

—JEUX DU—  
**CANADA**  
—GAMES—

# 2023 Northwest Territories Report

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**DELTA**  
HOTELS AND RESORTS

  
by KIMIKIT

  
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## **Introduction**

The Canada Games Council was invited to visit Yellowknife, Northwest Territories (NWT) to review existing venues and infrastructure regarding the opportunity for NWT to host the 2023 Canada Winter Games. The hosting rotation has been reserved for NWT and the Territory has every intention on fulfilling on their obligation to host the Canada Winter Games in 2023.

Patrick Kenny (Director, Marketing and Sponsorship) and Chris Morrissey (Consultant) visited and toured Yellowknife with officials from the City of Yellowknife and the Government of NWT. A full day was reserved to visit existing venues and facilities.

Overall, the City of Yellowknife has a good selection of winter sport and indoor venues. The significant limitations at the sport venues will be the Back of House (BOH) space and the seating capacity. Additional BOH space can be accommodated with tents and trailers, however most venues have limited space available to add more seats that may be required or desired.

In addition, there will be some sports that will be challenging, including Alpine Skiing, Snowboard and Freestyle skiing. Some of these sports can be hosted in Yellowknife, but a more comprehensive study should be completed by engineers and a snow sport expert. An alpine ski hill currently doesn't exist and consideration will have to be made regarding alpine hosting requirements for 2023.

The Athletes' Village will be another challenge, but given the timing of this report, there is enough time to consider a strategy and plan to accommodate the hosting standards for the Village.

This report provides feedback only on the sport and non-sport venue requirements. Volunteer, sponsorship and leadership capacity are additional issues that have not been considered in this report.

It should be noted that Yellowknife has had a strong tradition of hosting many Arctic Winter Games, has a vibrant industrial community and has a thriving economy. .

**Yellowknife Quick Facts:**

**Population:** 19,234

**Weather**

*Snowfall (annual): 151"*

**Temperature:**

*February – H (-18), L (-28)*

*March - H (-11), L (-23)*

*Average Age: 32 years (National Average: 39)*

*French Speaking: 4% of population*

*Aboriginal: 22% of population*



## Sport Venues

### *Summary of Potential Sport Competition Venues*

Venue	Sport Options
St. Pats/Weledeh	Archery/Shooting/Wheelchair Basketball/Table Tennis
Racquet Club	Squash
Sir John Franklin	Judo
Yellowknife Community Arena	Ringette/Hockey (185 x 85)
Curling Club	Curling (Male/Female)
Yellowknife Ski Club and Biathlon Range	Cross Country/Biathlon
Multiplex	Short Track/Figure Skating/Hockey (Male/Female)
Yellowknife Fieldhouse	Badminton/Artistic Gymnastics/Judo/Archery/Target Shooting
Bristol Pit	Snowboard*/Freestyle/Alpine (Slalom)
Ecole St Joseph School	Judo
Mildred Hall	Mission Centre/Village Support

\*Needs verification of meeting the minimum technical requirements for the Field of Play.

# **Sport Venues**

## **Racquet Club**

### *Squash*

The Racquet Club is an existing facility and has hosted regional and national championships. There are currently four courts that will meet the hosting requirements for the Games. There is adequate BOH space, but has limited seating.

While not necessary, consideration for a rented glass squash court could be made to create a show court inside another facility. This could add additional seating capacity and would be a good enhancement for the Games.

## **Curling Club**

### *Curling*

The Yellowknife Curling Club is an existing venue with eight curling rinks. This exceeds the minimum technical requirements and temporary seating can be added to some of the sheets to accommodate spectators and athlete seating. There is limited BOH space, but this is typical in most curling clubs in the country. Some work may be required to ensure that this venue can meet broadcast requirements, but technically, it meets Canada Games hosting standards.

## **Mutliti-plex (2002)**

### *Short Track Speed Skating*

The multi-plex is an existing twin pad arena. The venue is bright with about 1,000 seats on the International Ice size surface. This venue can accommodate Short Track Speed Skating as one surface is 100' x 200'. BOH space is limited, but there are options (inside and out) for sharing operational spaces with other sports in this venue.

### *Figure Skating*

The second ice surface 85' x 200' at the multi-plex can host Figure Skating. This venue is bright as well, but has limited seating. The international ice surface can be used as a warm-up venue, and there is enough space for the judges stand in the players benches although this will also require a reduction in seating capacity due to seat-kills. Consideration will need to be made for the sport schedule to accommodate the international ice surface being used as a warm-up venue.

### *Hockey*

The multi-plex can accommodate hockey for the Games. Serious consideration to the sport schedule is needed to accommodate the suggested sports at this venue. Limitation for hockey will be seating, as Hockey's governing body has requested a minimum spectator seating capacity (3,000) given the prominence of this tournament for Hockey Canada, scouts and supporting leagues.

The international ice surface has more seats (irregular ice surface), so it is recommended a discussion with Hockey Canada should occur well in advance of the award of the Games.

### **Yellowknife Ski Club and Biathlon Range**

#### *Cross Country Skiing*

The venue is an existing club with trails and a clubhouse. The trails will need to be homologated to ensure they meet Canada Games hosting standards. The stadium area will need to be expanded and a finish tower constructed. These upgrades should be estimated and Class C estimates attained.

This sport includes para-nordic events, thus an evaluation of upgrades would be needed and be considered to make the venue accessible for these events.

### *Biathlon*

This venue is an existing club with skiing trails, a range and clubhouse. The range currently is not big enough to meet hosting standards and further study is needed to ensure there is enough real estate for the range and penalty loop. This should be done in concert with the cross-country skiing evaluation to ensure these two sports can be accommodated using the trails that need to be developed.

### **Frame Lake**

#### *Long Track Speed Skating*

Currently this venue does not meet Canada Games standards. Frame Lake is used as a skating oval. It also has a developed area for a festival site that was used for the 2010 Torch Relay. It is adjacent to City Hall and currently a Zamboni room exists that houses the ice resurfacer for the winter season. An evaluation of this venue needs to be done, but there appears to be enough space to accommodate a 400 meter oval. Given the winter conditions in Yellowknife, several other venues could be considered and this sport should not have an issue with finding an appropriate site that meets all standards.

### **Yellowknife Field House**

This new venue is very bright and spacious. A number of sports can be accommodated at this venue, however, given some the technical requirements for Field-of-Play, it is suggested that at a minimum, Gymnastics and Badminton be hosted at this site. Both sports require significant floor space and Badminton

requires a minimum ceiling clearance, which can be accommodated at this venue. Limitations of this venue include seating and BOH space. There is adequate space outside the venue to accommodate temporary space if required.

#### *Gymnastics*

Gymnastics requires 17,600 square feet (110' x 160') of floor space, with a 6.5m ceiling clearance. Either field can accommodate the FOP requirements. There are some spaces that can be used for athlete change rooms and officials areas, but there is limited additional other space available. Existing gymnastics club could be used as a warm-up area.

#### *Badminton*

Badminton requires XX,xxx square feet of floor space, with a 10m ceiling clearance. Either field can accommodate the FOP requirements and a sub floor and rented or purchased badminton sport courts will be required. There are some spaces that can be used for athlete change rooms and officials areas, but there is limited additional other space available.

#### *Table Tennis/Judo/Archery*

Each of these sports require substantial space for FOP. Given the length of the field house, two of these sports can be selected for this venue. There is no noise barrier currently between the two field houses, so this limitation should be considered in the selection of sports by week and in terms of event scheduling. A large curtain could also be considered to assist with the dampening of noise from each side.

## **Ruth Inch Memorial Pool or New Build**

### *Synchronized Swimming*

The current facility does not meet standard, therefore the existing building would need to undergo significant changes or a new building be constructed. In preliminary discussions, it is anticipated that Yellowknife may be planning a new pool before the 2023 Games. If this is the case, a new 25m, 8 lane pool that meets the pool depth requirements will be needed to host Synchronized Swimming. Pool deck space is also required, and thus it is recommended that before any final designs are completed, that the Canada Games Council be consulted on technical requirements so that these can be incorporated into any future construction plans.

## **Yellowknife Arena**

### *Ringette*

This arena has an ice surface that is irregular (85' x 185'). While this does not meet the technical requirement, it is advised that the Canada Games Council contact Ringette Canada to discuss. This is a good venue with adequate seating space and dressing rooms.

### *Hockey*

This arena has an ice surface that is irregular (85' x 185'). This is a good venue with adequate seating space and dressing rooms. It is advised that the Canada Games Council contact Hockey Canada to discuss the availability and suitability of the rinks in Yellowknife. The complicating factor for Hockey is the requirement for two ice surfaces of similar size. Currently all three rinks in Yellowknife are different sizes.

## **St. Patrick High**

### *Wheelchair Basketball*

This venue meets the FOP requirements for Wheelchair Basketball. There are enough classrooms to accommodate the team rooms and BOH space requirements. Seating will have to be considered.

### *Judo, Table Tennis or Target Shooting*

This venue should be used during both weeks and either Judo, Table Tennis or Target Shooting can be accommodated at this venue. All three sport's FOP requirements can be met and there is plenty of BOH space to support. Table Tennis or Target Shooting would be the likely candidates, as it would be easier to accommodate their floor requirements at this site.

## **Bristol Pit**

### *Snowboard*

This current venue is not developed to its full potential. It appears to have real estate available to host some of the snowboard events for the Games. It is advised that further study and cost estimates be performed to ensure that the snowboard events can be accommodated.

### *Freestyle Skiing*

This current venue is not developed to its full potential. It appears to have real estate available to host some of the freestyle events (aerials, moguls and half-pipe) for the Games. The half-pipe can be shared with snowboard once it is developed. It is advised that further study and cost estimates be done to ensure that the freestyle events can be accommodated. Freestyle requires the most snow of all



the snow sports, so additional information will be required to evaluate the snow fall (or snow making) capacity to accommodate the requirements for each of the events.

### **Ecole Sir John Franklin High School**

This school has a gymnasium space (28.5m x 23.3m) with low ceiling height (approximately 20') which makes it difficult to use for most sports. There are approximately 20 classrooms and additional support space available. Some sports (Table Tennis or Judo) may be able to be hosted in the gymnasium space but seating will be a limitation. This is a very nice venue and should be considered into the mix.

### **Not Able to Meet Standards in Territory**

Alpine Skiing could not be hosted in NWT. An alternative could be that the slalom competition be hosted in Yellowknife (Bristol Pit) and the remaining events be hosted in Whitehorse, YK (Mt. Sima). Travel requirements and the need for a satellite village for the duration of the event including costs to feed and house the athletes would need to be considered within operational costs.

# **Non Sport Venues**

## **Opening/Closing Ceremonies**

Currently, there is no venue large enough to accommodate the seating requirements for the Opening and Closing Ceremonies. For past Arctic Winter Games, a large temporary structure has been erected to accommodate the seating and production requirements for the ceremonies. This venue could also be adapted to be a Festival site or support venue if required. It is recommended that appropriate cost estimates be done for such a structure, as this could be an expensive undertaking for the required upgrades needed for a venue's temporary use. .

## **Mildred Hall**

### *Mission Centre/Equipment Storage*

Several schools that were visited can accommodate the Mission Centre or equipment storage. Mildred Hall is one of the larger schools and is centrally located. It has enough classroom and gymnasium space for both purposes. The gymnasium spaces are not large enough to accommodate any sports, however, they could make ideal drying areas for sports like Ringette and Hockey.

## **Additional Venues Visited:**

### **J.H Sissons**

This school has a gymnasium space (52' x 88') with ceiling height (20') that makes it difficult to use for most sports. There are 15 classrooms and additional support space available. The space is very functional, however no use has been identified at present.

### **William McDonald Middle School**

This school has a gymnasium space (28.2m x 18.1m) with low ceiling height (approximately 20') that makes it difficult to use for most sports. There are 19 classrooms and additional support space available. The space is very functional, however no use has been identified at present.

### **Ecole Sir John Franklin High School**

This school has a gymnasium space (28.5m x 23.3m) with low ceiling height (approximately 20') that makes it difficult to use for most sports. There are approximately 20 classrooms and additional support space is available. There is a theatre that seats 313 and also multi-media capabilities (TV Studio). This could be a potential media or broadcast centre. Some sports (Table Tennis or Judo) may be able to be hosted in the gymnasium space as well.

### **NJ MacPherson Elementary School**

This school has a gymnasium space (46' x 76') with low ceiling height (approximately 19') that makes it difficult to use for most sports. There are approximately 19 classrooms available. This venue can not accommodate any sports, but potentially can be a non-sport venue (volunteer centre/accreditation centre).

### **Range Lake North School**

This school has a gymnasium space (23.6m x 21.7m) with low ceiling height (approximately 7m) that makes it difficult to use for most sports. There are approximately 19 classrooms and additional support space available. This could be a potential practice venue or a non-sport venue.

**Ecole St. Joe's**

This school has a gymnasium space (TBD) with low ceiling height that makes it difficult to use for most sports. There are approximately 24 classrooms and additional support space available. This could be a potential practice venue or a non-sport venue.

**Ecole Allain St-Cyr School**

This school has a multi-purpose space (10m x 7.5m) with low ceiling height that makes it difficult to use. There are approximately eight classrooms and additional support space available. This could be a potential non-sport venue or temporary accommodation space (not athletes) if required.

## **Airport**

The Yellowknife Airport can more than adequately meet the Canada Games Council standards. Currently there are four commercial airlines that provide service to other cities in Canada from Yellowknife, including Vancouver, Calgary, Edmonton, Winnipeg, Ottawa and Nunavut. The airport has two asphalt runways; one is 7500' x 150' and the other is 5000' x 150'. The most common types of aircraft flying in and out of Yellowknife are: Boeing 737, Dash 7/8, Hercules, ATR 42, CRJ 200 and smaller aircraft.

The Northwest Territorial Government has also undertaken a study to develop an Airport Development Plan (2004) that was updated in 2008 that contains the projected development of the airport including extending the runway and tarmac area to accommodate greater air traffic capacity into the future. This plan more than adequately addresses any issues or hosting standards for the Canada Games.

## **Hotels - Non-Competition**

A list of hotels and room numbers were provided. Three issues have been identified:

1. Number of Hotel rooms: There does not appear to be enough hotel rooms to accommodate all stakeholders and support staff for the Games. Additional rooms/beds will be required through either bed/breakfasts or a robust Home-stay program.

2. Quality of Hotel rooms: Canada Games Council standards require minimum three star accreditation. Some hotels do meet this standard, but several do not or are not rated.
3. Banquet and meeting spaces – There appears to be a lack of meeting space available in the existing hotels. Some schools may be required to host spaces such as the Media Centre, Mission Centre, Accreditation Centre, etc. There appears to be enough schools in Yellowknife to accommodate these user groups.

#### **HOTEL SUMMARY**

<b>Hotel</b>	<b>Suggested Use</b>	<b>Rooms Available</b>	<b>Standard</b>
Explorer	VIP	187	175
Yellowknife Inn	Tech Reps/Officials	129	250
Chateau Nova	Mission	80	130
Super 8	Mission	66	130
Arinean Inn	Officials	43	250
Capital Suites	CGC/Sport Observers	53	42
Coast Fraser Towers	Broadcast/Media	58	40/125
Discovery Inn	Medical	41	20
Northern Lites	Tech Reps/Officials	26	250
<b>Totals</b>		<b>683</b>	<b>782</b>

### *Bed and Breakfasts*

These venues were not visited on site and given the amount of time between the site visit and 2023, many things can change. Several facilities identified as Bed and Breakfasts may increase the total room count.

### *Home-Stay Program*

Yellowknife has a history of organizing Home-stay Programs for Arctic Winter Games. Given the available limitation of hotel rooms, it is strongly recommended that a comprehensive Home-stay Program be developed.

### *Broadcast Requirements*

Broadcast requirements, cost and support will need to be considered early, as production subsidy costs are increasing and will be higher for NWT based on location and the number of existing media outlets. Venue media centre space will be also be a challenge based on the lack of additional usable space at venues.

### *Cultural Program and Protocol*

Yellowknife is rich with cultural options that showcase the region and the unique northern traditions. Thought should be given to potential locations that can meet the needs of government partners as well as Games populations that require servicing.



# **ATHLETES' VILLAGE**

## **Athletes Village**

Currently Yellowknife does not have a venue to accommodate the housing of 1,800 athletes per week. This is a significant part of the overall puzzle for hosting any Games. In addition, support space for the Village will also be required. Thus, any consideration of the Village will need to accommodate the additional spaces for food services, meeting spaces, entertainment areas, polyclinic and a potential Mission Centre.

Long-term planning will be required in order to facilitate the construction (temporary or permanent) of housing facilities for the Athletes Village for the Games. No existing building/facilities currently exist that meet the Canada Games Council standards. Identification and planning of potential end-users, funding sources and site considerations should commence as soon as possible.

This project should not be managed by the Host Society, as its' main purpose will be to stage the Games. Host Societies generally do not have the staff or financial resources required to lead such a project. Much lead time is required and it is recommended that this issue be dealt with before any bid is awarded.

### *Examples of past Villages:*

1999 Corner Brook – Temporary barracks from the Hibernia (construction site for oil and gas) site were given to the Host Society for \$1 by the provincial government. The Host Society identified the location of Village and the disposal of the units after the Games. The Host Society was also responsible to ready the site for hook-up of the modules and also the making good of the site post-Games.

2003 Bathurst/Campbellton –The construction of the Athletes’ Village was a responsibility of the provincial government and was a condition of the Agreement to Undertake for the Games. The temporary mobile homes were rented and several local suppliers were contracted to supply this housing on a temporary basis. The Host Society identified the location of the Village and the site preparation for the units.

2007 Whitehorse – Two permanent buildings were constructed after a thorough analysis of the community needs and a public consultation of end-users and funding sources. The two permanent complexes (a seniors residence and an affordable student housing residence) were erected and the entire project was managed and funded by the territorial government. The Host Society contributed \$2.7M towards the project. This was the projected “temporary cost” budget that was developed for the Host Society during the bid phase.

***Suggested timelines:***

Identification of End users – no less than five years out.

Identification of partners/funding sources – no less than four years out.

Design work – no less than three years out.

Construction start– no less than two years out.

### *Food Services*

1,800 athletes need to be housed and fed each week with ample ancillary facilities to ensure that the athlete experience is paramount. Several potential athlete services support venues were identified. School(s) are generally used as ancillary facilities such as: Polyclinic, Food Services, Entertainment Areas, Team Meeting Rooms, Equipment Storage, and Mission Centre.

Food services need to be provided from 6am till 11pm. A large footprint will be required for this and space will be needed for: Food Preparation Areas (Commercial Kitchen), Serving Area, Food Storage (can be containers or trucks),

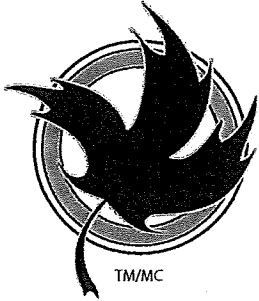
## Summary

Yellowknife is a thriving city with an unusual amount of venues and infrastructure for a city of its size. Many Canada Games sports can be hosted at existing venues with little required investment. There remains several venues that require significant investment, but this is not unusual given the nature of the Canada Games sports.

After careful consideration of existing facilities in Yellowknife, several venue issues would need to be seriously considered. These venues include:

1. Athletes Village – Having a solution that is properly estimated and considered in long-term capital plans for the city or territory would need to be committed.
2. Pool – Synchronized Swimming
3. Alpine Skiing – No existing ski operation is in place in Yellowknife. One consideration could be made to allow the Alpine athletes to be transported to Whitehorse, where an existing alpine venue exists.
4. Freestyle Skiing/Snowboard – A further analysis is required to ensure the Bristol Pit can accommodate these sports. Significant earth works and site work will be required to bring this venue to Canada Games standards.
5. Opening/Closing Ceremonies – A temporary or permanent venue needs to be constructed to accommodate the athletes, VIPS, media and spectators. Whitehorse accomplished this by erected a tent structure and as have previous Arctic Winter Games in Yellowknife.

6. Hockey – Consistent size of ice surface and total number of seats available are issues given the hosting standards. The sport schedule for ice sports also require four ice surfaces unless creative scheduling can be accommodated.



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# Appendix A

## Pictures of Venues

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# Appendix B

## Canada Games Hosting Standards

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# APPENDIX

## CANADA GAMES HOSTING STANDARDS



M - Mandatory G - Guiding	Standard
<b>Chief Executive Officer (10)</b>	
#10-G-01	The Host Society must develop a plan for "Sustainable Games" and ensure best efforts to create a positive environmental legacy.
#10-M-01	The Host Society must, within the Governance section of their Business Plan, create a staff structure designed to address the management of all the functional areas. The structure will also address the interaction between the Host Society and Canada Games Council staffs.
#10-M-02	The Host Society must conduct a post games economic impact study related to the hosting of the Games using the CSTA Steam Model.
#10-M-03	The Host Society must assume responsibility for travel, accommodation and associated expenses of representatives traveling to preceding same season Games.
#10-M-04	The Host Society shall budget and pay a \$400,000 rights fee to the Canada Games Council according to the payment schedule as determined by the Council.
<b>Board of Directors (12)</b>	
#12-G-01	1. The Board of Directors should not exceed 15 directors 2. The Host Society should also name a minimum of one Director from each of the business, legal and financial sectors to its Board of Directors. 3. The Host Society should complete its Board of Directors by naming individuals that reflect institutional and community stakeholders and knowledge of national sport and games organization.

<b>#12-G-04</b>	The Host Society Board should be finalized no later than 4 months after the awarding of the Games.
<b>#12-G-05</b>	The Host Society Board of Directors must set up a minimum of four Committees of the Board. 1. Executive Committee 2. Audit Committee 3. HR Committee 4. Legacy Committee. Terms of reference to be approved by Canada Games Council.
<b>#12-G-06</b>	The Host Society must follow the Canada Games Council life-cycle model as articulated in the Canada Games Council TOK Manual.
<b>#12-G-07</b>	The Chair and Board of Directors of the Host Society, in cooperation with the CEO or similar position and the senior managers, will recruit planning volunteers who will serve as Functional Leads on volunteer committees within Functional Units.
<b>#12-G-08</b>	All members of the Host Society Board of Directors must participate in the Transfer of Knowledge orientation session organized and presented by the Canada Games Council no more than one month after the board is confirmed.
<b>#12-G-09</b>	The Chair, at a minimum, must attend the preceding edition of the (same season) Canada Games.
<b>#12-G-10</b>	1. All functional areas that have a responsibility for the planning and management of venues (sport and non-sport) required and operated by the Host Society through the life of the Host Society must ensure safe and adequate access is provided to Athletes with a Disability. Access also includes the provision of suitable accommodations and other support facilities such as washrooms. Appropriate transportation for these participants needs to also be offered and provided by the Host Society. 2. In addition, all other functional areas, where people with disabilities may be involved with the Games, need to consider making accommodations to ensure greater access to the Games.
<b>#12-M-01</b>	The Host Society must incorporate as a non-profit organization under the Provincial/Territorial Societies Act (or similar legislation) in each official language, as approved by Canada Games Council.
<b>#12-M-02</b>	The Canada Summer Games are 18 days and must take place between August 1 and the third week in August. The Canada Winter Games are 18 days and must take place between mid-February and mid-March. The approval of the Canada Games Council must be secured before the dates of the Games are finalized and published.
<b>#12-M-03</b>	The Host Society must invite Canada, the Host Province/Territory and the Host Municipality to each nominate one voting member to the Host Society Board of Directors. The costs for these Directors will be borne by the respective Parties.
<b>#12-M-04</b>	The collective composition of the Board of Directors must reflect gender equity and diversity.

<b>#12-M-05</b>	The Host Society must invite the Canada Games Council to nominate two voting members to the Host Society Board of Directors. The costs for these Directors will be borne by the Canada Games Council.
<b>#12-M-06</b>	1. The Host Society will enter into a Joinder Agreement with the Canada Games Council which binds the Host Society to the Agreement to Undertake signed by the Host Municipality at the time of award of the Games. 2. The Host Society will enter in a Trademarks Licensing Agreement with the Canada Games Council that sublicenses the use of Trademarks owned by the Council. 3. The Host Society will enter into a Hosting Agreement with the Canada Games Council that deals with the fulfillment of the terms and conditions of the award of the Games as outlined in the Joinder Agreement, all operating issues related to the staging of the Games, the transfer of certain of the Council's exclusive marketing and sponsorship rights and properties and other bilateral operational matters for the Games.
<b>#12-M-07</b>	1. The Host Society will be required to sign contribution agreements with government funding partners that specify the terms and conditions governing funding. 2. The Host Society may also be required to sign a Multi-Party Funding Agreement that deals with Games related monetary matters, including the treatment of legacies; if a Multi-Party Funding Agreement is required, the Parties to the contract will be Canada, the Host Province/Territory, the Host Municipality, the Canada Games Council and the Host Society. 3. The Host Society must appoint at least one representative to join with the representatives of the Host Municipality, Host Province/Territory, Canada and the Canada Games Council to establish the Coordinating Committee. The Host Society must respect the role of the Coordinating Committee to oversee the implementation of agreements with the Partners and will participate in all monthly meetings with the Coordinating Committee to ensure increased coordination for the Games, a mechanism for issue resolution and to provide a forum for the discussion and resolution of issues arising from Partner Agreements.
<b>#12-M-08</b>	Within six months of the award of the Games, the Host Society Board of Directors must approve and implement a Host Society Directors Manual using the Canada Games Council template as a guide.
<b>#12-M-09</b>	As a matter of priority the Host Society Board of Directors shall approve and implement the following policies based upon current best practices and Canada Games Council templates. a. Confidentiality Policy b. Conflict of Interest Policy c. Financial Investment Policy d. Risk Management Policy e. Procurement and Contracting Policy f. Diversity and Access Policy g. Discrimination and Harassment Policy h. Privacy Policy i. Communications Policy j. Human Resources Policy (including the screening of staff and volunteers) k. Travel and Reimbursement of Expenses Policy
<b>#12-M-10</b>	The fiscal year of the Host Society will be April 1 to March 31 and the board of directors must not approve a budget for the Games that projects a deficit unless otherwise agreed to in writing by the Host Municipality or deficit guarantor.
<b>#12-M-11</b>	The Host Society must produce a semi-annual report on the Host Society's progress in implementing its business plan and identify any significant external or internal changes that affect the assumptions on which the business plan is based.

<b>#12-M-12</b>	Any statement of the Host Society of its Vision, Values and Mission must align with those of the Canada Games Council.
<b>#12-M-13</b>	1. The Host Society must produce, as part of the Business Plan, a legacy plan framework for sport; 2. The Host Society legacy plan for sport shall use the Canada Games Council Legacy Plan framework document as a guideline; 3. The Host Society legacy plan will incorporate the key legacy principles established by the Canada Games Council; 4. The Host Society will create a Legacy Committee to develop the Legacy Plan, and will include, among others, representation from the Council, Federal, Provincial and Municipal governments, should they wish.
<b>#12-M-16</b>	The Host Society Chair or CEO or similar position must present the most recent semi-annual progress report to the meeting of the Canada Games Council Board of Directors.
<b>#12-M-18</b>	1. The Host Society must produce a Business Plan within 12 months of the awarding of the Games and the Business plan will be developed based on the Canada Games Council template. 2. The Host Society will authorize its submission to the Council, Federal, Provincial and Municipal Governments for feedback and comment prior to approval by the Host Society Board of Directors; 3. Updates to the Host Society business plan will be provided to the Council, Federal, Provincial, Municipal Governments in a timely manner through the Coordinating Committee;
<b>#12-M-20</b>	The Host Society acknowledges that the official languages of the Games are English and French and undertakes to serve the members of the public, athletes, coaches, officials and provincial and territorial mission members in both languages, and communicate with and provide services to the public in both official languages. Without limiting the foregoing, the Host Society will comply with Canada's Official Languages Requirements, to be included in the Hosting Agreement.
<b>#12-M-21</b>	The Host Society must ensure that capital plans and agreements for new and upgraded venues clearly define the post-Games ownership and responsibility for ownership and that the Host Society has no ongoing operational or financial responsibility for the venues.
<b>Protocol (16)</b>	
<b>#16-G-01</b>	The Host Society must provide hospitality at the VIP's Den at the designated VIP hotel for the duration of the Canada Games. Refer to Canada Games Council's VIP and Hospitality Policies.
<b>#16-G-02</b>	1. The Host Society must integrate within its program, the four official receptions offered by the Canada Games Council, the Host Provincial/Territorial Government, the Host Municipality and the Host Municipality of the immediate next Games. 2. The Host Society must facilitate the scheduling, booking of venues, transportation and other logistical aspects required for these receptions.

#16-G-03	The Host Society must work with the Canada Games Council's national partner in the design and production of medals and ribbons based on the technical program and medal table provided by the Canada Games Council. Neither the medal nor the ribbon may be commercialized by any organization not approved by the Canada Games Council.
#16-M-01	The Host Society must respect the Canada Games Council policy on VIPs which defines all guest categories including the sport community, government partners and the associated benefits and provide for these within its operations budget.
#16-M-02	The Host Society must incorporate as an integral element of its organization of the Games the required protocol for medal presentations, Opening and Closing Ceremonies and any special events identified by Canada Games Council in its policies.
<b>Planning and Transfer of Knowledge (18)</b>	
#18-G-02	Different levels of Host Society staff must participate in Transfer of Knowledge orientation sessions organized and presented by the Canada Games Council at milestone points identified by the Canada Games Council. The Host Society employees and volunteers must participate in and assist in the delivery of the Canada Games Council Observer Program at the Games they organize.
#18-M-01	The Host Society must receive Canada Games Council staff and future Games' Host Societies' representatives in respect to the transfer of knowledge program, at the Games and other milestone times as designated by the Canada Games Council.
<b>Financial Services (22)</b>	
#22-G-01	The Host Society must develop a rate card for services and supplies that may be offered to Games Family no later than four months before Opening Ceremonies.
#22-M-01	<ol style="list-style-type: none"> <li>1. The Host Society must use the chart of accounts in accordance with the template provided by the Canada Games Council.</li> <li>2. The Host Society will provide financial reports for all elements of the budget according to the template provided by the Canada Games Council.</li> <li>3. The Host Society must maintain a budgetary control system with the objective of achieving at least a break-even position at the Games.</li> </ol>

#22-M-04

1. The Host Society must provide to Canada, the Host Province/Territory, the Host Municipality and the Canada Games Council an annual audited financial report within 90 days of the end of each of the Host Society's fiscal years during the period of preparation and wind-up of the Games. 2. The Host Society must submit to Canada, the Host Province/Territory, the Host Municipality and the Canada Games Council a set of audited financial statements covering the entire period of the Host Society's operations within 180 days of the closing of the event. 3. The Host Society will dispose of all real and personal property, meet all legal obligations and pay all of its debts within one year of the completion of the Games unless agreed to otherwise by the Host Municipality and the Canada Games Council. 4. The Host Society must make its audited financial statements, financial accounts and records available for examination or audit by Canada, the Host Province/Territory, the Host Municipality the Canada Games Council or their authorized agents.

**Risk Management (26)**

#26-M-01

1. In obtaining liability insurance with a licensed Canadian Insurer, the Host Society must save harmless and indemnify Canada, the Host Province/Territory, the Host Municipality, appropriate National Sport Organizations (NSOs) and the Canada Games Council. 2. The Host Society must ensure that Canada, the Host Province/Territory, and Host Municipality, appropriate National Sport Organizations (NSOs) and the Canada Games Council is identified as a named additionally-insured on insurance policies where applicable for the purpose of indemnification. Including confirmation of cross liability severability of interest.

#26-M-02

The Host Society will obtain commercial general liability insurance of no less than \$10 million, written on an occurrence form, including the additional named insured's identified in the above requirement number #26-M-01, Employees, Contract Employees, Volunteers, Officials, Referees, Judges, Coaches, members of the participating NSOs and/or PSOs, sponsors, and landlords as additional insured's with respect to the operations of the named insured. The policy should contain the following clauses and coverage;a) cross liability with severability of interest for all named and additional named insured's;b) Bodily Injury to Participants;c) Non-owned automobile coverage of no less than \$2,000,000, including sef 99, 96, and 94 with a limit on all Perils coverage of at least \$100,000 per vehicle d) Broad form blanket Contractual Liability.e) Broad form Property Damage) Contingent Medical Malpractice Liability (excluding Doctors except for defence) The coverage should contain no Warrantee Restriction on coverage limits or response to a legal action. The Host Society must obtain motor vehicle public liability, and comprehensive general property insurance

<b>#26-M-03</b>	The amount of insurance coverage can be phased in commensurate with the risks involved.
<b>Office Administration and Services (28)</b>	
<b>#28 M-01</b>	No later than six months after the bid award, an operating office must be established.
<b>Human Resources (30)</b>	
<b>#30-G-01</b>	The Canada Games Council awards the Canada Games approximately 4.5 years in advance of the Games; The Host Society Board of Directors must appoint a General Manager or CEO not later than six months after the awarding of the Games (or approximately four years (48 months) in advance of the Games).
<b>#30-G-02</b>	<ol style="list-style-type: none"> <li>1. The Host Society must engage the professional staff expertise necessary to execute all areas of the Games.</li> <li>2. The Host Society must be sensitive to opportunities for hiring persons with a disability, Aboriginal persons, ensuring gender and linguistic balance and a safe and welcoming environment in recruiting people for all levels of employees.</li> <li>3. The Host Society must recruit a minimum of 10% bilingual employees.</li> </ol>
<b>Volunteers (32)</b>	
<b>#32-G-01</b>	<ol style="list-style-type: none"> <li>1. The Host Society must develop a plan to recruit and train a minimum of 4,000 volunteers.</li> <li>2. The Host Society must be sensitive to opportunities for involving persons with a disability, Aboriginal communities, ensuring gender and linguistic balance and a safe and welcoming environment in recruiting people for all levels of volunteer positions.</li> <li>3. The Host Society must implement screening for every volunteer that is matched to the level of risk for each specific position in accordance with the standards specified by the Canada Games Council.</li> <li>4. The Host Society must recruit a minimum of 10%, in Canada's two official languages, volunteers to act as translators, interpreters, announcers, proofreaders, hosts and hostesses and staff for Media and Broadcast Centres and multiple-venue media centres.</li> </ol>
<b>Registration and Accreditation (34)</b>	
<b>#34-M-01</b>	The Host Society must manage the registration system for all Provincial / Territorial teams as per the Canada Games Council Registration Policy. The Host Society must use the technology solution provider for registration, as directed by the Canada Games Council.

#34-M-02	The Host Society must use the technology solution provider for accreditation, as approved by the Canada Games Council. The Host Society must ensure it has sufficient material, equipment, staff, hours of operation and space to provide a minimum of 12,000 accreditations prior to and during the Games and to deliver accreditation to a minimum of 2,000 persons/day during the peak period and must cover the cost of accreditation including all materials and equipment from within its operating budget. The Host Society must provide photo accreditation according to the accreditation categories and the respective levels of access for each category as defined in the Canada Games Council Accreditation Policy and Matrix.
#34-M-03	The Host Society must ensure that all athletes or legal guardians sign off on an electronic legally binding waiver. The waiver used must be supplied by the Canada Games Council. All waiver copies for all participants must be supplied to the Canada Games Council.
<b>Sports Operations (36)</b>	
#36-G-01	The Host Society must develop the sport event schedule as per the Canada Games Council Sport Scheduling Policy.
#36-G-04	1. The Host Society must provide \$60 per day (or a portion thereof when meals are provided at the venue) in lieu of food service for Major Technical Officials for the duration of their assignment in the Host City. 2. Arrival and Departure days are subject to the Canada Games Council Major Technical Officials and Sponsored Medical Personnel Travel and Reimbursement Policy. 3. Refer to the Canada Games Council's Food Services Policy.
#36-G-05	The Host Society must provide all the material and the equipment required for competition, practice and warm-up in all sports as defined by the sport specific venue and equipment requirements.
#36-G-06	1. The Host Society must provide Major Technical Officials with the clothing package given to local Games time volunteers in order to commemorate their participation in the Canada Games. 2. Other recognition items provided to Major Technical Officials must be in accordance to the Canada Games Council Major Technical Official's Recognition Policy.
#36-G-08	The Host Society must recruit locally and train all minor technical officials such as line judges, scorers and timers as identified by the NSO Technical Representative.
#36-G-09	The Host Society must organize two Technical Conferences for NSO Technical Representatives to be Co-Chaired with the Canada Games Council not more than two years in advance of the Games (for T1) and no more than six months in advance of the Games (for T2).



<b>#36-G-10</b>	The Host Society must provide hospitality at the Major Technical Officials' Den for the duration of the Canada Games. Refer to the Canada Games Council Hospitality Policy.
<b>#36-M-01</b>	The Host Society must recognize the authority of the NSO to determine requirements for Minor and Major Technical Officials. The NSO is responsible to appoint and train all Major Technical Officials. The total number of Major Technical Officials attending the Games cannot increase within six months prior to the Canada Games without approval of the Host Society.
<b>#36-M-02</b>	The Host Society must adopt a test event strategy. The Host Society must be prepared to host test events in the year leading up to the Games for all sports where the Canada Games Council, in consultation with the Host Society and NSO, identifies that additional hosting experience would be beneficial. In order to maximize the learning experience from each test event, every effort should be made to host the test event at the venue to be used during the Games. Each test event should include, at a minimum, the active involvement of the NSO Technical Representative and Sport Organizing Committee in order to test the field of play operations.
<b>#36-M-03</b>	1. The Host Society must organize the Canada Games program for the selected sports of the Canada Games in accordance to the Canada Games Council's Sport Venue Standards. 2. The Host Society must acknowledge the authority of the Canada Games Council to add events within a sport up to 24 months prior to Games time. 3. Within 24 months prior to the Games, any addition of events that result in significant increased costs to the Host Society must be approved by the Host Society. 4. The Host Society must acknowledge the authority of the Canada Games Council to modify events within a sport up to 18 months prior to Games time. 5. Within 18 months prior to the Games, any modifications to events that result in significant increased costs to the Host Society must be approved by the Host Society. 6. The Host Society must implement the Technical Package for each sport, as developed by the Canada Games Council with National Sport Organizations (NSO). 7. The Canada Games Council is the final authority on the Technical Package. 8. The Host Society must recognize the authority of the NSO Technical Representative to approve the Field of Play (approval subject to the conditions detailed out in the Canada Games Council / NSO Sport Selection Agreement).

#36-M-04

1. The Host Society must provide and pay for the travel, accommodations, meals and local transportation of the NSO Technical Representatives attending the 1st NSO Technical Representatives meeting (T1). 2. The NSO must provide and pay for the travel and accommodations of their Technical Representative to attend the 2nd NSO Technical Representative meeting (T2). The Host Society is responsible for providing and paying for meals and local transportation costs of the NSO Technical Representatives attending T2. 3. The NSO will be responsible to provide and pay for the travel, accommodations, meals and local transportation costs for the first sport-specific planning session (other than T1). 4. The Host Society will be responsible to provide and pay for the travel, accommodations, meals and local transportation costs of any other required planning sessions (other than T2), for either minor officials training clinics or venue inspections by the NSO Technical Representative.

#36-M-05

The Host Society must provide all competition venues with scoreboards.

**Sport Venue Operations (40)**

#40-G-01

The Host Society must select sport venues within reasonable proximity and not exceeding 30 minutes drive to the Athletes' Village. The Canada Games Council must approve the specific venue situations where venues requiring specific topography are located at a distance greater than a 30 minute commute from the Games Village. The desired maximum allowable commute for such venues is 60 minutes.

#40-G-02

The Host Society must ensure that the sites of Opening and Closing Ceremonies have reserved parking space for two mobile tractor-trailer units and 400 amp three phase power for the mobile units.

#40-G-03

The Host Society must provide a medical room at each competition venue of a minimum of 250 – 500 sq. ft.

#40-G-04

The Host Society must set up Venue Results Centres in all sport venues to produce results.

#40-G-05

1. The Host Society must provide a small media work area equipped with tables/desks and chairs at each venue for media and the Sport Information Officer. 2. The Host Society must provide a Canada Games branded media mix zone for interviews as per the Canada Games Council Signage Brand Standards, in an area that is a direct link from field of play to locker room and ensure broadcast partners have first right to interview (according to Canada Games Council Media Access Guidelines). 3. The Host Society must establish photographer positions at all sport venues.

<b>#40-M-01</b>	1. The Host Society must secure an exclusive access agreement for competition venues and ancillary facilities, including concessions, merchandising, ticketing or other commercial operations, for the duration of the sport training and competition schedule. 2. The Host Society must ensure that the venues are clean of any signage that conflicts with sponsor/supplier agreements or conflict with the Council's Commercialization Policy.
<b>#40-M-02</b>	All sport venues must meet the Canada Games Council's Sport Venue Standards.
<b>#40-M-03</b>	The Host Society must set aside 25 reserved media seats at all venues and a minimum of 50 reserved seats at individual and team event finals as specified by the Canada Games Council.
<b>Capital Construction (42)</b>	
<b>#42-M-01</b>	The Host Society must conduct environmental impact studies as required for new venue construction according to the Canadian Environmental Assessment Act.
<b>#42-M-02</b>	The Host Society must secure the approval of the field of play design by the National Sport Organization prior to initiating new construction of sports venues.
<b>Venue Overlay (44)</b>	
<b>#44-G-01</b>	The Host Society must provide temporary ancillary facilities such as tents, fencing, shade structures, warming huts, stands and other utilities based on seasonal requirements.
<b>#44-M-01</b>	The Host Society must secure the approval of the field of play design by the National Sport Organization prior to initiating major renovations of sports venues.
<b>#44-M-02</b>	The Host Society must provide at a minimum all competition venues with speakers, and PA system.
<b>Signage, Pageantry and Fabrication (46)</b>	
<b>#46-G-01</b>	The Host Society must produce and provide all informational and directional signage for sport and non-sport venues consistent with the Canada Games Council Signage Brand Standards. The Host Society must work the approved Canada Games Council signage contractor.

<b>#46-M-01</b>	The Host Society must provide and produce composite field of play and sponsor signage at every venue consistent with the Funding Partners Recognition Policy and National Sponsorship Program. The Host Society must work the approved Canada Games Council signage contractor.
<b>#46-M-02</b>	The Host Society must work with the Canada Games Council's branding and signage manufacturer. The Host Society will work in partnership with the contracted partner to meet all signage and pageantry standards as per the Signage Brand Standards. The total percentage of generic Canada Games signage must be passed at no cost to the next Host Society. The current Host Society must budget for the cleaning of the signage before contributing it to the next Host Society.
<b>Village Accommodations and Services (48)</b>	
<b>#48-G-01</b>	The Village Plan must be provided to and approved by the Canada Games Council a minimum of 12 months before the Games; the planned assignment of space, housekeeping schedule and changeover schedule must be approved by the Council a minimum of 6 months before the Games.
<b>#48-G-02</b>	The Host Society must provide hospitality at the Coaches' Den for the duration of the Canada Games. Refer to Canada Games Council's Hospitality Policy.
<b>#48-G-03</b>	A minimum of 50 computers and internet access must be provided for the Athletes' Village.
<b>#48-M-01</b>	The Host Society must provide a Athletes' Village with required services in a safe and welcoming environment. (a) The Host Society must provide exclusive use of the Athletes' Village for athletes, coaches, managers, technical support and participant assistants. (b) The Athletes' Village must have the capacity to accommodate a minimum of 2,300 persons (Summer Games) or 1,800 persons (Winter Games) each week for lodging and food. (c) The Athletes' Village must be operational one day before the Opening Ceremony and remain open for 18 days in total. (d) The Athletes' Village must include: 1. Medical polyclinic (3000 sq ft) 2. Entertainment activities 3. Computer lounge 4. Village Information Centre 5. Space and internet access in a high-traffic area for Canada Games Council identified national partners and funding parties to set up nine 8'x10' display booths 6. Secure storage space for team equipment 7. Laundry 8. Quiet lounges provided in other parts of the Athletes' Village.
<b>(ii)</b>	Rooms/space must be grouped by gender and by provincial/territorial contingent.

(iii)	<p>1. Accommodation, whether private room or barrack-style, must not group more than 6 persons per assigned space. 2. Where barrack-style accommodation is used single beds or bunk beds must be provided and arranged in clusters for not more than six people and clusters must be divided by a floor-to-ceiling privacy divider.</p>
(iv)	<p>Assigned space must provide a minimum of 60 sq. ft. per single bed or 80 sq. feet per bunk bed for able-bodied athletes and 75 sq ft to 100 sq ft per single level bed for physically disabled athletes.</p>
(v)	<p>The Host Society must provide pillows, pillow cases and bedding.</p>
(vi)	<p>The Host Society must ensure that for all accommodation: 1. Rooms are able to be locked. 2. Hangers, clothes racks, mirrors and electrical outlets are provided. 3. Lavatory and shower facilities for able bodied participants, provide a minimum of: (a) 1 toilet per 10 males and 1 toilet per 8 females (b) 1 sink per 12 persons (c) 1 urinal per 25 males (in addition to the toilets) (d) 1 shower per 10 persons (e) Twice daily cleaning of shared lavatory and shower facilities. (f) Once daily cleaning for in-room facilities. 4. For physically disabled athletes, provide a minimum of: (a) 1 accessible bathroom (lavatory and shower facilities) for every three(3) daily wheelchair users. 5. The Canada Games Council will provide guidelines for accessibility within the Athletes' Village.</p>
(vii)	<p>The Host Society must provide for (1) cleaning of bedrooms every 48 hours, (2) daily cleaning of common areas including shared lavatory and shower facilities (3) Must provide a change of bedding on turn-around day. (4) Once daily cleaning for in-room facilities.</p>
#48-M-02	<p>1. The Host Society must establish a Mission Center in the Athletes' Village. 2 The Host Society must provide the following Mission Centre services: 20 offices each with a minimum of 250 sq. ft. and 3-4 work spaces (tables and chairs) for each of the 13 Provincial/ Territorial Missions, Canada Games Council, Sport Canada, the next two Host Societies and other Council identified sport partners. 3. A minimum of two meeting spaces one for 20 persons and one for 100 persons. A quiet lounge and kitchenette. 4. A minimum of 60 assigned parking spaces and passes (24 hour access). 5. The Mission Centre must open at a minimum 2 days prior to the Opening Ceremony and remain open until the conclusion of the Closing Ceremony.</p>
#48-M-03	<p>1. The Host Society must provide a minimum 3000 sq. ft. of space for the medical polyclinic with areas for reception, administration, record keeping, private examinations, physical therapy, taping, pharmacy (excluding narcotics), and a three-bed infirmary. 2. An isolation area must be identified that provides care and comfort. 3. The clinic must be operational from the opening of the Athletes' Village until its closure. 4. The clinic must be within walking distance of the residences. 5. Access to running water must be provided within the polyclinic.</p>

<b>#48-M-04</b>	The Host Society must provide a food services area with a minimum seating capacity of 700 at the Athletes' Village and meal production capacity of 900 people per hour.
<b>Mission Services (50)</b>	
<b>#50-G-02</b>	The Host Society must provide in lieu of accommodation and meals, a per diem payment of \$5,490 to the Mission staff of each province and territory.
<b>#50-M-01</b>	1. The Host Society must co-host with the Canada Games Council two Mission Conferences leading up to the Games, the first being held not earlier than 15 and not later than 12 months prior to the Games and the second not later than 5 months prior. The Host Society is responsible only for the on-site meeting costs. 2. The Host Society must also convene at its expense monthly Mission teleconferences in the last twelve months prior to the Games.
<b>#50-M-02</b>	The Mission Centre offices must be set up with a minimum of: 1 work station with computer, high speed internet access, 1 telephone line with user-pay long distance, a rate card for rental of additional services, equipment or supplies.
<b>#50-M-03</b>	1. The Host Society must provide 15 cars or minivans – one each for Provincial/Territorial Chefs de Mission, Sport Canada and the Canada Games Council for the duration of the Games. 2. The Host Society must make a minimum of fifty cars or mini-vans available for rent by the Chef de Mission, Sport Canada and the Canada Games Council. Users are responsible for the cost of rental and the fuel however the Host Society is responsible to negotiate the best possible rate for the period of the Games. The rental agreement must be in place for communication with Chefs de Mission by M1.
<b>Food Services (52)</b>	
<b>#52-M-01</b>	1. Meal times are to be planned according to the sport schedule and must be flexible starting as early as 6 a.m. and ending as late as 11 p.m. Food services (refreshments and grazing) must be available on a continuous basis during opening hours. 2. Menus must be planned by a nutritionist and meal preparation must be supervised by qualified personnel. 3. The Host Society must provide food at competition venues for athletes, coaches, managers, mechanics/technicians and participant assistants who are unable to access the cafeteria due to competition or practice schedules. Refer to the Canada Games Council's Food Services Policy.
<b>Accommodations (Non-competitors) (54)</b>	

<b>#54-G-01</b>	The Host Society must publish the list of accommodations available for athletes' families and visitors to the Games on its web site or in another printed form, no later than 6 months prior to the start of the Games.
<b>#54-G-02</b>	1. No later than 24 months prior to the Opening Ceremony, the Host Society will secure options on rooms in hotels, motels or other residences as per the requirements detailed under #54-G-03. 2. All rooms secured shall be a minimum of CAA or Canada Select 3-star (or provincial equivalent) rating. 3. Prior to confirmation, the Host Society shall provide to the Canada Games Council for approval all such agreements and support documentation detailing the CAA or Canada Select 3-star rating and a summary of the amenities and the location. 4. The contracts with each supplier shall detail dates required for confirmations, deposits, subsequent payments and the conditions under which options will lapse and the rooms returned to the respective suppliers. 5. In cases where the Canada Games Council, the Funding Partners, Provincial and Territory teams, Broadcasters and Media are responsible for the cost of own accommodation, the cost of the accommodation shall be no more than that charged to the Host Society for the same standard of room at the same hotel.
<b>#54-G-03</b>	The Host Society shall secure room/bed options (see #54-G-02) for the following client groups as per the durations detailed below:
<b>i.</b>	VIPs and VIPs (costs to be covered by users): a) 125 single occupancy rooms, including suites for special guests, 2 nights prior to (and including) the night of the Opening Ceremony b) 50 single occupancy rooms, including suites for special guests, 1 night prior to (and including) the night of the Closing Ceremony.
<b>ii.</b>	Canada Games Council (costs to be covered by users): a) 10 double occupancy rooms for Canada Games Council VIP guests 2 nights prior to (and including) the night of the Opening Ceremony b) 10 double occupancy rooms for Canada Games Council 2 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony.
<b>iii.</b>	Funding Partners (costs to be covered by users): a) 60 single occupancy rooms 2 nights prior to (and including) the night of the Opening Ceremony b) 60 single occupancy rooms, including suites for special guests, 1 night prior to (and including) the night of the Closing Ceremony.

iv.	Major Technical Officials (costs to be covered by Host Society's Sport Operations Division): a) 225 beds per week for Summer Games and 250 beds for Winter Games. b) the majority of beds are to be secured 2 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony. c) Rooms are to be no more than double occupancy. d) Major Technical Officials are to arrive 1 night prior to the start of practice days in their sport and leave once the competition is complete (exemptions may apply to certain sports that require technical expertise in commissioning the Field of Play). e) Technical Representatives and Head Officials are permitted to arrive 2 nights prior to the start of the practice days.
v.	Games Mission Staff (costs to be covered by PT Teams): 10 double occupancy rooms for each PT Team 3 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony.
vi.	Media and Broadcasters (costs to be covered by users): 125 single occupancy rooms (within proximity of the Media and Broadcast Centre) for 3 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony.
vii.	Sponsored Medical Personnel (costs to be covered by Host Society's Medical Division): 20 double occupancy rooms for 2 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony.
viii.	Multisport Service Organizations (costs to be covered by users): a) 20 single occupancy rooms for 2 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony. b) 2 additional single occupancy rooms must be made available starting Week 2 of the Games (turnaround day) up to (and including) the night of the Closing Ceremony. c) MSOs include (but are not limited to) the following Canada Games Council partner organizations: CCES, Athletes CAN, CAAWS, Sport Officials of Canada, SDRCC, Coaches of Canada, SIRC, Special Olympics Canada.
ix.	Future Host Society Observer Program (costs to be covered by users): 20 double occupancy rooms for 2 nights prior to the Opening Ceremony up to (and including) the night of the Closing Ceremony.
x.	Other requirements based on Host Society plans (i.e. sponsors, ceremony performers and other special invitees). Costs to be covered by the appropriate Functional Area within the Host Society.
#54-M-01	The Host Society must work with the Official Travel Supplier of the Canada Games Council.
<b>Security (56)</b>	



<p><b>#56-G-01</b></p>	<p>1. The Host Society is responsible for the privacy, property and personal safety of Games participants and Games' family members within Games' venues and while traveling within Games' vehicles. 2. The Host Society is responsible for protecting the physical and intellectual assets and revenue programs of the Society. 3. The Host Society must provide security and access control services at the Athletes' Village, all venues, all installations used during the Canada Games and for the public attending the Games. 4. The Host Society must provide training for all volunteer access control personnel and an orientation for all paid security personnel to ensure readiness for any situation.</p>
<p><b>Medical (58)</b></p>	
<p><b>#58-G-01</b></p>	<p>1. The Host Society must provide \$60 per day (or a portion thereof when meals are provided at the venue) in lieu of food service for Sponsored Medical Personnel for the duration of their assignment in the Host City. 2. Arrival and Departure days are subject to the Canada Games Council Travel Policy for Major Technical Officials and Sponsored Medical Personnel. 3. Refer to the Canada Games Council's Food Services Policy.</p>
<p><b>#58-G-03</b></p>	<p>Mission Staff are permitted treatment in the polyclinic for emergencies only.</p>
<p><b>#58-G-04</b></p>	<p>The Host Society must provide hospitality at the Sponsored Medical Personnel's Den for the duration of the Canada Games. Refer to the Canada Games Council Hospitality Policy.</p>
<p><b>#58-M-01</b></p>	<p>1. Beds and therapy tables in polyclinic must be accessible to physically disabled participants 2. Beds must be able to accommodate patients that need to sleep in the polyclinic overnight.</p>
<p><b>#58-M-02</b></p>	<p>1. The Host Society must arrange and pay for temporary provincial licensing of the volunteer Sponsored Medical Personnel selected by the Host Society and the Canada Games Council. 2. The Host Society must request and obtain from all Medical Personnel (sponsored or local) selected to the team, proof of license to practice in Canada together with a certificate of malpractice insurance.</p>
<p><b>#58-M-03</b></p>	<p>1. In collaboration with the Canada Games Council, the Host Society will select a Chief Medical Officer for the Games as per the requirements set forth by the Canada Games Council. 2. In collaboration with the Games Chief Medical Officer and the Canada Games Council, the Host Society must assemble a medical team and support personnel able to meet the requirements detailed in the Canada Games Medical Requirements Chart. 3. The Host Society must establish a working relationship and, if necessary, secure signed agreements for special services with local health board, medical services providers and the local hospitals.</p>

<b>#58-M-04</b>	The Host Society must arrange and pay for medical services to be available in the Athletes' Village and at sport venues as per the specifications detailed out in the Canada Games Medical Requirements Chart.
<b>#58-M-05</b>	1. Anti-doping control is the responsibility of CCES. The Host Society must sign an agreement with Canada Games Council and Canadian Centre for Ethics and Sport (CCES) that details the operational procedures involved with anti-doping controls. 2. The agreement is to be signed no later than 8 months prior to the Games. 3. The Host Society must bear operating costs such as testing facilities (or the rental of a RV), chaperones, administrative support and material for this service as per specified in the agreement.
<b>Transportation (internal) (60)</b>	
<b>#60-G-01</b>	1. The Host Society must provide a fleet of a minimum of 15 cars and 30 mini-vans, including drivers with TMR radios and a compatible dispatch service available to transport VIPs / VIPs, Media / Broadcasters, Chefs/Assistant Chefs, Sponsored Medical Personnel and Major Technical Officials. 2. A fleet of a minimum of 12 trucks and cube vans for logistical support must also be secured.
<b>#60-M-01</b>	Where a competition venue is more than 30 minutes distant from the Athletes' Village, the Host Society must provide coach buses to transport athletes. 2. In team sports, the Host Society must provide a dedicated bus for each team for transportation to and from all warm-ups, practices and competitions. 3. The Host Society must transport sport equipment to and from the Games Village to the warm-up/practice/competition venues.
<b>#60-M-02</b>	1. The Host Society must provide transportation to and from the airport for provincial/territorial teams arriving on charters, Canada Games Council staff, Major Technical Officials, Sponsored Medical Personnel, Media and Broadcast representatives, VIPs and VIPs. 2. Sport equipment and personal luggage of PT members must also be transported to (and from) the airport to the Athletes' Village equipment storage area(s) by the Host Society. Ground transportation of highly specialized / dangerous equipment (i.e. firearms, polevaults) must be factored into transportation plans. If applicable, the Host Society is also responsible to transport sport equipment and personal luggage to baggage sorting facilities. 3. Where the airport is more than 30 minutes distant from the Athletes' Village, the Host Society must provide coach buses to transport accredited Games participants.
<b>#60-M-03</b>	1. The Canada Games Council is responsible for selecting an official travel supplier and the transportation of all Provincial and Territorial teams to the Host City. The Host Society must work in collaboration with the Canada Games Council's official travel supplier to develop the requirements associated with arrival, departure, turnaround and airport/bus terminal needs for the travel days of the Games.

<b>#60-M-04</b>	1. The Host Society must organize a system for timely transportation reserved for Games participants, including athlete-spectators, between the Athletes' Village and the competition, practice and warm-up venues and to other areas where athlete services are provided. 2. The Canada Games Council must approve the Host Society's plan for ground transportation of Games participants before it is finalized. Refer to the Canada Games Council Internal Transportation Policy.
<b>#60-M-05</b>	The Host Society must work in collaboration with the official travel supplier to develop an efficient way of keeping track of sport equipment and luggage allowances as per defined by the Canada Games Council Personal Items and Equipment Transportation to the Canada Games Policy. Ground transportation of highly specialized / dangerous equipment (i.e. firearms, pole vaults) must be factored into transportation plans.
<b>Materials Management (62)</b>	
<b>#62-M-01</b>	The Host Society must have warehouse capacity from a minimum of two years prior to the Games until all assets are disposed or transferred, to store equipment acquired from previous Games, materials and equipment belonging to the Host Society, the domestic broadcaster(s) and Canada Games Council sponsors and partners.
<b>#62-M-02</b>	1. The Host Society must provide warehouse space for merchandise and signage provided by the Council licensed merchandiser and signage supplier. 2. The Host Society must provide warehousing for the Games torch, cauldron and Canada Games awards from the close of the immediate past Canada Games and must also attend to any required repair and maintenance.
<b>#62-M-04</b>	The Host Society must establish an inventory management system.
<b>Technology (64)</b>	
<b>#64-G-01</b>	The Host Society must provide an efficient telephone and radio system that will connect all Games operations. The centralized communications system must include all sport and non-sport venues, the Athletes' Village, Mission Centre, Games Operations Centre, Results Centre, Media Centre, dispatch headquarters and venue sites as well as TMR mobile radios for Games/ vehicles.
<b>#64-G-03</b>	Each media work area will be equipped with two user-pay long distance telephone lines, and internet access.
<b>#64-M-01</b>	The Host Society must provide up to 59 cell phones for the dedicated use of Chef de Mission (13), Canada Games Council (5), Sport Canada (1), NSO Technical Representatives (20) and Sport Information Officers (20).
<b>Technology (64)</b>	

<b>#66-G-02</b>	The Host Society must set up a Main Results Center (MRC).
<b>#66-G-03</b>	1. The Host Society must establish a system that ensures that Main Results Centre will receive timely and accurate results, verified by the NSO Technical Representative from each sport. The system must be approved by the Canada Games Council. 2. The Host Society must ensure that Main Results Centre is linked with the Games webmaster.
<b>#66-M-01</b>	The Host Society must collect and publish the final results on the official web site including primary results, secondary statistics (where collected), sport scoring, flag points and medal count.
<b>Technology (64)</b>	
<b>#68-G-02</b>	1. The Host Society must develop a web site that is linked with the Canada Games Council web site and URL address and that is live a minimum of 2 years prior to the Games. The Host Society domain names must be: www.XXXcanadagames.ca and www.jeuxducanadaXXXX.ca.
<b>#68-G-03</b>	Effective utilization of current information technology is critical to the success of the Canada Games. The Canada Games Council will provide access to a Games Enabling solution for participant registration, participant accommodations, volunteers, accreditation, sport results and scheduling and medical reporting. The Canada Games Council will provide access to an intranet solution for email, calendar, and document management. The Host Society must budget to use these tools.
<b>#68-G-04</b>	1. The Host Society must provide an information technology network in all sport and non-sport venues to support Games staff, Mission and Games Operation Centres, the Media and Broadcast Centres, the Canada Games Council, Sport Canada and other family members to be determined. 2. The Canada Games Council and Sport Canada require dedicated black and white printers in their mission center offices. 3. The full network must be operational when Mission centre opens. The Host Society must also be prepared to provide network access to Mission team members who bring their own equipment.
<b>#68-G-05</b>	The Main Results Centre must be fit out with a minimum of 8-12 workstations all with computers with internet access. The Main Results Centre must be fit out with a multi-functional unit that can print, photocopy, scan and fax. Each venue results center must have a dedicated work station with internet access and access to a multi-functional unit.
<b>Technology (64)</b>	

<b>#70-M-02</b>	The Host Society must provide 5 multi-functional units that can print, photocopy, scan and fax for the mission center.
<b>Broadcasting and Webcasting (72)</b>	
<b>#72-G-01</b>	1. In addition to the \$1M Broadcast expense budget the Host Society must provide at its expense the warehousing, scaffolding, storage, information, technical facilities, space requirements and attendant security etc. in accordance with the contracts signed by the national broadcasters and the Canada Games Council. 2. The Host Society must provide a Broadcast / Webcasting Centre that has: a. 6000 sq. ft floor space with 10 – 12 ft. ceiling height. b. An additional 1,000 sq. ft. of office/studio space. c. Adequate heating, air conditioning and ventilation. d. Provision for extensive power and phone line additions. e. The Centre must have washrooms. f. Dedicated parking for 20 vehicles. g. The Centre must be open on the Monday before the Opening Ceremonies.
<b>#72-G-02</b>	The Host Society must organize a minimum of one broadcaster / webcaster site visit to be co-hosted with the Canada Games Council not later than six months prior to the Games at a time when all of the venues are able to be viewed. The Broadcasters / webcasters will pay for their own travel costs but be serviced and hosted by the Host Society.
<b>#72-M-01</b>	1. The Host Society must meet the obligations as identified in the terms of the contract negotiated by the Canada Games Council with domestic broadcaster(s) and webcasters as identified at broadcast / webcast production meetings. 2. The Host Society must include \$1M (million) dollars in their expense budget for national broadcast coverage of the Games. This cost will in part cover broadcast production to guarantee national exposure and will provide commercial inventory that becomes the property of the Canada Games Council and Host Society.
<b>Community Relations (73)</b>	
<b>#73-G-01</b>	The Host Society must develop a community relations program targeted to the host and surrounding communities to generate awareness of the Games and makes it possible to recruit the required number of volunteers, educate corporate community about Games sponsorship opportunities and encourage ticket sales and media interest.
<b>#73-G-02</b>	The Host Society must use the Canada Games Council <i>Catch the Spirit</i> educational resource as the school education program and can begin these programs from the time of the awarding of the Games.
<b>#73-G-03</b>	Where the Host Society chooses to include a Mascot Program the plan and mascot names must be approved by the Canada Games Council.

<b>#73-G-04</b>	The Host Society Torch Relay, the plan for this (these) program(s) must be approved by the Canada Games Council. The Canada Games Roly Mclenahan Torch(es) are the only official torches to be used.
<b>Media Relations (74)</b>	
<b>#74-G-01</b>	1. The Host Society must include national media in the call for media accreditation and the Canada Games Council must approve all media accreditation. 2. The Host Society must ensure that all media are made aware of and observe the Canada Games Council Media Access Guidelines.
<b>#74-G-03</b>	1. The Host Society must provide a Media Centre with approximately 2,000 – 3,000 sq. ft. The Media Centre must be set up according to the information in the media relations procedures.
<b>Official Languages (75)</b>	
<b>#75-M-01</b>	The Host Society must cover the cost of translation from the Operating Budget.
<b>Marketing (76)</b>	
<b>#76-G-03</b>	1. The Host Society must use the Canada Games Council's Agency of Record or tender in cooperation with the Council for an Agency of Record. 2. The Host Society must work with the Agency of Record in developing a marketing and communications plan that incorporates research, mass media buy, advance purchase and placement and evaluation of the integrated Marketing and Communications plan.
<b>#76-G-05</b>	The Canada Games Council reserves the right to enter into multiple Games contracts with organizations contracted to perform market research and property valuation. Because the research is of benefit to each Games, the Host Society is required to support on-going research initiatives. The Host Society is also expected to conduct their own market research
<b>#76-G-08</b>	When the Host Society wishes to secure Canada Games athlete alumni as speakers for community relations it must make this request through the Canada Games Council and according to the Canada Games Council Athlete Ambassador program protocol. Best efforts are to be made to use Canada Games alumni. The Host Society is responsible for all costs associated with having an athlete alumni appear on its behalf.

#76-G-09	The Host Society must produce a Games-specific Graphics Standard Manual with the approval of the Canada Games Council.
#76-G-11	The Host Society must meet the obligations set out within the Multi-Sport Organization Agreements (MSO) developed by the Canada Games Council. Agreements are produced at a minimum of one year prior to Games-time with: Coaches of Canada, Special Olympics, SIRC, Sport Officials of Canada, True Sport, AthletesCan, CAAWS, SDRCC, CCES. The Canada Games Council and the Host Society are responsible for the servicing of these groups at Games-time.
#76-M-01	1. The Host Society must adhere to the Canada Games Council logo development standards when developing an event mark that matches the Canada Games corporate look and brand and builds equity in the national property. The Canada Games Council approved logo, must be the only logo used. 2. The Host Society must use the Canada Games copyright logo, word marks and pictograms as specified in the Canada Games Graphic Standards Manual.
#76-M-07	The Canada Games Council must approve of all Games slogans and taglines.
#76-M-08	The Canada Games song Supersonic is the official song of the Canada Games. As the official song of the Canada Games, the theme song must be the only official song used to represent the Games. The Host Society must adhere to the mandatory guidelines within the song policy, medal presentation policy, opening and closing ceremonies policy in reference to the song.
<b>Publications (77)</b>	
#77-G-01	1. The Host Society must produce hard copy or electronic versions of the following publications in both official languages - (a) 5,000 (Summer) and 3,800 (Winter) copies Athletes Handbook (b) 700 copies Media Services Handbook (c) 500 copies Major Technical Officials Handbooks (d) 700 copies VIP Handbook (e) 6,500 copies Volunteer Handbook (f) 6,500 copies Volunteer Manual (g) 25,000 copies Souvenir Event Program (h) 100,000 copies Event Guide (i) 1,000 copies of the Telecommunications Directory. All publications must be distributed to all stakeholders in a timely fashion.
#77-M-01	The Host Society must ensure that all publications, material and signage are produced consistent with the Canada Games Council Graphic Standards Manual.
#77-M-02	The Host Society must produce a telecommunications directory that includes all assigned and rental cell phone numbers.

**Corporate and Community Fundraising (78)**

<p><b>#78-M-01</b></p>	<p>The Host Society must integrate into the Canada Games Council national sponsor program and solicit sponsors while respecting any category exclusions resulting from national and multi-year partnerships in place at the time that Games are awarded. After the award of the Games, the Host Society will continue to work in collaboration with the Council in development of national multi-year partners.</p>
<p><b>#78-M-02</b></p>	<p>The Host Society must develop rights and benefit packages for local and regional sponsors in collaboration with and approved by the Canada Games Council.</p>
<p><b>#78-M-03</b></p>	<p>Sponsor Servicing: a. The Host Society must develop a sponsor servicing plan in accordance with the Canada Games Council Commercialization and Sponsorship Procedures and Funding Party/Canada Games Council Recognition Policy that is approved by the Canada Games Council and provides for implementation of the plan within the Host Society operational budget. b. The Host Society must organize a minimum of one conference a minimum of one year in advance of the Games to be Co-Chaired by the Canada Games Council; and must include Canada Games Council national sponsors, funding partners and national suppliers among those invited. Sponsors are responsible for the cost of their travel to the conference. The Host Society is responsible to cover meal, ground transport and accommodation costs of participants while in the host community.</p>
<p><b>#78-M-04</b></p>	<p>The Host Society must respect the sponsor categories retained by the Canada Games Council and work with the Council to open or protect any categories during the sales process.</p>
<p><b>#78-M-05</b></p>	<p>National partners are to be recognized as the top level of sponsors and as such, rights and benefits are to be fulfilled at an appropriate level by the Host Society at Games time.</p>
<p><b>#78-M-06</b></p>	<p>By working together with the Council, previous or next Games, the Host Society must work to increase financial resources, tools and resources in relation to sponsorship for future Games.</p>
<p><b>#78-M-07</b></p>	<p>The Host Society must respect the sales cycle and the priorities of the current Games.</p>
<p><b>#78-M-08</b></p>	<p>The Host Society must not contract any third party expertise or contractor without first investigating possible cost-sharing and possible overlaps in services with the Council or current Host Societies.</p>



<b>Merchandising (80)</b>	
<b>#80-M-01</b>	The Host Society must acknowledge the exclusive right of the Canada Games Council to develop merchandising and licensing programs.
<b>#80-M-02</b>	The Host Society cannot license any products, material or intellectual property to a third party without Canada Games Council approval.
<b>Ticketing (82)</b>	
<b>#82-G-01</b>	The Host Society must develop a ticketing strategy that is approved by the Canada Games Council no less than 18 months prior to the start of the Games and includes concept for ticket sales, pricing, individual and group packages, sales strategies, ticket allotments for VIPs, broadcaster kill seats and tickets required to meet the obligations specified in the Canada Games Council's Provincial/ Territorial Team Ticketing Policy.
<b>Opening and Closing Ceremonies (84)</b>	
<b>#84-G-01</b>	The Opening Ceremony sets the tone for the entire Games and must be inspiring. The Closing Ceremony should celebrate the accomplishments of athletes and volunteers. The Host Society must design and organize a professional quality Opening and Closing Ceremonies in a venue with a minimum non-participant capacity of 5,000 persons (Summer Games) or 3,000 persons (Winter Games). Host Society must adhere to the Canada Games Council Opening and Closing Ceremonies Policies.
<b>#84-G-02</b>	The Host Society must engage a professional producer/director for the ceremonies. The Canada Games Council must be engaged in the selection process. The Host Society must supply all technical support for the entertainment to be included in the Opening and Closing Ceremonies and provide for this within their operations budget.
<b>#84-M-01</b>	The Host Society must invite the Canada Games Council and the domestic broadcaster(s) / webcasters to participate in planning the production of both ceremonies.
<b>#84-M-02</b>	The Host Society must prepare plans and scripts for the Opening and Closing Ceremonies as per the Ceremonies policies and have them approved by Canada Games Council to ensure all protocol elements are properly integrated.

#84-M-03

The Host Society must ensure that all artists and performers (the "Entertainers") who contribute in any way to the ceremonies at the Canada Games (the "Ceremonies") sign agreements assigning all rights in their works or performances (the "Work") to the Host Society. Rights in the Work shall include, but are not limited to, copyright, neighboring rights (including performance rights, recording rights and broadcast rights), patents, and industrial designs in Work developed, created or published for the Ceremonies. Entertainers shall warrant to the Host Society that all Work is original and that they have full right to the Work that they are assigning. Entertainers must also waive all moral rights to the Work. The Host Society and Council shall have the right, without payment of royalty or fees, to record, broadcast, photograph and rebroadcast in whole or in part any of the Work including rehearsals and performances.

**Artistic Festivals (86)**

#86-G-01

1. The Host Society must implement a cultural program as per the Canada Games Council Cultural Policy as part of the Canada Games to complement and support the competitive sport program and it must include the following components:
  - a) A national component
  - b) A provincial/territorial component

**Essential Services (88)**

#88-G-01

1. The Host Society must establish, with the Council, local fire, police and Emergency Measures Organizations, an emergency plan that includes scenarios for evacuation, bomb alert, fire and other emergencies for all sport and non-sport venues. 2. The Host Society must establish an incident management plan that is approved by the Canada Games Council.

**Contingency (92)**

#92-M-01

The Host Society is to budget for an appropriate level of contingency in respect to operating (including unsecured revenues) and capital costs.



**CANADA WINTER GAMES  
SPORTS VENUE STANDARDS SUMMARY**  
Version 5.0 (April 20, 2011)

All facilities and competition equipment must meet the Canada Games' Minimum Competition Venue Requirements, and Practice/Warm-up Requirements. The ability of a bid committee to meet Enhanced Competition or Practice/Warm-Up Venue Requirements will be considered in the evaluation. Provided below is a summary of the key pieces of venue information required to host the Canada Games. More details on markings, equipment, measurements, etc. are available from the Canada Games Council and the National Sport Organization's rulebooks. However, for the purpose of the Canada Games bid, the information below should be sufficient for a bid committee to determine its ability to host and create Class "C" capital budgets for each sport on the Canada Games program. The detailed venue requirements will be made available to the bid community who wins the right to host the Canada Games, and the selected community will be required to adhere to the Canada Games standards as outlined in the detailed venue requirements.

Sport	<u>Minimum</u> Competition Venue Requirements	<u>Enhanced</u> Competition or Practice/ Warm-up Venue Requirements	Practice/Warm-up Venue Requirements
Alpine Skiing	<ul style="list-style-type: none"> <li>▪ Hills used for Slalom, GS, and Super G must be homologated by a designated FIS Homologation Inspector two years prior to the Games                             <ul style="list-style-type: none"> <li>○ Slalom: FIS Vertical drops: Men – 140-220m; Ladies – 120-200m. The piste for slalom events should be as hard as possible, with slope gradients of approximately 33 – 45%, width of run 30-40m.</li> <li>○ Giant Slalom: FIS Vertical drops: Men – 250-450m; Ladies – 250-400m. The hill should be undulating and hilly, width of run 30-40m.</li> <li>○ Super-G: FIS Vertical drops: Men – 350-650m; Ladies 350-600m. It should be hard with no abrupt terrain changes, width of run 40-50m.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Slalom - FIS Vertical drops: Men – 180-220m; Ladies – 160-200m.</li> <li>▪ Giant Slalom: FIS Vertical drops: Men – 350-450 m; Ladies – 325-400 m.</li> <li>▪ Super-G: FIS Vertical drops: Super G Men – 500 – 650 m; Ladies 450-600 m.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Building at base of mountain for equipment storage, waxing, athlete/coach area</li> <li>▪ Start must have a staging for wax technicians and start tent or building</li> <li>▪ Finish areas must be safe and free of obstacles</li> <li>▪ Buildings must be accessible for skiers and persons with a physical disability</li> <li>▪ 6 day schedule</li> </ul>	
Archery	<p><b>INDOOR:</b></p> <ul style="list-style-type: none"> <li>▪ Large double gymnasium (minimum 25m wide x 40m long)</li> <li>▪ Lighting: 1000 LUX</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> <li>▪ Warm-up area: minimum 10m wide x 40m long)</li> </ul>
Gymnastics	<p><b>ARTISTIC:</b></p> <ul style="list-style-type: none"> <li>▪ Field house, congress center, or an Olympic sized ice rink or a similar venue</li> <li>▪ Competition floor: minimum 110' X 160'</li> <li>▪ Ceiling height minimum: 6.5m above the floor</li> <li>▪ Floor surface: synthetic or wood floor;</li> <li>▪ Participant seating: 100</li> <li>▪ Indirect lighting, minimum 100 foot candles</li> <li>▪ Athlete Change rooms: 4</li> <li>▪ Officials' Rooms: 2</li> </ul> <p><b>TRAMPOLINE:</b></p> <ul style="list-style-type: none"> <li>▪ Competition floor space of 15 x 19.5 meters is required</li> <li>▪ 2 sets of trampolines on the competition floor with mats on floor</li> <li>▪ Ceiling Height: 8m (floor to bottom of ceiling beams)</li> <li>▪ Electronic scoring system and screen display</li> <li>▪ Participant seating: 50</li> <li>▪ Indirect lighting, minimum 100 foot candles</li> </ul>	<p><b>ARTISTIC:</b></p> <ul style="list-style-type: none"> <li>▪ Spectator Seating: 1500-2000</li> <li>▪ Electronic scoring system</li> <li>▪ Minimum 1 Training gym approximately 70' X 140' adjacent to the competition area</li> <li>▪ Training gym includes identical equipment branding as competition equipment</li> </ul> <p><b>TRAMPOLINE:</b></p> <ul style="list-style-type: none"> <li>▪ 2 sets of trampolines in a training facility, adjacent to competition facility, with mats on floor: 12m x 13m, ceiling height 8m</li> </ul> <p><b>TRAMPOLINE:</b></p> <ul style="list-style-type: none"> <li>▪ Held the same week as Artistic Gymnastics (Men's &amp;</li> </ul>

Canada Winter Games Venue Standards. Version 1.0(January 2009). Version 2.0(November 2009). Version 3.0(June 2, 2009). Version 4.0(January 15, 2010), Version 5.0(April 20, 2011)

	<ul style="list-style-type: none"> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Rooms: 2</li> <li>▪ Gymnasium that can accommodate 8 competition courts (6.1m x 13.4m each), plus additional space of minimum 1.7m perimeter on all 4 sides of each court. Minimum space per court = 7.8m x 15.1m;</li> <li>▪ Additional space for officials' set-up required (minimum 3m x 5m);</li> <li>▪ Set up can be 4 courts x 4 courts back to back with a 10 foot curtain separating the two quads (total minimum space required for this configuration is 31.2m x 30.2m + set-up for officials); other set-up options are possible depending on venue</li> <li>▪ Walls and ceiling must be medium to dark color</li> <li>▪ Floor: hardwood is preferred surface</li> <li>▪ Lighting: 1000 LUX minimum of 30 ft. above the court</li> <li>▪ Ceiling must be minimum of 30 ft. without obstructions</li> <li>▪ Bleachers for public seating should be at least 10 ft. from the field</li> <li>▪ Participant Seating: 150</li> </ul>	<p>Women's)</p> <ul style="list-style-type: none"> <li>▪ Held in the same venue as Artistic Gymnastics therefore Field-House sized dimensions required to ensure adequate competition and training space for all disciplines).</li> <li>• Gymnasium that can accommodate 10 or 12 courts (6.1m x 13.4m);</li> <li>• Spectator seating: 400</li> </ul>	
<p>Badminton</p>			<ul style="list-style-type: none"> <li>▪ 2 Additional warm-up courts (6.1m x 13.4m), located in same or adjacent facility (30ft ceiling height strongly preferred);</li> </ul>
<p>Biathlon</p>	<ul style="list-style-type: none"> <li>▪ The range must be constructed in accordance with IBU Rules and have a minimum of 24 mechanical targets, firm and level surfaces, 2.7 - 3.0 m (3.75 m is ideal) marked lanes</li> <li>▪ The trails must be constructed in accordance with IBU Rules (minimum width 6m groomed surface)</li> <li>▪ Safe and good access and exit (left to right) to penalty loop</li> <li>▪ Penalty loop is 150m within 60m from the range exit</li> <li>▪ The ideal trail configuration is to have one 4 km loop with cut-</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indoor toilets/plumbing</li> <li>▪ Night lighting (range and trail)</li> <li>▪ A paved trail loop of about 1km or longer, passing through the range for roller skiing (legacy)</li> <li>▪ 3-5 Permanent Wax cabins (legacy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 warm-up trail approximately 600 m long must be set near the team huts area</li> <li>▪ Ski testing area, a hillside with a slope of 8 - 12 degrees, at least 30 meters long</li> </ul>

	<p>offs for the other required distances (4, 3.3, 3.0, 2.5, 2.0 and 1.5 km)</p> <ul style="list-style-type: none"> <li>▪ 12 Team Wax cabins (or good quality temporary buildings), heated, lockable, well ventilated, 6 electrical outlets, 200 square feet, ski/wax/rifle storage, with separation for athlete warm up hut/area</li> <li>▪ Technical building with room for timing, public announcer, jury room and competition office. Two stories, with windows overlooking the start/finish, approximately 25' x 15'.</li> <li>▪ Volunteer shelter to accommodate minimum 50 people (can be heated tent)</li> <li>▪ Electric power in wax cabins and technical building</li> <li>▪ Relay start area / stadium area (see Biathlon technical specifications for CWG for dimensions) minimum 15m wide and minimum 100m long</li> </ul>		
<p>Cross Country Skiing</p>	<ul style="list-style-type: none"> <li>▪ Competition venue must be homologated by FIS and a NSO representative as per FIS COC Guidelines. Reference : <a href="http://www.fis-ski.com/uk/disciplines/cross-country-rules/crosscountry-rules/homologations.html">http://www.fis-ski.com/uk/disciplines/cross-country-rules/crosscountry-rules/homologations.html</a>:</li> <li>▪ Courses: Two independent courses of 3.75k with 3.3 and 2.5 cutoffs is ideal. <b>Total amount of climb over course length 120m, 100m and 75m respectively.</b></li> <li>▪ <b>Climbs: one A climb with maximum climb of between 30 – 50 meters.</b></li> <li>▪ <b>Two or three B climbs with maximum climb between 10 – 29 meters</b></li> <li>▪ Stadium area: a relatively flat area of 150 m by 50 m that is oriented to provide good flow in and out of the course terrain;</li> <li>▪ Slightly uphill finish</li> <li>▪ Lynx or similar (approved by the NSO) finish camera system is required for all mass start and sprint events</li> <li>▪ Venue seating: areas must be accessible for the public at the start / finish line and around the course. These areas are standing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vertical climb ability must be able to reach a total of 50 or more metres throughout course (not in one location).</li> <li>▪ Course must consist of one “A climb” of 50m in elevation change</li> <li>▪ Ideally a separate facility or room is available for Jury and OC meetings in the stadium area. This facility should be minimum 50 square feet.</li> </ul>	<ul style="list-style-type: none"> <li>▪ a suitable hill for glide and wax testing within 1 km of the venue but not on the race course;</li> <li>▪ warm-up track approximately 1km in length</li> </ul>

	<ul style="list-style-type: none"> <li>▪ on-site sheltered, accessible warming facility allowing a minimum of 5 square feet per athlete/coach/team manager (approximately 1000 square feet)</li> <li>▪ Waxing Facility: 12 separate sheltered waxing facilities (minimum 6 square foot per athlete) must have suitable power access, <b>forced</b> ventilation, and a solid floor.</li> <li>▪ Timing facility with direct eyesight of start/finish area (minimum 200 – 300 square feet).</li> <li>▪ Ancillary facilities are accessible to persons with physical disabilities</li> <li>▪ 6 days of competition</li> <li>▪ ParaNordic             <ul style="list-style-type: none"> <li>○ ParaNordic Sit ski course - 1.25km, Max gradient 9%, Total amount of climb over course &lt;20m. Straight downhill with gradual turns</li> <li>○ ParaNordic Standing - 2.5km, Max Climb 20m. No severe curves on downhill</li> <li>○ ParaNordic SitSki can use any relatively flat course of around 600m for Sprint.</li> <li>○ ParaNordic Standing can use the Able Bodied course if no severe curves on downhill</li> </ul> </li> </ul>		
<p>Curling</p> <ul style="list-style-type: none"> <li>▪ Minimum of 5 sheets of curling ice (5 for Men. 5 for Women)</li> <li>▪ Field of play dimensions: Each sheet of ice must be a minimum of 146' in length to a maximum of 150'. The width is a minimum of 14'2" to a maximum of 16'5".</li> <li>▪ No additional space require around the field</li> <li>▪ Regular lighting of the venue (600 LUX) except if it is necessary to upgrade for broadcasting (1250-1500 LUX)</li> <li>▪ Participant Seating: 55</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Coach Change rooms: 2</li> <li>▪ Officials Change rooms: 1</li> </ul>		<ul style="list-style-type: none"> <li>▪ A hockey rink is a preferred venue over a curling club</li> <li>▪ 150' x 157" is ideal per sheet of ice</li> <li>▪ End boards would be 4' to 8' in width. Carpeted walkways on the left and right hand side of the ice area would be 4'.</li> <li>▪ &lt; 600 LUX for non-televised events</li> <li>▪ Officials Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> </ul>

Figure Skating	<ul style="list-style-type: none"> <li>▪ 1 skating rink for competition: minimum dimensions = 185' X 85', maximum dimensions 200' X 100' (Olympic size);</li> <li>▪ Sound barrier between adjacent rinks</li> <li>▪ Lighting : 1000 LUX;</li> <li>▪ Specific electronic results system required</li> <li>▪ Participant seating: 200</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competition rink 200' x 85'</li> <li>▪ Competition and practice rinks same size</li> <li>▪ Adjacent rinks</li> <li>▪ Spectator Seating: 1500+</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 additional rink for practice: minimum 185' x 85'</li> </ul>
Freestyle Skiing	<ul style="list-style-type: none"> <li>▪ Hills homologated by a designated FIS homologation inspector</li> <li>▪ Field of play dimensions: <ul style="list-style-type: none"> <li>○ Moguls: 35M wide, Length 235M +/- 35M, Incline 26 degrees +/- 4</li> <li>○ Aerials: Inrun: <ul style="list-style-type: none"> <li>○ Length: min. 40m</li> <li>○ Width: 20m</li> <li>○ Slope: 20 - 25-degrees</li> </ul> </li> </ul> </li> <li>Table: <ul style="list-style-type: none"> <li>○ Length: 20m</li> <li>○ Width: 20m</li> <li>○ Slope: 0-degrees</li> </ul> </li> <li>Landing: <ul style="list-style-type: none"> <li>○ Length: 25m</li> <li>○ Width: 20m top, 25m bottom</li> <li>○ Slope: minimum 37-degrees +/- 2-degrees</li> </ul> </li> <li>Finish Area: <ul style="list-style-type: none"> <li>○ Length: 30m</li> <li>○ Width: 25m</li> <li>○ Slope: 0-degrees</li> </ul> </li> <li>○ Half Pipe: similar to snowboard</li> <li>○ Ski Cross: <ul style="list-style-type: none"> <li>○ Medium pitch average 15° (Minimum of 12° to</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Dedicated Judges stand for the Aerials site: 40' x 20', 15' above <u>snow</u> level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> </ul>



	<ul style="list-style-type: none"> <li>o maximum of 20° in pitch)</li> <li>o Slope must be 30m wide</li> <li>o Track width no less than 5m wide</li> <li>o Vertical Drop: minimum of 130m</li> <li>o Minimum Length: 650m</li> <li>o Construction of man-made terrain features</li> </ul>		
Hockey	<ul style="list-style-type: none"> <li>■ 2 hockey arenas, 200' x 85' (2 for Men, 2 for Women)</li> <li>■ 1 arena with minimum seating for 2,500 spectators</li> <li>■ Arena with seating for 2,500 has broadcast-quality lighting:             <ul style="list-style-type: none"> <li>o 100-150 foot candles</li> <li>o 200 amp service (preferably 400amp)</li> <li>o Press Box for commentators (12' x 8')</li> <li>o Designated camera positions</li> </ul> </li> <li>■ Lighting in both arenas: 1000 LUX</li> <li>■ Participant Seating in both arenas: 250</li> <li>■ Athlete Change rooms: 4</li> <li>■ Officials' Change rooms: 1</li> </ul>	<ul style="list-style-type: none"> <li>■ 2 arenas with seating for 2,500 spectators</li> <li>■ 1 arena with seating for 5,000 spectators</li> <li>■ 2 arenas with broadcast-quality lighting</li> <li>■ 2 practice hockey arenas</li> <li>■ Athlete Change rooms: 8</li> <li>■ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>■ 1 hockey arena, 200' x 85' (1 for Men, 1 for Women)</li> </ul>
Judo	<ul style="list-style-type: none"> <li>■ 2 contest areas side by side. Total required dimension of field of play is 25m x 14m, <i>plus</i> a 1m buffer around outside perimeter. The field of play includes two 8m x 8m contest areas, 3m between contest areas, surrounded by a 3m safety zone.</li> <li>■ Seating space for participants (200) separate from the public.</li> <li>■ Lighting: 1000 LUX             <ul style="list-style-type: none"> <li>■ Athlete Change rooms: 2</li> <li>■ Officials' Change rooms: 2</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Surrounding safety zone, and area between contest areas, increased to 4 m which increases the entire field of play to 28m x 16m</li> </ul>	<ul style="list-style-type: none"> <li>■ Adjacent: 1 additional area with mat for practices</li> </ul>
Ringette	<ul style="list-style-type: none"> <li>■ 2 hockey arenas, 200' x 85'</li> <li>■ Participant Seating: 168</li> <li>■ Athlete Change rooms: 2</li> <li>■ Officials' Change rooms: 1</li> </ul>	<ul style="list-style-type: none"> <li>■ Athlete Change rooms: 4</li> <li>■ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>■ 1 hockey arena, 200' x 85'</li> </ul>
Target	<ul style="list-style-type: none"> <li>■ Large double gymnasium</li> </ul>	<ul style="list-style-type: none"> <li>■ Large triple gymnasium</li> </ul>	<ul style="list-style-type: none"> <li>■ Same as competition</li> </ul>

Canada Winter Games Venue Standards. Version 1.0(January 2009). Version 2.0(May 28, 2009). Version 3.0(June 2, 2009). Version 4.0(January 15, 2010), Version 5.0(April 20, 2011)

Shooting	<ul style="list-style-type: none"> <li>▪ Shooting range with capacity for 28 firing positions (x 1.4m apiece)</li> <li>▪ Lock-up or armory for safe storage of air guns at competition site</li> <li>▪ Artificial lighting (either incandescent or fluorescent) providing a uniform level of at least 500 LUX across the full width of the range facility without glare, shadow, or visual distractions</li> <li>▪ Illuminations on target face: 1000 LUX (integral with range)</li> <li>▪ Spectator Seating: 100</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Rooms: 1</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shooting range with capacity for 40 firing positions</li> <li>▪ Electronic target return equipment for all positions</li> <li>▪ Practice/Warm-up: second gymnasium at the same location as the competition venue</li> <li>▪ Dedicated Team Rooms for each participating team (11)</li> </ul>	venue
Snowboard	<ul style="list-style-type: none"> <li>▪ Rules in effect are the CSF rules based on the most current FIS International Competition Rules (ex: in-ground timing system).</li> <li>▪ Field of play dimensions: <ul style="list-style-type: none"> <li>○ Half Pipe: Recommended 18M wide, 140M long, + extra run-off space, incline of 14 – 18 degrees</li> <li>○ Parallel GS: Recommended 40M wide, 120-200M vertical drop, 550M long</li> <li>○ Snowboardcross: Recommended 40M wide, 500 – 900M long with zig zags, 100-240M vertical drop</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ All 3 discipline competition venues have FIS homologation</li> <li>▪ Half Pipe has CSF recommended super pipe cutter for grooming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> </ul>
Speed Skating	<p><b>SHORT TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ One arena for competition;</li> <li>▪ Field of play: 100' X 200' or 30m X 60m ice surface</li> <li>▪ Lighting: 1000 LUX</li> <li>▪ Electronic timing and photo finish equipment</li> <li>▪ Participant Seating: 70</li> <li>▪ Athlete Change rooms: 4</li> <li>▪ Officials' Change rooms: 2</li> </ul> <p><b>LONG TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ 400m oval track as defined by International Speed Skating Regulations Speed Skating and Short Track Skating (ISU) 203.</li> </ul>	<p><b>SHORT TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ Spectator Seating: 700</li> </ul> <p><b>LONG TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ Spectator Warming Area</li> </ul>	<p><b>SHORT TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ Warm-up room/gym adjacent to competition venue</li> </ul> <p><b>LONG TRACK:</b></p> <ul style="list-style-type: none"> <li>▪ Warm-up room/gym adjacent to competition venue</li> <li>▪ 10 stationary bikes</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Heated building or trailer with facilities and a clear visual access to the finish lines</li> <li>▪ Contingency Plan for warm weather <u>or</u> Artificial Ice Surface</li> <li>▪ Officials' rooms for meals</li> <li>▪ Lighting: 1000 LUX</li> <li>▪ Electronic timing system</li> <li>▪ Athlete Change rooms: 4</li> <li>▪ Officials Change rooms: 2</li> </ul>		
Squash	<ul style="list-style-type: none"> <li>▪ 4 international size courts (as per current world squash regulations. 9750 mm long, 6400 mm wide, 11665 mm diagonal, 5.64 m high)</li> <li>▪ Glass backs for viewing</li> <li>▪ Lighting: 300 LUX</li> <li>▪ Participant Seating: 72 (18 seats per court)</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4-walled glass courts</li> <li>▪ Spectator seating – 25 seats per court</li> <li>▪ Spectator seating – 75 seats for the finals court</li> <li>▪ Lighting: 500 LUX</li> <li>▪ Broadcast lighting: 1200 LUX</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as competition venue</li> </ul>
Synchronized Swimming	<ul style="list-style-type: none"> <li>▪ One pool minimum 25m long X 20m wide, 8 lanes wide with long course lines and 2.5 m deep (1.2 m at the shallow end).</li> <li>▪ Minimum clearance of 1.8 m on 3 sides of the pool deck with fourth side wide enough ( 4m X 8m) for referee, scorekeepers, announcer and PA system</li> <li>▪ Lighting : minimum 1000 LUX</li> <li>▪ Participant seating: 100 persons</li> <li>▪ Athlete Change rooms: 1</li> <li>▪ Officials' Change rooms: 1</li> </ul>	<ul style="list-style-type: none"> <li>▪ Underwater lighting : 1,500 LUX</li> </ul>	<ul style="list-style-type: none"> <li>▪ Warm-up pool with same specifications</li> </ul>
Table Tennis	<ul style="list-style-type: none"> <li>▪ Field of play: 1,000 sq. ft. per table for minimum 8 tables for competitions</li> <li>▪ Additional space around the field of play for athletes and officials</li> <li>▪ The floor should have sprung (not concrete) synthetic-flooring with a plywood sub-floor</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10 or 12 tables for competition</li> <li>▪ Spectator Seating: 200</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 competition tables for warm-up at the competition venue (can be separate room with gym flooring)</li> </ul>

<ul style="list-style-type: none"> <li>▪ Lighting: 1000 LUX at table level</li> <li>▪ Ceiling Height: Minimum 15 ft</li> <li>▪ Participant seating: 80 persons</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 field of play for competition</li> <li>▪ Field of play: 28M x 15M</li> <li>▪ Ideal space around perimeter of field 3M on sides and 4-5M at the ends</li> <li>▪ Floor: wooden surface; Backboards: Glass</li> <li>▪ Lighting: 1000 LUX minimum</li> <li>▪ Participant seating: 120 (accessible seating at 50%)</li> <li>▪ Individual lockable team rooms for the duration of the competition (10 rooms) All services of the building must be wheelchair accessible</li> <li>▪ Athlete Change rooms: 2</li> <li>▪ Officials' Change rooms: 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ Athlete Change rooms: 4</li> </ul>	<ul style="list-style-type: none"> <li>▪ Practice: 1 additional practice/warm-up court at the venue</li> </ul>
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