships
- National and International guests – people who have purchased tickets to the Championships spend time in the Community Engagement area, mixing with local residents, seeing the crowds and being part of the action. It enriches their overall event experience.
- Competitors – the athletes will visit the Community Engagement area once they have finished competing. They like to experience all that the event has to offer.

The primary goal of the Community Engagement Event is to celebrate the Event and the community ... beyond the walls of the venue/arena.

## **PART 6: FINANCIALS**

### **1. Revenue Generation Plan**

Bids must include a Revenue Generation Plan that details the Proponent's plans to maximize revenue opportunities in hosting the ISU Grand Prix of Figure Skating Final® 2018 .

Skate Canada will provide the Proponent with unrestricted access to the 2011 ISU Grand Prix Final financial statements, as a demonstration of complete transparency and the partnership that an event of this nature requires to be successful. Financials will be provided once the signed Non-Disclosure Agreement has been received by Skate Canada.

#### **1.1 Ticket Sales**

A successful ticket sales campaign is vital to the event. The primary source of revenue is generated through ticket sales which also creates an energetic atmosphere for all competitors and spectators. Skate Canada endeavours to deliver a sold out crowd at this Grand Prix Final event.



Traditionally, ticket sales are launched in 2 phases:

- Phase 1: All-Event Ticket Packages are launched 12 months prior to the event. Packages usually make up 75% of the total ticket sales.
- Phase 2: Smaller packages and single event tickets go on sale approximately 6 months out from the event based on availability and the competition schedule.

## 1.2 Funding Partners

Funding partners are an important part of the revenue picture, but also a source of the important connections that can make the event truly memorable. Provide the details of the funding opportunities available from the following sources:

- Local Municipality
- Regional Government (if applicable)
- Provincial Government
- Local or regional tourism and/or economic development bureau
- Tourism Grants and Funding

Indicate if your organization has been a successful recipient of funding from these sources in the past and seek out letters of support from all agencies that will potentially fund the Final, to indicate the possibility of support and acknowledgement of the hosting application

Skate Canada is seeking a combined minimum of \$750,000 – 1,500,000 in funding for this event from these groups.

## 1.3 Local Sponsorship

The ISU owns the rights to this event in terms of sponsorship, which is managed externally by IMG. However, there is the opportunity to source local suppliers. Local suppliers (cash or VIK) will be required to respect the ISU and Skate Canada sponsorship guidelines/category exclusivities. All local sponsorships are subject to the approval of the ISU and Skate Canada.

Provide the details of your local supplier strategy including, but not limited to:

- Your plan, including a critical timeline for securing suppliers
- Your list of potential suppliers, including the partnership details (anticipated contribution, value, VIK or Cash)

## 1.4 Other

What other revenue generating initiatives might be available? The Proponent is to include other creative ways in which to generate incremental income.

## 2. Up Front Ticket Guarantee

Once the winning Proponent has been selected, the Proponent and Skate Canada will review ticket strategies and preliminary forecast then determine an appropriate up front ticket guarantee. The initial guarantee will be recouped by the Proponent via ticket revenue.

The Proponent and Skate Canada will discuss potential profit sharing options on net ticket revenue, over and above guarantee. Net ticket revenue is defined as gross box office receipts less taxes and handling fees.

## 3. Local Organizing Committee Incentive

### 3.1 Volunteer Grant

To receive the Volunteer Grant from Skate Canada, the LOC Section must:

- Recruit, secure, schedule and train all volunteers as outlined in Part 8, Clause 2 and Part 11, Clause 2 of the RFP
- All volunteers must commit to a minimum number of hours in order to receive the “volunteer package” listed below (hours will be determined once the Host City is selected)

Skate Canada will provide:

- A flat fee of \$50 for each volunteer that is secured by the LOC and meets the minimum number of hours. Total number of volunteers not to exceed the number set forth by Skate Canada in the Hosting Agreement
- Each volunteer with a “Volunteer Package” consisting of:
  - one event jacket that must be worn when performing official volunteer duties;
  - event accreditation that provides access to the event when not working a volunteer shift (if there is space available);
  - light lunch and dinner when working a volunteer shift in excess of six hours

### 3.2 Promotion Grant

The LOC is responsible for seeking out and executing promotional opportunities within the host community and region. Promotions must be pre-approved by Skate Canada and Skate Canada will supply any materials required. Promotions can be run through:

- Local skating clubs
- Group sales opportunities
- School Programs
- Other community awareness activities

To receive the Promotion Grant from Skate Canada, the LOC must:

- Promote tickets sales with all clubs in the section via email blasts, posters and information flyers throughout the 2017-2018 skating season, as well as the summer and fall of the 2018 season. A minimum of 8 email blasts is required
- Request that all clubs forward the promotional material to their membership
- Promote and market the event at all local, regional and provincial skating events throughout the 2017-2018 skating season, as well as the summer and fall of the 2018 season
- Place ISU Grand Prix of Figure Skating Final ® 2018 ticket link and event link on the Section website and all Section Club websites
- Ensure the Skate Canada Event Department Representative is copied on all email blasts, etc. that are sent to the Host Skate Canada Section Clubs and Members

Skate Canada will provide:

- A fee to the LOC for promotional support, with the sole purpose of selling tickets to Club members and generating ticket revenue. The fee will be established once the host city is confirmed
- Email and poster creative that can be sent electronically, by the Host Skate Canada Section, to all Clubs

### 3.3 **50/50 Draw**

The Proponent, if a Venue Management Group/Company, to permit the Host Skate Canada Section to operate a 50/50 Draw, in the venue, during the competition. All associated costs of the 50/50 Draw are the responsibility of the Host Skate Canada Section, including licensing, ticket sellers, money management, etc. The Host Skate Canada Section must declare to Skate Canada how the fundraising revenue will be applied within the Section.

## 4. **Provincial Government Funding Incentive**

Skate Canada will provide to the Proponent 10% of confirmed provincial government (or related agency) funding that Skate Canada would not have been eligible to obtain without participation and/or leadership of the Proponent.

Skate Canada will retain 100% of all funding that Skate Canada is eligible to apply for directly, without the participation and/or participation of the Proponent.

## 5. Local Sponsor and/or VIK Incentive

The Proponent and LOC are responsible for the sourcing of support through the Local Supplier Program including:

- Local business and community support through value-in-kind (e.g. hospitality, meals, office supplies, transportation) or cash contributions to help offset event expenses
- The Proponent and LOC agree not to solicit local partners that are in the same categories as ISU and Skate Canada sponsors. A list of current sponsors/suppliers will be forwarded to the Proponent/LOC once the host city is selected

Skate Canada will provide to the Proponent with a percentage of confirmed local sponsorship/VIK secured by the Proponent.

## PART 7: EVALUATION

### 1. Site Visits

All shortlisted host communities will be responsible for providing travel and covering expenses for 2 individuals from Skate Canada for a site visit required to determine suitability of the host city. Expenses may include air travel from Ottawa, food and beverage, ground transportation, etc. The proposed host hotel is required to provide 2 complimentary room nights for the Skate Canada representatives in the case where an overnight stay is required.

Site visits may be required in order for Skate Canada to create a shortlist of Bids received. Should this be the case, the potential host city is required to fulfill the requirements as mentioned above.

### 2. Criteria

When choosing the location for the ISU Grand Prix of Figure Skating Final® 2018, Skate Canada will evaluate Bids based on the following criteria:

1. Letters of Support and Mandatory Documents	10%
2. Host City Profile	5%
3. Proponent's Experience	5%
4. Competition Venue	10%
5. Accommodation	10%
6. Financials	20%
7. Volunteers	10%
8. Marketing and Promotions	10%
9. Community Engagement Program	15%
10. Overall Bid Presentation	5%
	100%

If the host city has not previously held a Skate Canada competition, it may be required to host a Skate Canada International or a Canadian Tire National Skating Championships in preparation for hosting the ISU Grand Prix of Figure Skating Final® 2018.

## PART 8: EVENT STRUCTURE AND ORGANIZING COMMITTEES

### 1. Organizing Committee

The Organizing Committee (OC) will be comprised of Skate Canada Service Centre staff, the LOC and invited technical officials. Working together, the OC will serve as the host of the event under the terms of the ISU Grand Prix Final Hosting Agreement with the ISU.

### 2. Local Organizing Committee

A LOC consisting of supervisors/coordinators is required to successfully plan/execute this event.

The LOC should be made up of people with expertise and knowledge in a variety of different fields relevant to the LOC roles, including some previous experience at figure skating events. Skate Canada will lead the selection and appointment of LOC members with assistance provided by the Host Section Chair and assigned LOC Chair as required. Skate Canada reserves the right to appoint and bring in experienced LOC members from various parts of the country for this event. The LOC can include representatives from the city or municipality and the venue as well as a third party event promoter. The LOC must include representatives from the Host Section.

#### Required LOC Positions

Local Organizing Committee Chair or Co-Chairs	
Airport Coordinator	Logistics Supervisor
Catering Supervisor	
Ceremonies Supervisor	Media Operations Supervisor
Chief Medical Officer (CMO)	
Chief Therapist (CT)	Operations and Printing Room Supervisor
Fan Experience Supervisor	Operations and Printing Room Assistant
Flower Retriever Coordinator	Registration Supervisor
Guest Program Supervisor	Security Supervisor
Hotel Services Supervisor	Transportation Supervisor
Ice Operations Supervisor	Volunteer Recruitment Director
Local Promotions and Sponsorship Coord.	

*The list above is subject to change, based on the needs of Skate Canada, and the event. A final list will be provided prior to selection of committee members.*

Full job descriptions of each role will be provided by Skate Canada, in advance to the Section Chair and LOC Chair for recruitment and selection.

## **PART 9: VENUE REQUIREMENTS**

### **1. Overview**

One arena is required, not further than a 15-minute drive, under normal conditions, from the hotel where participants are housed.

The venue will ensure that the facility, including the ice surface, are available solely to Skate Canada for preparation, a minimum of 3 days before the start of the practice sessions. Bids must include venue maps with proposed locations for the following areas of operations for both arenas.

### **2. Dates**

The arena will be required from Sunday, December 2, 2018 (07:00) until Sunday, December 9, 2018 (midnight) according to the following schedule:

<b>Activity</b>	<b>Date</b>
Set-Up	December 2-4, 2018
Official Practices	December 5-6, 2018
Competition Days	December 6-8, 2018
Exhibition Gala	December 9, 2018
Teardown	December 9, 2018

*Dates are subject to change*

### **3. Competition Venue**

#### **3.1 Dates and Location**

The Competition Venue is required December 2-9, 2018, inclusive. The arena should be located no further than 15 minutes from the Official Hotel and must have seating for approximately 4,000-6,000 spectators.

#### **3.2 Merchandise**

Ability to sell event related or Skate Canada merchandise without a merchandise fee paid to the venue.

### 3.3 Back of House and Function Space

Skate Canada requires unlimited back-of-house access, with the exception of key areas used for facility operations (food preparation, management office space, electrical and ice maintenance, etc.)

<b>Areas of Operation – Room Allotment</b>	
Volunteer Lounge	Approximately 50' x 50' (or space to construct a room)
Hospitality Lounge	Approximately 40' x 40' (or space to construct a room)
IMP VIP Lounge	Large enough to hold 100 people
2 x Suites	
Media Centre	Approximately 50' x 50' (or space to construct a room)
Press Conference Area	Accommodate 25-30 guests – close to Media Centre
Print Mixed Zone	Approximately 10' x 20'
TV Mixed Zone	Approximately 10' x 40'
Judges Stand	See Appendix I
Athlete Warm-Up Area	Approximately 30' x 30' x 15'H
Kiss & Cry	Ice level – viewable by Spectators
Team Entrance	
Media Entrance	
VIP Entrance	
6 x Dressing Rooms	Ice Level
4 x Rooms at ice level	Approximately 10' x 20'
Location and Size of Storage areas	
5 x Rooms for other functions	Or space to construct temporary rooms

All available rooms in the venue must be lockable and Skate Canada will receive a minimum of 2 sets of keys for each lock. All existing dressing rooms and storage space, unless specifically prohibited by contract with a building tenant in place prior to the agreement with Skate Canada, will be made available to Skate Canada for the purpose of back-of-house set up.

### 3.4 Ice Specifications

The arena is to provide the base colour as specified by Skate Canada to cover all existing logo and lines.

Ability to install on ice logos.

Depth of ice must be 3.5 to 4.0 cm, with no less than 3.0 cm above the paint.

Surface temperature should be consistent at -4 degrees C or 25 degrees F. (Brine temperature, where applicable, must be within the range of -7.7 and -5.5 degrees C, or 18 to 22 degrees F.)

Two ice resurfacing machines are required.

### 3.5 Rigging and Construction

#### 3.5.1 Player's Benches

Ability to remove dividing partition walls and benches in the existing player's benches to construct a judges' platform approximately 90' in length.

A second tier of platforms, approximately 70' in length and 5' high will also be required. See Appendix I.

#### 3.5.2 Platforms

Ability to construct platforms as required including:

- Broadcast commentators' platform
- Camera Platforms
- Kiss & Cry Platform

#### 3.5.3 Dasher Boards

Ability to remove boards to build back camera cut outs (typically in the corners) and doors as required.

#### 3.5.4 Sound System

The arena must possess a sound system capable of distributing music and PA sound evenly across the ice surface and to all seating areas with the capability of Skate Canada to patch in directly and control.

Additional sound system equipment may be installed to augment the existing system, if required. Decibel range for music is 85 – 90 dB.

Sound system specifications and map (if applicable) should be provided with submission of Bid.

#### 3.5.5 Rigging

Ability to install a rigging system to support the augmentation of audio and lighting, if required. A rigging plot map should be provided with submission of Bid.



### 3.6 Electrical, Lighting and IT Requirements

Ability to provide adequate TV Broadcast lighting, minimum of 150 foot candles/1400 Lux for High Definition production and evenly distributed across the ice surface.

- Lighting system specifications and map should be provided with submission of Bid
- A minimum of 6 spotlights and/or locations will be required for the Exhibition Gala

Minimum of 600 Amp disconnect shore power for TV Broadcast and an additional 400 amp shore power for lighting, audio and event operations.

Minimum of 6 dedicated internet lines with a minimum of 10 mbps upload bandwidth and 30 mbps download bandwidth will be required.

FTTB internet infrastructure is preferred, followed by FTTN/VDSL, then Coaxial cable (in order of preference).

### 3.7 Signage, Digital Signage and Advertising

The entire bowl inside of the arena and what the spectators see from their seats when watching the competition must be:

- Free of all advertising and commercial branding
- The only acceptable advertising will be the event logo, host city logo and/or logo of the rink
- Existing signage or advertising must be removed or covered for the duration of the competition

In order to deliver entertainment along with replays/scores in the bowl to spectators, Skate Canada requires a video board which would ideally be 16:9 aspect ratio and HD output. If HD is not possible, a 4:3 aspect ratio and SD output can be accommodated.

- Video board specifications should be provided with submission of Bid
- The only acceptable advertisement on the video screen will be the timing and result service system, the ISU official sponsor(s) and/or the name of the rink, which may be a company's name or logo
- Arena will be able to accommodate static rink boards and will allow 3 full days for the installation of the static rink board advertising prior to the first practice session

### 3.8 TV Compound

The venue must have the ability to house the television compound immediately outside the load-in area/doors or the venue side entrance. The space requirement is 2000 ft<sup>2</sup>.

### 3.9 Box Office

The venue must have:

- A full-time operated venue box office that can accommodate advance online, phone and in person reserved seating sales through an automated system is required at the main competition arena

- Online and phone sales must be accessible outside of North America
- Ability to sell tickets in a full package, flex-packs and single event tickets simultaneously
- Ability to pull ticket sales data, including barcode information, for 3<sup>rd</sup> party printer of Souvenir Tickets
- Ability to offer a payment plan on ticket purchases an asset
- Online capability for ticket buyers to opt-in at time of purchase to receive event communications from Skate Canada

## PART 10: HOTEL REQUIREMENTS

### 1. Accommodations

The skating family should be housed in one hotel if possible.

If this is not possible, the television staff (60 single rooms from Thursday through Sunday) and media (30 double rooms from Thursday through Sunday) can be in another hotel.

- Competitors, Coaches, Assistant Team Leader and Team officials
- Team Leader (one per team)
- ISU representatives
- Officials
- Skate Canada Board of Directors
- Team Medical staff
- Chaperones
- Skate Canada Sponsors
- Skate Canada staff
- Local Organizing Committee
- Television staff
- Media

Skate Canada reserves the right to use “HTG Sport Services” as the official hotel negotiating agent for Skate Canada, and will be responsible for the negotiation and recommendation of hotels for the ISU Grand Prix of Figure Skating Final ® 2018 .

#### 1.1 Accommodation Requirements Summary

Room Type	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
Single Queen or King	9	29	53	267	305	344	344	336	243
Dbl/Dbl or QQ	2	5	9	50	60	60	60	56	49
Bedroom Suite	0	1	3	3	5	5	5	5	5
<b>Total</b>	<b>11</b>	<b>35</b>	<b>65</b>	<b>320</b>	<b>370</b>	<b>409</b>	<b>409</b>	<b>397</b>	<b>397</b>

*Skate Canada, the ISU and participating countries are responsible for the cost of accommodations.*

## 1.2 Meetings, Social Functions and Miscellaneous

- Complimentary function rooms of various size are required in the hotel for the duration of the event (listed in the table below)
- Ideas and recommendations for social functions, including theme ideas and catering options for the Closing Party (~600 people), and venue options for an Offsite Officials’ Dinner (~40 people)
- Complimentary space for private dining room for the skating family is required
- 2 complimentary hospitality suites with complimentary dry-bar service are required
- Complimentary parking for 20 vehicles for the duration of the event
- Room credit based on one complimentary room for every 20 rooms paid
- Minimum of 10 complimentary room nights for use on required site visits
- Ability to secure additional Hotels and Meeting space to support development programs, board meetings and other activities that may take place

### 1.2.1 Private Space Required at Hotel I and Hotel II

Function	MIN #	S	S	M	T	W	T	F	S	S	M
Accreditation Office	12 ppl	-	-	x	x	x	x	x	x	x	-
Information and Transportation Desk*	In Lobby	-	-	x	x	x	x	x	x	x	x
Organizing Committee (OC) Office	12 ppl	-	-	x	x	x	x	x	x	x	x
Board Room	5 ppl			x	x	x	x	x	x	x	x
Meeting Room 1	40 ppl	-	-	-	-	x	x	x	x	x	-
Meeting Room 2	12-30 ppl	-	-	x	x	x	x	x	x	x	-
Hospitality Suite 1	40 ppl	-	-	-	-	-	x	x	x	-	-
Hospitality Suite 2	20 ppl	x	x	x	x	x	x	x	x	x	-
Restaurant / Dining Room (See table below for timing)	80-100 ppl	-	-	-	-	x	x	x	x	x	x
Banquet / Closing Party (Set-up and rehearsal from 10:00AM)	250 ppl	-	-	-	-	-	-	-	x	20:00-2:00	-
OC Storage	500 ft <sup>2</sup>	x	x	x	x	x	x	x	x	x	x

## 1.3 Meals

A private dining room is required for competitors and officials that must offer buffet style meals. The chef will work with the OC to create menus that must meet the approval of the ISU Medical Advisor.

Meals	MIN #	WED	THU	FRI	SAT	SUN	MON
Breakfast	80-100 ppl	-	06:00-10:00	06:00-10:00	06:00-10:00	06:00-10:00	06:00-10:00
Begins the first day of official practice and ends the day following the Gala Exhibition (Thursday to Monday)							
Lunch	80-100 ppl	-	12:00-15:00	12:00-15:00	12:00-15:00	12:00-15:00	-
Begins the day of the first official practice, ends the day of the Gala Exhibition (Thursday to Sunday)							

Meals	MIN #	WED	THU	FRI	SAT	SUN	MON
Dinner	80-100 ppl	17:00-21:00	17:00-21:00	17:00-21:00	17:00-21:00	17:00-21:00	-
Begins the day preceding the first official practice, ends with dinner on the day of the Gala Exhibition (Wednesday to Sunday)							
Late Dinner	80-100 ppl	-	-	22:30-01:00	Closing Party	22:30-01:00	-
Late Night Dinner Hours <ul style="list-style-type: none"> <li>• Buffet Late Night Dinners or a Buffet must be provided on the nights of evening events only (Dependent on competition and broadcast schedules)</li> <li>• Hot meals must be available for athletes, accompanying persons and medical staff returning late to the hotel after doping controls</li> </ul>							
Dining room hours and menus are set in accordance with ISU standards and will be finalized closer to the event. Skate Canada is responsible for the cost of these meals.							

## PART 11: LOCAL ORGANIZING COMMITTEE OBLIGATIONS

*This list of LOC obligations is subject to change based on the capabilities and needs of Skate Canada and the LOC (to be agreed upon via a Host Agreement once a city is selected).*

### 1. Athlete Services

#### 1.1 Skate and Costume Services

The LOC is responsible for the provision of an in-house provider during practices and competition for:

- Skate sharpening and repair services
- Costume alteration and repair services

#### 1.2 Hair and Make-up Services

The LOC is responsible for sourcing service providers during practices and competition for athlete hair and makeup services and subject to Skate Canada approval. Artist(s) must be experienced with applying makeup for television.

### 2. Local Volunteers

The LOC will be responsible for the recruitment, selection, and scheduling of a contingent of approximately 200 volunteers in order for the event to run efficiently.

Volunteers will work in a variety of capacities to ensure that the event is planned and executed to the standards of Skate Canada and the International Skating Union (as applicable).

Any expenses incurred by the LOC or its volunteers related to the recruitment, scheduling and monitoring of volunteers or any other event related expenses, that are not pre-approved by Skate Canada in advance, will be on the LOC's account and not covered by Skate Canada.

An outline of the different areas is below. Brief descriptions and required skills will be included in the Volunteer Information Package prepared by Skate Canada.

Volunteer Positions	Volunteer Position Includes:	Volunteers Required
Fan Experience	Boutique, in-venue entertainment	8
Catering		10
Ceremonies		10-15
Hotel Services	Dining room, hospitality suite, meetings	8
Guest Program	Social functions, VIP lounge	8
Ice Operations		
– Dressing Room Attendants		4
– Flower Retrievers		12
– Ice Captains		6
– Ice Patchers		12
– Timers		4
Logistics	IT	14
Media Services		8
Medical Services	Medical room and rinkside coverage	25
Operations and Printing Room		8
Registration		8
Security		20
Transportation	Airport greeters, drivers, transportation desk	16
Volunteer Services		4

*This above areas and number of volunteers is subject to change, based on the needs of Skate Canada, and the event.*

### 3. Local Supplier Program

The LOC is responsible for the sourcing of support through the Local Supplier Program including:

- Local business and community support through value-in-kind (e.g. hospitality, meals, office supplies, transportation) or cash contributions to help offset event expenses
- The LOC agrees not to solicit local partners that are in the same categories as ISU and Skate Canada sponsors
- A list of ISU sponsor and event supplier opportunities will be provided with the Local Supplier Package

### 4. Local Promotion

The LOC is responsible for seeking out and executing promotional opportunities within the host community and region. Promotions should be pre-approved by Skate Canada who will supply any materials required. Promotions can be run through:

- Local skating clubs
- Group sales opportunities
- School Programs
- Other community awareness activities

## 5. Post-Event Report

The Proponent is responsible for the creation and submission of a Post-Event Report. The report must capture details from the start of the planning stage to the conclusion of the event. All members of the LOC should be compiling information for this report right from day one. The Post-Event Report is the final LOC obligation in hosting the Event. It is the final step in fulfilling the contractual obligation of the LOC.

A Post-Event Report template will be provided to the LOC upon being awarded the event.

## PART 12: SKATE CANADA OBLIGATIONS

*This list of Skate Canada obligations is subject to change based on the capabilities and needs of Skate Canada and the LOC (to be agreed upon via a Host Agreement once a city is selected).*

### 1. Registration and Accreditation

Skate Canada will lead the registration process and will approve and prepare all accreditations. The ISU will approve media accreditations.

### 2. Event Officials

The ISU and Skate Canada are responsible for identifying, inviting, scheduling and overseeing the event officials (Technical Panels, Judges, and ISU Regional Event Coordination Assistant (RECA)).

All costs related to officials are the responsibility of either Skate Canada or the ISU (accommodations, meals, travel, ground transportation honorariums).

### 3. Event Technicians

Skate Canada is responsible for identifying, inviting, scheduling and overseeing the event technicians (announcers, music technicians).

All costs related to event technicians are the responsibility of Skate Canada (accommodations, meals, travel and ground transportation).

### 4. Media Operations

Skate Canada is responsible for the planning, preparation and provision of services and facilities for the accredited written and photographic press, as well as rights-holding broadcasters and support staff who will cover Skate Canada events.

Media Operations is divided into 4 sub-functions:

- Media Centre/Media Help Desk
- Press conference room

- Mixed zones
- Photo services

## 5. Live Streaming

A high speed dedicated internet line with a minimum of 15 mbps upload bandwidth and 30 mbps download bandwidth will be required (included in venue requirements) for Skate Canada live streaming. An operational space for a team of at least 2 operators, preferably in close proximity to Judges' Stand (specifically the in-venue entertainment operations stand), is required with the ability to safely and cleanly run cable between the operational space and Judges' stand, as well as to a minimum of 2 cameras.

## 6. Transportation

Complimentary Ground Transportation is provided at Skate Canada's expense as follows:

- Airport transfers and transportation between the hotels and the rinks for:
  - Competitors, coaches, team staff for all competing countries
  - Event Officials and Event Technicians
  - Skate Canada Staff
  - Skate Canada Guests (VIPs, Board)
- Transportation from the official media hotel(s) to the competition site
- Competition venue must be easily accessible by public transit with free access given to accredited participants

## 7. Athletes

- Travel based on economy airfare at Skate Canada's expense
- Complimentary meals in the official dining room are provided at Skate Canada's expense
- Double accommodation for athletes are provided at Skate Canada's expense. Competitors of different ISU Members may not be placed in the same room.

## 8. Medical

- Skate Canada will appoint a Chief Medical Officer (CMO) and a Chief Therapist (CT) as part of the LOC
- The CMO and CT in combination with Skate Canada staff will be responsible for overseeing and planning medical services on-site as per the Skate Canada and ISU's standards
- Twenty-five medical volunteers (physicians, physiotherapists, athletic therapists, etc.) are required for the event

## 9. Media and Promotions

Skate Canada and the LOC will work together to generate media interest for the event. All official event communications are the responsibility of Skate Canada and must be released simultaneously in both official languages (English and French), and this includes:

- Press releases and conferences

- Social media and website activity
- All promotional materials (i.e. posters, ads, signage, etc.)
- In-venue announcements and signage

## 10. Awards and Ceremonies

Skate Canada will provide the medals and the flower bouquets for the winners. Skate Canada, in conjunction with the ISU, will determine the protocol and will lead the Opening Ceremony, Victory Ceremonies, Small Medal Ceremonies and Exhibition Gala.

## 11. LOC Accommodations

Skate Canada will provide for the LOC, at Skate Canada's expense, 5 double rooms (with shared accommodations), in addition to 2 single rooms for the CMO and CT.

Skate Canada will provide shared accommodations for those LOC members that are specifically selected and appointed by Skate Canada and are from outside of the local area.

## 12. Social Functions

Skate Canada is responsible for the planning and costs associated with various Social Functions during the event. Details will be provided to the LOC upon being awarded the event. Functions include, but are not limited to:

- **The ISU and Officials' Dinner**
  - Invitees: ISU, Judges, Referees, etc.
  - Timing: Tuesday evening of the competition week
  - Location: Official Hotel or Restaurant
- **The Hospitality Lounges and Suites**
  - Invitees: Each Hospitality Lounge or Suite will host different group – Skate Canada, ISU, IMG, etc.
  - Timing: Tuesday, Wednesday, Thursday, Friday and Saturday of the competition week
  - Location: Competition Venue and Official Hotels
- **The Closing Party**
  - Invitees: Competitors, officials, ISU, Skate Canada, OC, LOC, sponsors, etc.
  - Timing: Saturday evening after competition
  - Location: TBD



## APPENDICES

1. **Appendix A – Non-Disclosure Agreement**
2. **Appendix B – Application to Host**
3. **Appendix C – Venue Terms of Agreement**
4. **Appendix D – Arena Advertising Waiver**
5. **Appendix E – Protected Sponsors Agreement**
6. **Appendix F – Hotel Bid Confirmation**
7. **Appendix G – Section Offices**

Skate Canada is divided into 13 Sections, roughly equivalent to the Canadian provinces. The exception is Ontario which is broken down into 4 Sections because of its size (it will become one unified Section by the 2017-2018 season). Yukon Territory is administered by the British Columbia Section, and Nunavut and Northwest Territories are administered by the Alberta Section.

Section	Telephone	Chair
1. British Columbia / Yukon	1.888.752.8322	Hilary Quick
2. Alberta / Northwest Territories / Nunavut	1.866.294.0663	Donna Moses
3. Saskatchewan	306.780.9245	Margaret Auringer
4. Manitoba	204.925.5707	Donna Yee
5. Northern Ontario	705.752.4803	Traci Fong
6. Western Ontario	519.686.0431	Brenda VanEngelen
7. Central Ontario	905.760.9100	Paul Cotter
8. Eastern Ontario	613.925.1441	Glenda Cartwright
9. Quebec	514.252.3073	Jocelyn Proulx
10. New Brunswick	506-855-1751	Marc Robichaud
11. Nova Scotia	902.425.5450	Ross Ashbourne
12. Prince Edward Island	902.368.4985	Amy MacMillan
13. Newfoundland & Labrador	709.576.0509	Bev Power



## 8. Appendix H – Competition Schedule

The sample schedule below is an estimate of the timing for the practices and competitions. The schedule is subject to change due to broadcast scheduling.

	Wednesday 09. Dec		Thursday 10. Dec		Friday 11. Dec		Saturday 12. Dec		Sunday 13. Dec		
	RINK	Off-Ice	RINK	Off-Ice	RINK	Off-Ice	RINK	Off-Ice	RINK	Off-Ice	Off-Ice
06:00											
06:30			JrD 06:15 S 25' * 06:40 *		JrD 06:15 F 25' * 06:40 *		JrL 06:30 F 35' *				
07:00											07:00
07:30			JrL 07:15 S 30' *		JrM 07:15 F 35' *		JrP 07:15 F 30' * 07:45 *			RTD SYS (Rink)	
08:00			JrP 07:55 S 25' * 08:20 *		SrD 08:00 S 25' * 08:25 *				EXH 08:00 1st half	08:00	08:00
08:30							SYS 08:25 F 12' / Team			RTD JrL (Rink)	TPR-M (Rink)
09:00	JrM 09:00 SF 40'		JrM 08:55 S 30' *		SrP 09:00 F 30' * 09:30 *			09:00	EXH 08:50 Finale		
09:30			SrP 09:35 S 25' * 10:00 *					09:25	RTD JrD (Rink)	09:15	
10:00	JrP 09:50 SF 30' #4-6				SrL 10:10 S 30' *		SrD 09:55 F 30' * 10:25 *		EXH 09:50 2nd half	RTD JrP (Rink)	
10:30	10:20 #1-3		SrM 10:35 S 30' *		JrL 10:50 F 35' *			10:15			10:30
11:00	JrL 11:00 SF 40'	TPM-D (Rink)			JrP 11:35 F 25' * 12:00 *		SrL 11:05 F 40' *		RTD JrM (Rink)	RTD SrD (Rink)	
11:30			SrD 11:15 SF 30' #4-6								
12:00	JrD 11:50 SF 30' #4-6		SrL 12:25 SF 40' *		SrM 12:35 F 40' *		SrM 11:55 F 40' *		RTD SrP (Rink)	RTD SrL (Rink)	
12:30	12:20 #1-3	12:00 Team Leaders Meeting (Rink)						11:30	EXH		12:00
13:00	SrD 13:00 SF 30' #1-3	13:00 TPM-P (Rink)					12:35				13:00
13:30	13:30 #4-6				SYS 1 13:25 SYS 2 13:40		13:30			RTD SrM (Rink)	
14:00	SrP 14:10 SF 30' #4-7	14:00 TPM-L (Rink)	JrD-S 14:05		SYS 3 14:05 SYS 4 14:20 SYS 5 14:35		JrL-F 14:21				14:00
14:30	14:40 #1-3		JrD-S 14:58						14:30		
15:00	SrL 15:20 SF 40'	15:00 TPM-M (Rink)					JrP-F 14:45				15:00
15:30			JrL-S 15:20				15:47				15:30
16:00	SrM 16:10 SF 40'		JrL-S 16:06		JrD-F 15:45						16:00
16:30		Rink 16:30 Ref. & TC Meeting	JrP-S 16:25		JrD-F 16:42		16:10	16:15			16:30
17:00	16:50						SYS-F 16:56	TPR-P (Rink)			
17:30		Rink 17:15 Judges Meeting S&P	JrM-S 17:19		JrM-F 17:05						17:00
18:00	17:30 Rehearsal OC & VC		JrM-S 17:40		JrM-F 18:00		SrD-F 17:25				17:30
18:30		Rink 18:15 Judges Meeting D	JrM-S 18:26		VC JrM JrD		SrD-F 18:25				18:00
19:00							VC SrD JrL JrP				18:30
19:30		19:15			SrD-S 19:05			19:00			19:00
20:00			OC 19:45		SrD-S 19:58		SrL-F 19:45	TPR-SYS (Rink)			19:30
20:30							SrL-F 20:40	TPR-D (Rink)		20:00	20:00
21:00		20:30 ISU & Judges Dinner	SrP-S 20:30		SrP-F 20:20					Closing Party	20:30
21:30			SrP-S 21:30		SrP-F 21:35		SrM-F 21:00	TPR-L (Rink)			21:00
22:00			SrM-S 21:55		SrL-S 21:55		SrM-F 21:57				21:30
22:30			SrM-S 22:41		SrL-S 22:41		VC SrM SrL SYS				22:00
23:00					VC SrP						22:30
											23:00

Jr Junior	EXH Exhibition	TPM Technical Panel Meeting	Ice Resurfacing
Sr Senior	OC Opening Ceremony	TPR Technical Panel Review	Group Change
S Short Program/Dance	VC Victory Ceremony	RTD Round Table Discussion	* Starting Order
F Free Skating/Dance	SYS Synchronized Skating		

## 9. Appendix I – Sample Judges Stand Configuration

