



REQUEST FOR PROPOSAL

**Host of the ISU World Figure Skating Championships® 2020**

March 23-29, 2020

RFP# 2020-WFSC-052216



## Table of Contents

<b>PART 1: RFP DETAILS .....</b>	<b>1</b>
<b>PART 2: CONTENTS OF A HOST BID .....</b>	<b>2</b>
1. Requirements.....	2
2. Format.....	2
<b>PART 3: BID SUBMISSION .....</b>	<b>3</b>
1. Requirements.....	3
2. Delivery Address .....	3
<b>PART 4: OVERVIEW .....</b>	<b>4</b>
1. About Skate Canada.....	5
2. Definitions.....	5
3. Benefits of Hosting.....	6
3.1 Economic Impact .....	6
3.2 Local Visibility .....	6
3.3 National and International Visibility .....	7
4. Objectives of the 2020 World Championships .....	7
4.1 Event Objectives .....	7
4.2 Over-Reaching Objectives.....	7
<b>PART 5: THE DELIVERABLES .....</b>	<b>8</b>
1. Expression of Interest Requirements.....	8
1.1 Non-Disclosure Agreement .....	8
1.2 Application to Host .....	8
1.3 Letters of Support.....	8
1.4 Confirmed Venue & Hotel Requirements.....	8
2. Official Bid Requirements .....	8
2.1 Venue Terms of Agreement.....	9
2.2 Venue Management Advertising Waiver .....	9
2.3 Protected Partnership Agreement .....	9
2.4 Hotel Proposal Confirmation .....	9
2.5 Proponent Profile .....	9
2.6 Host City Profile .....	9
2.7 Venue Plan.....	10
2.8 Promotion Plan.....	10
2.9 Community Engagement Plan .....	10
<b>PART 6: FINANCIALS .....</b>	<b>12</b>
1. Revenue Generation Plan .....	12

1.1	Ticket Sales .....	12
1.2	Funding Partners.....	12
1.3	Local Sponsorship .....	13
1.4	Other.....	13
2.	Up Front Ticket Guarantee .....	13
3.	Local Organizing Committee Incentive .....	13
3.1	Volunteer Grant.....	13
3.2	Promotion Grant.....	14
3.3	50/50 Draw .....	15
4.	Provincial Government Funding Incentive .....	15
5.	Local Sponsor and/or VIK Incentive .....	15
<b>PART 7:</b>	<b>EVALUATION .....</b>	<b>15</b>
1.	Site Visits.....	15
2.	Criteria .....	16
<b>PART 8:</b>	<b>EVENT STRUCTURE AND ORGANIZING COMMITTEES .....</b>	<b>16</b>
1.	Organizing Committee .....	16
2.	Local Organizing Committee.....	16
3.	Local Volunteers .....	17
<b>PART 9:</b>	<b>VENUE REQUIREMENTS .....</b>	<b>18</b>
1.	Overview .....	18
2.	Dates .....	18
3.	Competition Venue.....	18
3.1	Dates & Location.....	18
3.2	Ice Specifications .....	19
3.3	Merchandise .....	19
3.4	Back of House & Function Space .....	19
3.5	Rigging & Construction .....	20
3.6	Electrical, Lighting & IT Requirements.....	20
3.7	Advertising Signage, Digital Signage & Rinkboards .....	21
3.8	TV Compound .....	21
3.9	Box Office.....	22
4.	Practice Venue .....	22
4.1	Dates & Location.....	22
4.2	Ice Specifications .....	22
4.3	Back of House & Function Space .....	22
4.4	Rigging & Construction .....	23
4.5	IT Requirements.....	23
4.6	Advertising Signage, Digital Signage & Rinkboards .....	23
<b>PART 10:</b>	<b>HOTEL REQUIREMENTS.....</b>	<b>24</b>
1.	Accommodations .....	24
1.1	Hotel I .....	24
1.2	Hotel II .....	24
1.3	Hotel III .....	24
1.4	Accommodation Requirements Summary.....	25
1.5	Meetings, Social Functions and Miscellaneous .....	25

1.6 Meals .....	26
<b>PART 11: LOCAL ORGANIZING COMMITTEE OBLIGATIONS .....</b>	<b>26</b>
1. Athlete Services .....	26
1.1 Skate & Costume Services .....	26
1.2 Hair and Make-up Services .....	27
2. Local Supplier Program .....	27
3. Local Promotion .....	27
4. Local Volunteers .....	27
5. Post-Event Report .....	27
<b>PART 12: SKATE CANADA OBLIGATIONS.....</b>	<b>28</b>
1. Hosting an ISU Site visit .....	28
2. Registration and Accreditation .....	28
3. Event Officials .....	28
4. Event Technicians .....	28
5. Media Operations .....	28
6. Live Streaming.....	29
7. Transportation .....	29
8. Meals & Accommodations.....	29
Medical.....	30
9. Media and Promotions .....	30
10. Awards & Ceremonies .....	30
11. LOC Accommodations.....	30
12. Social Functions .....	30
<b>APPENDICES .....</b>	<b>32</b>
1. Appendix A - Non-Disclosure Agreement .....	32
2. Appendix B - Application to Host.....	32
3. Appendix C - Venue Terms of Agreement .....	32
4. Appendix D - Arena Advertising Waiver .....	32
5. Appendix E - Protected Sponsors Agreement.....	32
6. Appendix F - Hotel Bid Confirmation .....	32
7. Appendix G – Section Offices.....	32
8. Appendix H – Competition Schedule .....	33
9. Appendix I – Sample Judges Stand Configuration .....	35
10. Appendix J – Accommodation Requirements.....	36



## PART 1: RFP DETAILS

<b>SUBJECT OF RFP</b>	<b>HOST OF THE ISU World Figure Skating Championships® 2020</b>
<b>RFP #</b>	RFP# 2020-WFSC-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 16, 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
<b>SHORTLIST AND SITE VISITS</b>	November 2, 2016 to February 1, 2017
<b>DECISION AND NOTIFICATION OF WINNING PROPONENT</b>	March 1, 2017
<b>SKATE CANADA TO SUBMIT BID TO ISU</b>	April 1, 2017
<b>ANNOUNCEMENT</b>	Pending ISU selection

---

The hosting of the ISU World Figure Skating Championships® 2020 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 (2) 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 Proponent's 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 Section 5.1.3 (*mandatory*)
  - Venue & 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

- Proponents can choose to submit their Bid in either English or French
- Proponents 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 World Figure Skating Championships® 2020 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 World Figure Skating Championships® 2020. An official bid and application will be submitted to the ISU in April 2017. Should Skate Canada’s bid be successful, this event would be organized and executed by Skate Canada in collaboration with the International Skating Union and the winning Proponent.

Skate Canada is now accepting Bids from Canadian venue/event management groups/companies, cities, communities and/or Skate Canada Sections, to host the ISU World Figure Skating Championships® 2020.

The arena will be required from March 18, 2020 (07:00) until Sunday, March 29, 2020 (23:59) according to the following schedule:

Set-Up	March 18-22, 2020
Official Practices	March 23-24, 2020
Competition Days	March 25-28, 2020
Exhibition Gala	March 29, 2020
Tear Down	March 29, 2020

The ISU World Figure Skating Championships is the pinnacle event of the figure skating season. Approximately 175 skaters from 40 countries compete for World titles and to secure the maximum amount of entries to the following years’ Championships.

Previous ISU World Figure Skating Championships Host Cities	
2016	Boston, USA
2015	Shanghai, China
2014	Saitama, Japan
2013	London, Canada
2012	Nice, France
2011	Moscow, Russia
2010	Turin, Italy
2006	Calgary, Canada
2001	Vancouver, Canada
1996	Edmonton, Canada

This prestigious international event is hosted by a different country each year; Canada hosts the World Championships approximately every 7 years.

The Skate Canada Service Centres oversee all aspects of planning and execution of the ISU World Figure Skating Championships 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 World Figure Skating Championships is managed by the Skate Canada Event Department.



**Should the ISU select Canada as the host country for the ISU World Figure Skating Championships® 2020, the Proponent selected by Skate Canada in this RFP process will be required to attend the ISU World Figure Skating Championship® 2019 to observe the operations, logistics, management and delivery. The location of the ISU World Figure Skating Championship® 2019 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, marketing headquarters in Toronto and high performance facilities in Toronto and Calgary.

## 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.

**"Accommodations Requirement"** 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.

**"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 World Figure Skating Championships 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

London, Ontario, Canada played host to the ISU World Figure Skating Championships® 2013 which included over 150 skaters from approximately 50 countries. The total economic activity generated by the event was \$42.6 million in the Province of Ontario, with \$32.1 million occurring in London.

#### 3.2 Local Visibility

The ISU World Figure Skating Championships attracts visitors from across Canada and around the world and requires approximately 8,000 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 2013, approximately 74% of event ticket buyers travelled from outside of London, with 64% requiring accommodations.

A number of Tour Operators sell packages to the event that comprise of accommodations, ground transportation and event tickets. In 2013, this accounted for approximately 900 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 2013, a total of 126 written media and 74 photographers were accredited for the World Championships.

The ISU World Figure Skating Championships 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 host television feed to broadcast worldwide. In 2013, the event reached 45 countries internationally totaling over 540 hours of live and delayed broadcast hours that measured over 165 million viewers.

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

Hosting the ISU World Figure Skating Championships also provides the opportunity to welcome 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 world.

## 4. Objectives of the 2020 World Championships

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 ISU’s expectations ensuring future Championship 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: THE 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: Venue, City and Skate Canada Section.

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

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

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

The hosting of the ISU World Figure Skating Championships® 2020 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 3 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 & 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 & Hotel Requirements sections of this document. Provide all details on how the Proponent 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 of the ISU World Figure Skating Championships® 2020. 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

## 2.7 Venue Plan

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

- Volunteer Lounge
- VIP Lounge
- 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.)
- Tickets 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 World Figure Skating Championships 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 Championships 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 World Figure Skating Championships.

The key target audience for the Community Engagement Event is:

- Local residence
- Young Families
- New Canadians
- 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 World Figure Skating Championships® 2020.

Skate Canada will provide the Proponent with unrestricted access to the ISU World Figure Skating Championships® 2013 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 World Championship 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 & 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 event, to indicate the possibility of support and acknowledgement of the hosting application

Skate Canada is seeking a combined minimum of \$3,500,000 – 4,500,000 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 must:

- Recruit, secure, schedule and train all volunteers as outlined in Part 8, Clause 2 and 3 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 Event 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 & 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 2019-2020 skating season. A minimum of 8 email blasts 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 2019-2020 skating season
- Place ISU World Figure Skating Championships®2020 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 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 World Figure Skating Championships® 2020, 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 & 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 World Figure Skating Championships® 2020.

## 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 World Figure Skating Championships Hosting Agreement with the ISU.

### 2. Local Organizing Committee

A LOC consisting of volunteer 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

Logistics Assistant

<b>Required LOC Positions</b>	
Catering Assistant	Medical Clinic Administrator
Ceremonies Supervisor	Media Operations Supervisor
Ceremonies Assistant	Media Operations Assistant
Chief Medical Officer (CMO)	Music Room Administrator
Chief Therapist (CT)	Operations & Printing Room Supervisor
Fan Experience Supervisor	Operations & Printing Room Assistant
Flower Retriever Coordinator	Registration Supervisor
Guest Program Supervisor	Registration Assistant
Guest Program Assistant	Security Supervisor
Hotel Services Supervisor	Security Assistant
Hotel Services Assistant	Transportation Supervisor
Ice Operations Supervisor	Transportation & Airport Assistant
Ice Operations Assistant	Volunteer Recruitment Director
Local Promotions & Sponsorship Coord.	Volunteer Recruitment Assistant

*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.

### 3. Local Volunteers

The Local Organizing Committee (LOC) will be responsible for the recruitment, selection, and scheduling of a contingent of approximately 500 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).

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.

<b>Volunteer Positions</b>	<b>Volunteer Position Includes:</b>	<b>Volunteers Required</b>
Catering		28
Ceremonies		20
Fan Experience	In-venue & sponsorship activations, boutique	36
Guest Program	Social functions, VIP lounge	8
Hotel Services	Dining room, event office, meetings	10
Ice Operations		
– Dressing Room Attendants		8
– Flower Retrievers		20
– Ice Captains		10
– Ice Patchers		30
– Timers		6
Logistics	IT	25
Media Services		30

Volunteer Positions	Volunteer Position Includes:	Volunteers Required
Medical Services	Medical room and rinkside coverage	50
Music Room		2
Operations & Printing Room		16
Registration	Hotel and venue team entrance	18
Security		56
Transportation	Airport greeters, drivers, transportation desk	40
Volunteer Services		8

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

## PART 9: VENUE REQUIREMENTS

### 1. Overview

Two arenas are required and should be situated in the same area of the city, not further than a 15-minute drive, under normal conditions, from the hotel where participants are housed

Both arenas will ensure that the facilities, including the ice surface, is available solely to Skate Canada for preparation, a minimum of 5 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 March 18, 2020 (07:00) until Sunday, March 29, 2020 (23:59) according to the following schedule:

Activity	Date
Set-Up	March 18-22, 2020
Official Practices	March 23 - 24, 2020
Competition Days	March 25-28, 2020
Exhibition Gala	March 29, 2020
Teardown	March 29, 2020

*Dates are subject to change*

### 3. Competition Venue

#### 3.1 Dates & Location

The Competition Venue is required March 18 - 29, 2020, inclusive. The arena should be located no further than 15 minutes from the Official Hotel and must have seating for approximately 7,000-10,000 spectators

### 3.2 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.

### 3.3 Merchandise

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

### 3.4 Back of House & 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'
Skate Canada VIP Lounge	Accommodate 200-250 guests
IMG VIP Lounge	Accommodate 100 guests
Media Centre	Approximately 100' x 100'
Press Conference Area	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'
Meeting Rooms	If available
Location and Size of Storage areas	
5 x Rooms for other functions	Or area 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.

### 3.5 Rigging & 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.

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 & IT Requirements

#### 3.6.1 Electrical

Minimum of 800 Amp disconnect shore power for TV Broadcast and an additional 400 amp shore power for lighting, audio and event operations.



### 3.6.2 Lighting

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

### 3.6.3 Internet

Minimum of 10 dedicated internet lines with a minimum of 15 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 Advertising Signage, Digital Signage & Rinkboards

### 3.7.1 Advertising Signage

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

### 3.7.2 Digital Signage & Video Board

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.

### 3.7.3 Rinkboards

- 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 square meters.

### 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

## 4. Practice Venue

### 4.1 Dates & Location

The Practice Venue is required March 18 - 28, 2020, inclusive. The arena should be located no further than 15 minutes from the Official Hotel and must have seating for approximately 1,000 spectators.

### 4.2 Ice Specifications

The arena is to provide a 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.).

One ice resurfacing machine is required.

### 4.3 Back of House & Function Space

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

<b>Areas of Operation – Room Allotment</b>	
Volunteer Lounge	Approximately 30' x 30'
Media Centre	Approximately 30' x 30'
Print Mixed Zone	Approximately 10' x 10'
TV Mixed Zone	Approximately 10' x 20'
Athlete Warm-Up Area	Approximately 30' x 30' x 15'H

<b>Areas of Operation – Room Allotment</b>	
Location and Size of Storage areas	
Team Entrance	
Media Entrance	
4 x Dressing Rooms	Ice Level
4 x Rooms at ice level	Approximately 10' x 20'
Meeting Rooms	if available

All available rooms in the rink 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.

#### 4.4 Rigging & Construction

##### 4.4.1 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.

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

##### 4.4.2 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.

#### 4.5 IT Requirements

Minimum of 5 dedicated internet lines with a minimum of 15 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).

#### 4.6 Advertising Signage, Digital Signage & Rinkboards

##### 4.6.1 Advertising Signage

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

#### 4.6.2 Rinkboards

- 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

## PART 10: HOTEL REQUIREMENTS

### 1. Accommodations

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 World Figure Skating Championships® 2020.

The skating family should be housed in one hotel if possible. If this is not possible, the skating family should be split as follows:

#### 1.1 Hotel I

- Competitors, Coaches, Team Leaders (one per team), & Assistant Team Leaders (one per team)
- Team Officials & Chaperones
- Team Medical staff

#### 1.2 Hotel II

- ISU Representatives
- Officials and Guests
- ISU & Skate Canada Sponsors
- Skate Canada Staff
- Skate Canada Suppliers
- Skate Canada Board of Directors
- Volunteers / Local Organizing Committee

#### 1.3 Hotel III

- Television Staff
- Media
- Observers

## 1.4 Accommodation Requirements Summary

Room Type	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
Single Queen or King	11	18	46	58	133	377	553	683	741	757	760	727	408	31
Dbl/DbI or QQ	9	14	29	34	68	180	264	311	341	350	357	345	204	11
Bedroom Suite	0	3	5	8	19	23	23	23	30	30	30	30	20	0
<b>Total</b>	<b>20</b>	<b>35</b>	<b>80</b>	<b>100</b>	<b>220</b>	<b>580</b>	<b>840</b>	<b>1017</b>	<b>1112</b>	<b>1137</b>	<b>1147</b>	<b>1102</b>	<b>632</b>	<b>42</b>

Skate Canada, the ISU and participating countries are responsible for the cost of accommodations. For more detailed accommodation requirements please refer to Appendix J.

## 1.5 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 (~100 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 50 vehicles for the duration of the event
- Room credit based on one complimentary room for every 20 rooms paid
- Minimum of 20 complimentary room nights for use on required site visits
- Ability to secure additional Hotels & Meeting space to support development programs, board meetings and other activities that may take place

### 1.5.1 Private Space Required at Hotel I & Hotel II

Function	MIN #	W	T	F	S	S	M	T	W	T	F	S	S	M
Accreditation Office	20 ppl	-	x	x	x	x	x	x	x	x	x	x	x	-
Information & Transportation Desk*	In Lobby	x	x	x	x	x	x	x	x	x	x	x	x	x
Organizing Committee (OC) Office	15 ppl	x	x	x	x	x	x	x	x	x	x	x	x	x
ISU Office***	10 ppl	x	x	x	x	x	x	x	x	x	x	x	x	-
Meeting Room 1	80 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
Meeting Room 2	50 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
Meeting Room 3	30 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
Hospitality Suite 1	50 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
Hospitality Suite 2	50 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
Hospitality Suite 3****	25 ppl	x	x	x	x	x	x	x	x	x	x	x	x	-
Restaurant / Dining Room (See table below for timing)	150-200 ppl	-	-	-	-	x	x	x	x	x	x	x	x	x
ISU & Judges Dinner (Hotel or Offsite)	100 ppl	-	-	-	-	-	-	x	-	-	-	-	-	-
Banquet / Closing Party (Set-up & rehearsal from 10:00AM)	600 ppl	-	-	-	-	-	-	-	-	-	-	x	-	-
Skater’s Recreation Lounge**	30 ppl	-	-	-	-	-	x	x	x	x	x	x	x	-
OC Storage	500 ft <sup>2</sup> x 2	-	x	x	x	x	x	x	x	x	x	x	x	x

(\*) Required at all Hotels

(\*\*) Required at Competitors Hotel Only

(\*\*\*) Required at ISU Representatives Hotel Only

(\*\*\*\*) Required at Skate Canada Staff Hotel Only

## 1.6 Meals

A private dining room is required for competitors and officials and 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 #	SUN	MON	TUES	WED	THU	FRI	SAT	SUN	MON
Breakfast	150-200 ppl	-	06:00- 10:00	06:00- 10:00	06:00- 10:00	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 (Monday to Monday)										
Lunch	150-200 ppl	-	11:30- 15:00	11:30- 15:00	11:30- 15:00	11:30- 15:00	11:30- 15:00	11:30- 15:00	11:30- 15:00	-
Begins the day of the first official practice and ends the day of the Gala Exhibition (Monday to Sunday)										
Dinner	150-200 ppl	17:30- 22:00	17:30- 22:00	17:30- 22:00	17:30- 22:00	17:30- 22:00	17:30- 22:00	17:30- 22:00	17:30- 22:00	-
Begins the day preceding the first official practice, ends with dinner on the day of the Gala Exhibition (Sunday to Sunday)										
Late Dinner	150-200 ppl	-	-	-	-	22:30- 01:00	22:30- 01:00	Closing Party	22:30- 01:00	-
Late Night Dinner Hours <ul style="list-style-type: none"> <li>• Buffet Late Night Dinner or 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 & Costume Services

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

- Skate sharpening & repair services
- Costume alteration & repair services

## 1.2 Hair and Make-up Services

The LOC is also 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 Supplier Program

The LOC is responsible for the sourcing 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 sponsors
- A list of ISU sponsor and event supplier opportunities will be provided with the Local Supplier Package

## 3. 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

## 4. Local Volunteers

The LOC will assume responsibility for the actions and activities of subsequent volunteers selected to execute the event, including the development of volunteer schedules by area which meet the needs of the event.

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.

## 5. Post-Event Report

The LOC 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 also 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**

*The obligations listed below are 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. Hosting an ISU Site visit**

Skate Canada will host the Sport Manager Figure Skating, the ISU Event Coordinator, the Representatives of the Host Broadcaster, TV right holders, IMG and – if necessary - the Result Service Provider for a joint inspection visit. Onsite costs (meals, hotel, transportation) are the responsibility of either Skate Canada or the ISU.

### **2. Registration and Accreditation**

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

### **3. 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).

### **4. Event Technicians**

Skate Canada is responsible for identifying, inviting, scheduling & 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).

### **5. 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

## 6. 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.

## 7. Transportation

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

- Airport transfers and transportation between the hotel between hotels and rinks
  - Competitors, coaches, team staff for all competing countries
  - Event Officials & 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

## 8. Meals & Accommodations

Team Leaders

- Complimentary Meals in the official dining room, as well as wine/beer at meals are provided at Skate Canada's expense
- Single accommodation is provided at Skate Canada's expense

Athletes

- 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.

## Medical

- Skate Canada will appoint a Chief Medical Officer (CMO), Chief Therapist (CT) and a Medical Clinic Administrator (MCA) as part of the LOC
- The CMO, CT and MCA, 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
- Fifty medical volunteers (physicians, physiotherapists, athletic therapists, etc.) are required

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

## 10. Awards & Ceremonies

The ISU will provide all medals and Skate Canada will provide 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 3 single rooms for the CMO, CT and MCA.

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 Official Draws**

- Invitees: Competitors, Coaches, ISU, etc.
- Timing: Tuesday, Wednesday and Thursday evening of the competition week
- Location: Competition Venue or Official Hotel
  
- The **Opening Reception**
  - Invitees: TBD
  - Timing: Wednesday evening of the competition week
  - Location: Competition Venue
  
- The **Hospitality Lounges and Suites**
  - Invitees: Each Hospitality Lounge or Suite will host different group – Skate Canada, ISU, OC, LOC, Skaters, Partners, Sponsors, Local Dignitaries, 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 currently broken down into 4 Sections (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.

ISU World Figure Skating Championships® 2016, Boston / USA															
Monday March 28			Tuesday March 29				Wednesday March 30				Thursday March 31				
MR	PR	Off-Ice	MR	PR	Off-Ice	Off-Ice	MR	PR	Off-Ice	Off-Ice	MR	PR	Off-Ice	Off-Ice	
06:30															
07:00			P 07:00	L 07:00			D 07:00				L 07:00				
07:30	M 07:30	D 07:30	S/F 2	S/F 2			S 25'	07:25			S 30'	07:30			
08:00	S/F 40'	S/F 1	30'	35'	07:35						30'	07:30		08:00	
08:10	2	2	08:10	08:20			08:00				08:10			08:00	
08:30		08:40	4	4			08:25				08:40			(Hotel)	
09:00	09:00	3	5	08:55			09:00			09:00			09:00		
09:30	09:40	4	09:20	5			09:25			IJM-L (Hotel)	09:20		09:00		
10:00	09:50	5	09:50	6			09:50	M 09:30			09:50		09:00	Team Leaders Meeting 2 (Main Rink)	
10:30	10:30	6	10:20	7				S 30'	10:00	JS 10:00		D 10:00		10:00	
11:00			D 10:30	S/F 2			10:45	10:40			10:30	F 30'	10:30		
11:30	L 11:20	S/F 1	30'	11:00			D S	11:10			11:00			JS 11:25	
12:00	S/F 35'	2	11:40	M 11:45		12:00		11:50			12:10			LS	
12:30	12:40	3	12:10	40'		TPM-L (Rink)					L S	P 12:20			
13:00	12:40	4	12:50	5				L 12:30				S/F 30'	12:50		
13:30	13:15	4	13:20	1				40'	13:10		13:00	5	13:30		
14:00	14:00	5	13:50	2		14:00			14:00		TPM-P (Hotel)	6	14:00		
14:30	14:35	M 14:30	L 14:00	S/F 35'	14:35		DR 14:15		5			1	14:40		
15:00	S/F 40'	1	14:45	1			STO DS				15:00	2	14:40		
15:30	15:20	2	15:20					15:14	6			3	15:10		
16:00	D 16:05	3	P 15:35	S/F 30'	16:05				7	DR+15		M 15:50			
16:30	S/F 30'	2	15:55	5		16:00	IJM-D (Hotel)		1	STO DF		F 40'	16:30	DR 16:30	
17:00	17:15	4	16:40	6	16:45			17:00	2				17:20	STO PS	
17:30	17:15	3	17:15	7	17:15			OC							
18:00	17:45	4	18:00	1		DR 17:30				JS 17:30		17:54			
18:30	18:25	L 18:20	M 18:45	D 19:05				P 17:50		MS			18:00	DR+15	
19:00	S/F 35'	1	S/F 40'	2				S/F 30'	18:20				18:40	STO LF	
19:30	18:55	2	19:25	3				M S	4	DR 18:30			JS 18:45	DF	
19:30	P 19:35	3	S/F 40'	3		19:30			5	STO LS					
20:00	S/F 30'	2	19:35	4		ISU and Judges Dinner			6			19:30			
20:30	20:05	4	20:15	4	20:15				1			D F			
21:00	20:45	3	20:55	5	20:45				2						
21:30	21:15	4	21:00	6	21:25										
22:00	21:55	5	21:45	1	21:55										
22:30	22:25	6	22:25	1	22:25			22:37				22:50			
23:00	22:55									DR+15		VC			
23:30										STO MF					
00:00															

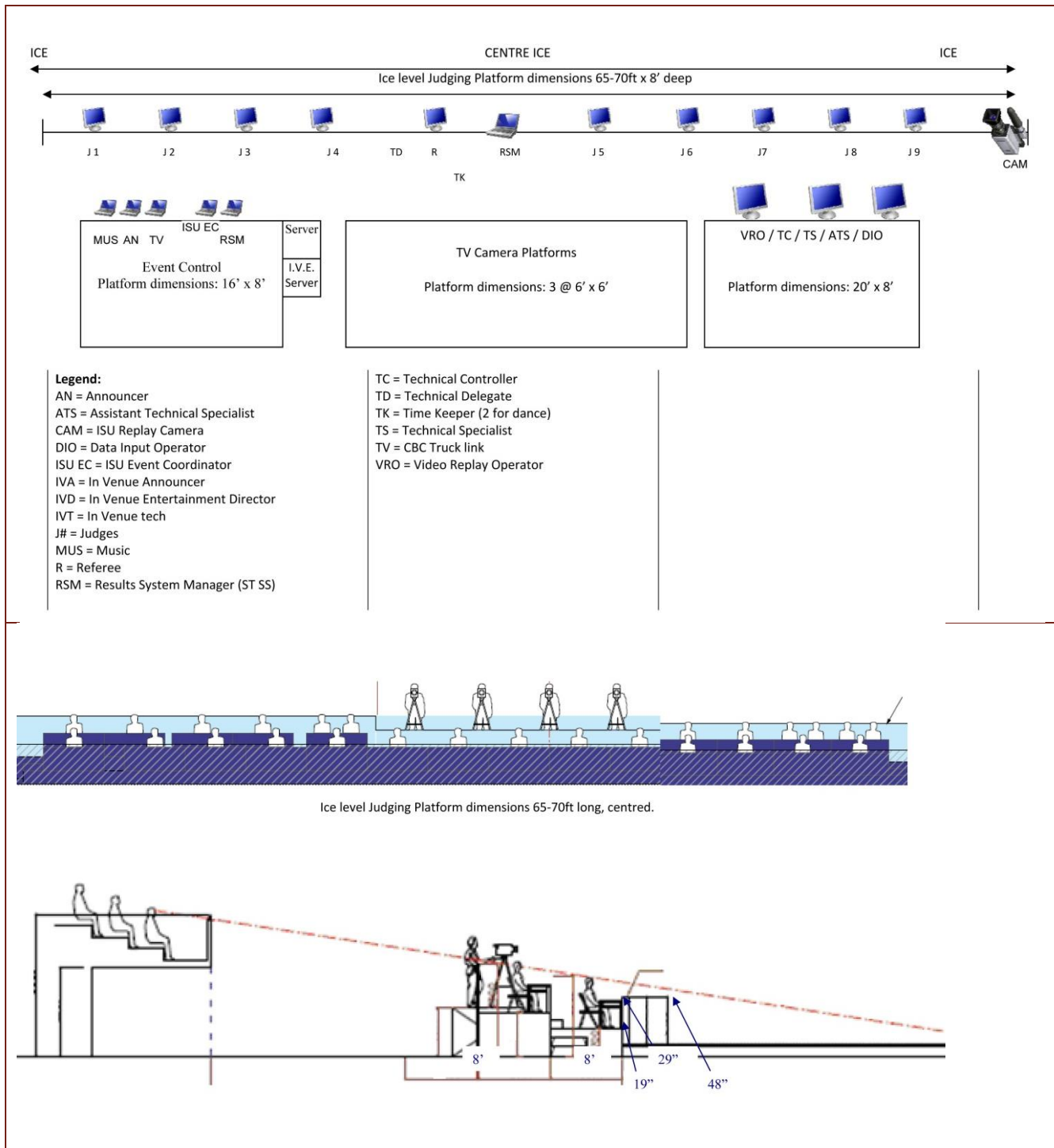


Friday April 1				Saturday April 2			Sunday April 3			
MR	PR	Off-Ice	Off-Ice	MR	Off-Ice	Off-Ice	MR	Off-Ice	Off-Ice	
P 06:30										06:30
S 25' 06:55				P 07:00						07:00
07:30				F 30' 07:30						07:30
07:55		08:00		08:10	08:00			08:00	08:00	08:00
08:30		TPR-D (Hotel)		08:40	TPR-M (Hotel)			TPR-L (Hotel)	RTD-P (Hotel)	08:30
08:55		09:00								09:00
M 09:30		09:15		L 09:20	09:15			09:15		09:30
F 40' 10:10	L 10:00	RTD-D (Hotel)		F 35' 09:55	RTD-M (Hotel)			RTD-L (Hotel)		09:30
11:00	40' 10:40			10:40				EXH 1st part	10:00	10:00
11:40	11:30			11:15	11:15			EXH Final		10:30
12:20	12:10			11:50				EXH 2nd part		11:00
	12:50	JS 12:30			JS 12:10			12:00		11:30
		PS			PF				P 12:30	12:00
									L 13:00	12:30
13:15				12:54					SM	13:00
P				P					SM	13:30
S				F						14:00
								14:00		14:00
								EXH		14:30
										15:00
										15:30
										16:00
										16:30
										17:00
										17:30
										18:00
										18:30
										19:00
										19:30
										20:00
										20:30
										21:00
										21:30
										22:00
										22:30
										23:00
										23:30
										00:00

- M Men
- L Ladies
- P Pairs
- D Ice Dance
- S Short Program/Dance
- F Free Skating/Dance
- EXH Exhibition
- OC Opening Ceremony
- VC Victory Ceremony
- SM Small Medals FS / FD
- DR Draw
- DR+15 15 min after previous event
- JS Judges Draw Seating Order
- STO Starting Order
- IJM Initial Judges Meeting
- TPM Technical Panel Meeting
- RTD Round Table Discussion
- TPR Technical Panel Review
- MR Main Rink
- PR Practice Rink
- Ice Resurfacing
- Group Change
- \* Starting Order

Subject to changes!  
as of: 22.03.2016

## 9. Appendix I – Sample Judges Stand Configuration



## 10. Appendix J – Accommodation Requirements

<b>Hotel I</b>	<b>Room Type</b>	<b>Tue Mar 17</b>	<b>Wed Mar 18</b>	<b>Thu Mar 19</b>	<b>Fri Mar 20</b>	<b>Sat Mar 21</b>	<b>Sun Mar 22</b>	<b>Mon Mar 23</b>	<b>Tue Mar 24</b>	<b>Wed Mar 25</b>	<b>Thu Mar 26</b>	<b>Fri Mar 27</b>	<b>Sat Mar 28</b>	<b>Sun Mar 29</b>	<b>Mon Mar 30</b>
Competitors	Single	-	-	-	1	7	52	59	61	61	61	61	60	40	2
	Double	-	-	-	-	4	58	63	63	64	63	63	62	58	-
Coaches	Single	-	-	-	1	3	55	74	76	76	75	75	70	36	2
	Double	-	-	-	-	4	19	25	27	27	27	28	27	12	-
Team Leaders / Assistant Team Leaders	Single	-	-	-	-	4	32	35	36	36	36	36	36	20	1
	Double	-	-	-	-	-	10	10	10	10	10	10	10	3	-
Team Officials	Single	-	-	-	-	1	18	23	31	30	32	32	34	12	2
	Double	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Team Medical Staff	Single	-	-	-	-	1	18	18	19	18	18	17	16	8	2
	Double	-	-	-	-	6	7	7	7	7	7	7	7	7	-
Chaperones	Single	-	-	-	1	2	18	21	27	30	30	30	29	21	3
	Double	-	-	-	-	-	6	6	6	9	10	11	10	6	-
<b>Hotel I Summary</b>	<b>Single Queen or King</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>18</b>	<b>193</b>	<b>230</b>	<b>250</b>	<b>251</b>	<b>252</b>	<b>251</b>	<b>245</b>	<b>137</b>	<b>12</b>
	<b>Dbl/Dbf or QQ</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>100</b>	<b>111</b>	<b>113</b>	<b>117</b>	<b>117</b>	<b>119</b>	<b>116</b>	<b>86</b>	<b>0</b>
	<b>Bedroom Suite</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>0</b>
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>38</b>	<b>303</b>	<b>351</b>	<b>373</b>	<b>378</b>	<b>379</b>	<b>380</b>	<b>371</b>	<b>228</b>	<b>12</b>





<b>Hotel II</b>	<b>Room Type</b>	<b>Tue Mar 17</b>	<b>Wed Mar 18</b>	<b>Thu Mar 19</b>	<b>Fri Mar 20</b>	<b>Sat Mar 21</b>	<b>Sun Mar 22</b>	<b>Mon Mar 23</b>	<b>Tue Mar 24</b>	<b>Wed Mar 25</b>	<b>Thu Mar 26</b>	<b>Fri Mar 27</b>	<b>Sat Mar 28</b>	<b>Sun Mar 29</b>	<b>Mon Mar 30</b>
ISU Representatives	Single	2	2	3	4	21	30	35	40	38	38	38	37	26	-
	Double	-	-	-	-	-	-	1	1	1	3	3	2	2	-
Officials	Single	1	3	5	7	12	25	80	100	100	100	100	90	48	-
	Double	-	-	-	-	1	8	15	15	15	15	15	15	2	-
ISU Sponsors	Single	-	-	1	2	3	6	19	25	34	36	38	39	23	2
	Double	-	-	-	1	1	1	1	5	1	4	7	6	2	-
Skate Canada Sponsors	Single	-	-	-	-	-	-	10	10	10	10	10	10	5	-
	Double	-	-	-	-	-	-	10	10	10	10	10	10	5	-
Skate Canada Staff	Single	8	11	16	17	19	18	21	28	29	30	30	23	21	-
	Double	1	2	3	3	3	3	14	12	11	10	10	12	3	-
Skate Canada Suppliers	Single	-	2	16	19	20	16	20	27	27	30	30	28	21	12
	Double	-	-	-	-	-	-	3	3	3	3	3	3	2	-
Skate Canada Board of Directors / Section Chairs	Single	-	-	1	2	3	3	3	14	15	19	20	15	11	-
	Double	-	-	-	-	-	-	-	10	10	10	10	10	-	-
Skate Canada Guests (Including Hall of Fame)	Single	-	-	1	1	1	1	2	14	30	35	35	35	5	-
	Double	-	-	-	-	-	-	1	3	10	15	15	15	10	-
Volunteers / Local Organizing Committee	Single	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Double	8	12	22	22	25	25	25	25	25	25	25	25	20	5
<b>Hotel II Summary</b>	<b>Single Queen or King</b>	<b>11</b>	<b>18</b>	<b>43</b>	<b>52</b>	<b>79</b>	<b>99</b>	<b>190</b>	<b>258</b>	<b>283</b>	<b>298</b>	<b>301</b>	<b>277</b>	<b>160</b>	<b>14</b>
	<b>DbI/DbI or QQ</b>	<b>9</b>	<b>14</b>	<b>25</b>	<b>26</b>	<b>30</b>	<b>37</b>	<b>70</b>	<b>84</b>	<b>86</b>	<b>95</b>	<b>98</b>	<b>98</b>	<b>46</b>	<b>5</b>
	<b>Bedroom Suite</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>0</b>
	<b>Total</b>	<b>20</b>	<b>35</b>	<b>71</b>	<b>81</b>	<b>122</b>	<b>149</b>	<b>273</b>	<b>355</b>	<b>389</b>	<b>413</b>	<b>419</b>	<b>395</b>	<b>221</b>	<b>19</b>

<b>Hotel III</b>		<b>Room Type</b>	<b>Tue Mar 17</b>	<b>Wed Mar 18</b>	<b>Thu Mar 19</b>	<b>Fri Mar 20</b>	<b>Sat Mar 21</b>	<b>Sun Mar 22</b>	<b>Mon Mar 23</b>	<b>Tue Mar 24</b>	<b>Wed Mar 25</b>	<b>Thu Mar 26</b>	<b>Fri Mar 27</b>	<b>Sat Mar 28</b>	<b>Sun Mar 29</b>	<b>Mon Mar 30</b>
Television Staff	Single	-	-	2	2	25	39	60	89	95	95	95	95	93	77	1
	Double	-	-	4	8	23	41	77	101	110	110	110	110	101	67	5
Media	Single	-	-	1	1	11	25	44	53	53	53	53	53	53	28	4
	Double	-	-	-	-	1	1	5	11	12	12	12	12	12	5	1
Observers	Single	-	-	-	-	-	21	29	29	30	28	29	29	29	6	-
	Double	-	-	-	-	-	1	1	1	5	7	9	9	9	-	-
Ancillary Events	Single	-	-	-	-	-	-	-	4	29	31	31	31	30	-	-
	Double	-	-	-	-	-	-	-	1	11	9	9	9	9	-	-
<b>Hotel III Summary</b>	<b>Single Queen or King</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>36</b>	<b>85</b>	<b>133</b>	<b>175</b>	<b>207</b>	<b>207</b>	<b>208</b>	<b>205</b>	<b>111</b>	<b>5</b>	
	<b>DbI/DbI or QQ</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>24</b>	<b>43</b>	<b>83</b>	<b>114</b>	<b>138</b>	<b>138</b>	<b>140</b>	<b>131</b>	<b>72</b>	<b>6</b>	
	<b>Bedroom Suite</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>11</b>	<b>60</b>	<b>128</b>	<b>216</b>	<b>289</b>	<b>345</b>	<b>345</b>	<b>348</b>	<b>336</b>	<b>183</b>	<b>11</b>	

<b>HOTEL TOTAL</b>	<b>Tue Mar 17</b>	<b>Wed Mar 18</b>	<b>Thu Mar 19</b>	<b>Fri Mar 20</b>	<b>Sat Mar 21</b>	<b>Sun Mar 22</b>	<b>Mon Mar 23</b>	<b>Tue Mar 24</b>	<b>Wed Mar 25</b>	<b>Thu Mar 26</b>	<b>Fri Mar 27</b>	<b>Sat Mar 28</b>	<b>Sun Mar 29</b>	<b>Mon Mar 30</b>
Single Queen or King	11	18	46	58	133	377	553	683	741	757	760	727	408	31
DbI/DbI or QQ	9	14	29	34	68	180	264	311	341	350	357	345	204	11
Bedroom Suite	0	3	5	8	19	23	23	23	30	30	30	30	20	0
<b>Total</b>	<b>20</b>	<b>35</b>	<b>80</b>	<b>100</b>	<b>220</b>	<b>580</b>	<b>840</b>	<b>1017</b>	<b>1112</b>	<b>1137</b>	<b>1147</b>	<b>1102</b>	<b>632</b>	<b>42</b>