

10.1.4



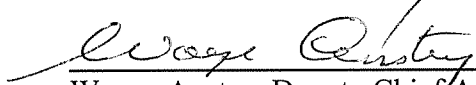
PO Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Halifax Regional Council**  
**January 16, 2007**

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:**

  
\_\_\_\_\_  
Dan English, Chief Administrative Officer

  
\_\_\_\_\_  
Wayne Anstey, Deputy Chief Administrative Officer - Operations

**DATE:** December 8, 2006

**SUBJECT:** 2011 Canada Winter Games Budget

### **ORIGIN**

- Staff Report dated January 25, 2005, in which Council approved HRM moving forward with **Phase I** of the Canada Games Bid
- Staff Report dated March 29, 2005, providing information on **Phase II** of the Bid
- Staff Report dated May 24, 2005, providing information on **Phase III** of the Bid
- In Camera Staff Report dated April 25, 2006
- Staff Report dated October 24, 2006: Council adopted the Terms of Reference and budget for the Bid Committee process.
- Staff Report dated November 7, 2006 providing information on the Bid Process
- Staff Report dated December 8, 2006: Council approved the 2011 Canada Winter Games budget and authorized staff to submitted the bid for the Games

### **RECOMMENDATION**

It is recommended that Regional Council approve the Canada Games Hosting Standards as set out in Appendix C of the 2011 Canada Winter Games Submission Guide attached.

## **BACKGROUND**

The Halifax Regional Municipality has been selected to compete with two other communities; the Highland Region and Hub Central Nova, for the 2011 Canada Winter Games. Bid Documents were submitted prior to the due date of December 28, 2006. The Canada Games Council will review the three bids and make a recommendation to the Province.

## **DISCUSSION**

Over the past four decades, the Canada Games Council has developed certain standards and requirements needed to host a successful Canada Games. As part of the bid review, the Canada Games Council has requested a formal approval by HRM Regional Council of the Canada Games Council Hosting Standards. Staff has reviewed the Hosting Standards and are of the opinion that the Standards are reasonable and can be accommodated by the Municipality in hosting the Games. The Standards have been incorporated into the Bid submitted by the Municipality and are reflected in the budget which has been submitted to and approved by Council.

## **BUDGET IMPLICATIONS**

There are no budget implications at this time, as a result of approving the Canada Games Council Hosting Standards

## **FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN**

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

## **ALTERNATIVES**

There are no suggested alternatives.

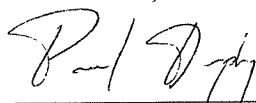
## **ATTACHMENTS**

Canada Games Council Hosting Standards (Appendix C of the Bid Book Submission Guide)

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Marion Currie, 2011 Canada Winter Games Project Manager, 490-6735

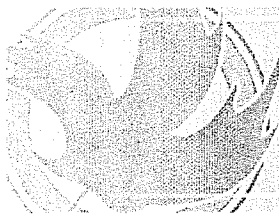
Report Approved by:



Paul Dunphy, Director of Community Development, 490-4933

Financial Approval by:

Catherine Sanderson, Senior Manager, Financial Services, 490-1562



## APPENDIX: C

### CANADA GAMES HOSTING STANDARDS

## 2011 CANADA WINTER GAMES *HOSTING STANDARDS*

### **APPENDIX C**

## ■ 1.1 GENERAL INFORMATION / DEFINITIONS

### ***Introduction***

Over the last four decades the Canada Games Council has developed certain standards and requirements needed to host a successful Canada Games. The following pages articulate the hosting standards for the 2011 Canada Winter Games in Nova Scotia.

### ***Categorization of Standards / Functional Area***

To help guide the establishment of the Canada Games hosting standards, they have been categorized them into the following six areas:

1. Governance and Administration
2. Sports and Venues
3. Communications and Marketing
4. Canada Games Family Services
5. Welcome and Special Events
6. Operational Support

You will notice in the pages that follow that there is a reference to which category the standard is sourced (ie. Source: Governance and Administration). This is provided for your information only.

The more important breakdown of the standards has to do with 'functional areas'. The Canada Games hosting standards in this document, Appendix C, are listed by functional area.



There are 41 functional areas within the Games and these are as follows:

|  |  |
|--|--|
| General Manager <i>p.3</i>                     | Food Services  |
| Board of Directors <i>p.4</i>                  | Accommodations (Non-competitors) <i>p.29</i>           |
| Protocol, Hosting and Hospitality <i>p.10</i>  | Security <i>p.30</i>                                   |
| Planning and Transfer of Knowledge <i>p.12</i> | Medical <i>p.31</i>                                    |
| Legal  | Transportation <i>p.31</i>                             |
| Financial Services <i>p.12</i>                 | Materials Management <i>p.33</i>                       |
| Procurement and Contracting                    | Telecommunications                                     |
| Risk Management <i>p.13</i>                    | Results, Timing and Scoring <i>p.34</i>                |
| Office Administration and Services             | IT Services <i>p.34</i>                                |
| Staffing <i>p.14</i>                           | Sound, Video Screens, Office Equipment and Electronics |
| Volunteers <i>p.14</i>                         | Broadcasting <i>p.35</i>                               |
| Registration and Accreditation <i>p.15</i>     | Media Relations <i>p.36</i>                            |
| Sports Operations <i>p.16</i>                  | Communications, Promotions, Publications <i>p.37</i>   |
| Doping Control <i>p.19</i>                     | Corporate and Community Fundraising <i>p.39</i>        |
| Sport Venue Operations <i>p.19</i>             | Merchandising <i>p.40</i>                              |
| Capital Construction                           | Ticketing  |
| Venue Overlay <i>p.25</i>                      | Opening and Closing Ceremonies <i>p.40</i>             |
| Signage, Pageantry and Fabrication <i>p.25</i> | Artistic Festivals / NAP <i>p.41</i>                   |
| Village Accommodations <i>p.26</i>             | Essential Services                                     |
| Mission Services <i>p.29</i>                   | GST Costs  |
| Contingency                                    |  |

The hosting standards listed by functional area fall into one or more of the six categories noted above. They should not to be considered all-inclusive but are provided in order to provide more clarity surrounding Canada Games Council expectations.

#### Definitions of Hosting Standards

Any award of the Games to a host community is based on the implicit assumption that the host society will undertake to implement all of the hosting standards that follow in each functional area.

The standards have been separated into two types: (a) mandatory and (b) guiding.

a. Mandatory standard: If any such requirement is not agreed to by a bidding community the bid will be deemed to be non-compliant and will not be considered or evaluated.

b. Guiding standard: Relates to areas such as levels of service or commitment that may be amended with the express permission of the Canada Games Council if a similar outcome can be achieved by alternative methods.

Any deviation from ALL minimum standards listed in the Hosting Standards document must be acknowledged within a bid submission.

Note of clarification: These standards are also contained in Appendix D – the Bid Budget document and listed by functional area. By their nature some of the standards show up in more than one functional area within Appendix D – bid budget. For the purposes of this document – Appendix C - the standards are only shown in one area with a notation indicating the other functional area that are impacted.



## ■ 1.2 STANDARDS LISTED BY FUNCTIONAL AREA

### ■ GENERAL MANAGER

#### ***Hosting Contract*** (Source – Governance and Administration) (Also in Board of Directors) (Mandatory standards 1-2)

1. The Hosting Contract is a legal contract that must be signed for each candidate community by the Municipality and the Canada Games Council and witnessed by the Bid Committee. The Contract obligates the potential Host Municipalities to stage the Games in accordance with all terms, conditions, rights and obligations and to pay a \$200,000 rights fee to the Canada Games Council in the amount as determined by the Council. The signed contract must be submitted not later than the date at which the Bid Committee submits its bid books to the Council.
2. Once the Host Society is incorporated, an addendum to the Hosting Contract must be signed by the Host Society, Host Municipality and the Canada Games Council in which the Host Society becomes responsible to fulfill all obligations relating to the staging of the Games, including payment of the rights fee.

#### ***Management Committee*** (Source – Governance and Administration)

1. The Management Committee must include the General Manager or CEO and the senior managers in six to eight fields of responsibility: Sports and Venues; Communications and Marketing, Canada Games Family Services, Ceremonies, Protocol and Hospitality, Operational Support and Finance and Administration. **(Guiding standard)**
2. The Management Committee must include Canada Games Council participation in all meetings. **(Mandatory standard)**.
3. The General Manager or CEO and the senior managers will recruit planning volunteers who will serve as chairs and vice-chairs in volunteer committees within key divisions and sub-divisions. **(Guiding standard)**

#### ***Economic Impact*** (Source – Governance and Administration) (Mandatory standard)

1. The Host Society must conduct a post-Games economic impact study related to the hosting of the Games using methodology agreed to by the Canada Games Council making possible a fair and sound comparison to other Games.

#### ***Environmental Impact*** (Source – Governance and Administration)

1. The Host Society must develop a plan for “Green Games” and ensure best efforts to create a positive environmental legacy. **(Guiding standard)**
2. The Host Society must conduct environmental impact studies as required for new venue construction according to the Canadian Environmental Assessment Act. **(Mandatory standard)**



## **BOARD OF DIRECTORS**

### ***Multi-Party Agreement (Source – Governance and Administration)*** ***(Mandatory standards 1-3)***

1. The Multi-Party Agreement is the legal contract which must be signed by Canada, the Host Province/Territory, the Host Municipality, the Canada Games Council and the Host Society that deals with Games related monetary matters, including the treatment of legacies, roles and responsibilities of the Parties, conditions related to contributions and indemnification of the Parties. (NOTE: In addition to the Multi-Party Agreement, the Host Society will also be required to sign contribution agreements with government funding partners that specifies the terms and conditions governing this funding.)
2. Upon the signing of the Multi-Party Agreement the Host Society must appoint at least one representative to join with the representatives of Host Municipality, Host Province/Territory, Canada and the Canada Games Council to establish the Coordinating Committee.
3. The Host Society must respect the authority of the Coordinating Committee to oversee the implementation of the Multi-Party Agreement and provide a forum for the discussion and resolution of issues arising from the Multi-Party Agreement.

### ***Board of Directors Composition (Source – Governance and Administration)***

1. 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.  
***(Mandatory standard)***
2. 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.  
***(Mandatory standard)***
3. 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. ***(Guiding standard)***
4. 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.  
***(Guiding standard)***
5. The collective composition of the Board of Directors must reflect gender equity and diversity. ***(Mandatory standard)***
6. The Board of Directors should not exceed 15 directors. ***(Guiding standard)***
7. The Host Society Board should be finalized not later than 4 months after the awarding of the Games. ***(Guiding standard)***



***The Board of Directors must perform the following duties: (Source – Governance and Administration)***  
***(Mandatory standards 1-8)***

1. Approve the Host Society Strategic Plan.
2. Approve the Host Society Business Plan and semi-annual Business Plan progress reports.
3. Report the Host Society's progress to the Board of Directors of the Canada Games Council.
4. Approve the Host Society's corporate policies.
5. Approve the budget and ensure that no approval is given to a budget that projects a deficit.
6. Approve the hiring of the General Manager or CEO.
7. Ensure the evaluation of the General Manager or CEO.
8. Approve the annual and final audited financial reports.

***The Host Society Board of Directors must set up a minimum of two Committees of the Board (Source – Governance and Administration)***  
***(Guiding standards 1-2)***

1. An Executive Committee that must, at a minimum, include the President, Chair of the Finance and Audit Committee and as an ex-officio member, the General Manager or CEO.
2. A Finance and Audit Committee that must at a minimum have at least one member of the Board of Directors, and at least one member with a recognized accounting, financial or banking designation.

**Organization Structure (Source – Governance and Administration) (Also in Staffing)**  
**(Guiding standards 1-3)**

1. 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).
2. The Host Society must appoint the senior managers of Marketing & Communication, Finance & Administration and Sports & Venues not later than nine months after the awarding of the Games (or 3 years and 8 months in advance of the Games).
3. The Host Society must complete the appointment of senior managers for Operational Support, Games Family Services and Ceremonies, Protocol and Hospitality no later than 18 months after the awarding the Games (or two years and 10 months in advance of the Games).



***Dates of the Games*** (Source – Governance and Administration)  
***(Mandatory standards 1-3)***

1. The Canada Summer Games are 18 days and must take place between August 1 and the third week of August..
2. The Canada Winter Games are 18 days and must take place between mid-February and mid-March.
3. The approval of the Canada Games Council must be secured before the dates of Games are finalized and published.

***Strategic Plan*** (Source – Governance and Administration)

1. The Host Society must develop and implement a strategic planning process. (***Guiding standard***)
2. Any statement of the Host Society of its Vision, Values and Mission must align with those of the Canada Games Council. (***Mandatory standard***)

***Business Plan*** (Source – Governance and Administration)  
***(Mandatory standards 1-4)***

1. The Host Society must incorporate as a non-profit organization under the Provincial/Territorial Societies Act (or similar legislation) prior to signing the addendum of the Hosting Contract.
2. The Host Society must produce a final business plan within 12 months of the awarding of the Games. The content of the Business Plan must follow the template provided by the Canada Games Council and include (***Also in Planning and Transfer of Knowledge***):
  - (a) Statement of mission, vision and values of the Host Society aligned with those of the Canada Games Council
  - (b) Comprehensive organization structure inclusive of staff and volunteers
  - (c) Human Resources plan that identifies the number of volunteers and staff to be recruited and the schedule of engagement of volunteers and staff
  - (d) Revised and balanced operational and capital budgets in which the Funding Partners contribution remains unchanged
  - (e) Integrated marketing and communication plan that details the strategies, projected results and milestone dates/results for self-generated revenue
  - (f) Legacy plan with a non-financial legacy through asset distribution and a financial legacy, both to benefit sport.
  - (g) Critical path for all Games operations





3. 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.
4. The President and/or General Manager must present the most recent semi-annual progress report to the meeting of the Canada Games Council Board of Directors.

**Corporate Policies** (Source – Governance and Administration)  
(Mandatory standard)

1. The Host Society must approve and implement corporate policies that are consistent with the Canada Games templates for:
  - (a) Ethics
  - (b) Financial Investment
  - (c) Risk Management
  - (d) Purchasing and Tendering (**Also in Procurement and Contracting**)
  - (e) Diversity and Access
  - (f) Discrimination and Harassment
  - (g) Asset Distribution

**Corporate Transfer of Knowledge** (Source – Governance and Administration)

1. 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 not more than one month after the board is confirmed. (**Guiding standard**)
2. The President, at a minimum, must attend the preceding edition of the (same season) Canada Games. (**Guiding standard**)
3. The Host Society must receive at the Games and other milestone times as designated by the Canada Games Council, future Games' Host Societies' president and other board members. (**Mandatory standard**)
4. The Host Society must assume responsibility for travel, accommodation and associated expenses for the President and any other Directors of the Board traveling to preceding same season Games. (**Mandatory standard**)

**Management Policies** (Source – Governance and Administration)  
(Mandatory standard)

1. The Host Society must approve and implement management policies that are consistent with the Canada Games templates for:
  - (a) Human Resources
  - (b) Screening of Staff and Volunteers
  - (c) Travel and Reimbursement of Expenses



***Project Management*** (Source – Governance and Administration) (Also in Planning and Transfer of Knowledge)  
(Guiding standard)

1. The Host Society must implement a project management approach for the planning, monitoring and staging of the Games. The Host Society is required to use the project management software provided by Canada Games Council. The Council will provide a master site license for the software; the Host Society must pay for seat licenses.

***Budgeting*** (Source – Governance and Administration) (Also in Financial Services)  
(Mandatory standard)

1. The Host Society must not approve a budget that projects a deficit.

***Financial Controls*** (Source – Governance and Administration) (Also in Financial Services)  
(Mandatory standards 1-4)

1. The Host Society must maintain planning and budgetary control systems with the objective of achieving at least a break-even position at the Games, unless otherwise agreed to in writing by the Host Municipality.
2. The Host Society must devise a plan for asset distribution that is approved by the Board of Directors.
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. Any deficit must be borne by the Host Municipality

***Audited Financial Statements*** (Source – Governance and Administration)  
(Mandatory standards 1-4)

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. **(Also in Financial Services)**
2. The Host Society must submit to Canada, the Host Province/Territory, the Host Municipality and the Canada Games Council a set audited financial statements covering the entire period of the Host Society's operations. **(Also in Financial Services)**
3. The Host Society must make its audited financial statements, financial accounts and records available for examination or audit by Canada, the Host Province/Territory and the Host Municipality and the Canada Games Council or their authorized agents. **(Also in Financial Services)**
4. The Host Society must establish a surplus or deficit for the Games as a whole after the completion of the Games and the disposal of assets.



**Legacy Plan** (Source – Governance and Administration)  
(Mandatory standards)

1. The Host Society must produce, as part of the Business Plan, a Legacy Plan that enhances support for amateur sport and entrenches the Canada Games movement in the Host Municipality and Host Province/Territory (subject to more detailed discussions with potential partners and using 2005 draft agreement as an example).

**Financial Legacy** (Source – Governance and Administration)  
(Mandatory standards 1-4)

1. The Legacy Plan must provide for a financial legacy to benefit sport.
2. The Legacy Plan must provide for any surplus to be added to the funds identified for financial legacy.
3. The plan for distribution of the financial legacy must allocate:
  - (a) 80% to a Canada Games Legacy Fund.
  - (b) 20% to the Canada Games Council to the benefit of the Canada Games movement nationally.
4. The Legacy Plan must acknowledge that the Canada Games Legacy Fund will be managed by a non-profit organization as determined by the Host Municipality, Host Province/Territory, Canada and the Canada Games Council; and managed according to a contractual agreement made among the Parties and the non-profit organization that will manage the funds and completed within one year after the completion of the Games.

**Non-Financial Legacy** (Source – Governance and Administration)  
(Mandatory standards 1-3)

1. The Legacy Plan must address the distribution of :
  - (a) All moveable property such as sports equipment and materials
  - (b) Medical equipment, office equipment and consumable supplies
  - (c) Computer hardware and software, with the exception of the Games-specific software provided by the Canada Games Council
  - (d) Intellectual property, if applicable.
2. The Legacy Plan must provide the right of first refusal to sport organizations within the Host Province/Territory for sport equipment and material to be distributed as part of the Games legacy.
3. The Legacy Plan must provide the right of first refusal to future Games Host Societies for inventory and materials to be distributed as part of the Games legacy



**Facilities Legacy** (Source – Governance and Administration) (Also in Capital Construction)  
(Mandatory standards 1-2)

1. The Host Society must ensure that the words “Canada Games: and “Jeux du Canada” are incorporated in the name of at least one major facility that is built or renovated for the Games and the naming rights remain in perpetuity.
2. 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.

## **■ PROTOCOL, HOSTING AND HOSPITALITY**

**Protocol** (Source – Ceremonies, Protocol and Hospitality) (Also found in Sport Operations, Communications, Publications and Promotions and Opening and Closing Ceremonies)  
(Mandatory standard)

1. 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 CGC in its policies.

**VIP's and Hospitality** (Source – Ceremonies, Protocol and Hospitality)

1. The Host Society must respect the CGC policy on VIPs which defines all guest categories and the associated benefits and provide for these within its operations budget. **(Mandatory standard)**
2. The Host Society must operate as a minimum a hospitality lounge with the capacity for 25-50 people at the VIP hotel for the 18 days of the Canada Games. Finger food and beverages to be provided. **(Guiding standard)**
3. The Host Society must operate a hospitality at the coaches' lounge and at the Technical Officials and Medical Personnel's lounge with a capacity for 25-5- people for the 18 days duration of the Games. Finger food and beverages to be provided. **(Guiding standard)**  
**(Also found in Village Accommodations)**

**Receptions** (Source – Ceremonies, Protocol and Hospitality) (Also found in Transportation)  
(Guiding standard)

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. **(Guiding standard)**
2. The Host Society must facilitate the scheduling, booking of facilities, transportation and other logistical aspects required for these receptions. **(Guiding standard)**



***VIPs, Funding Partners, Mission Staff and Canada Games Council*** (Source – Games Family Services) (Also found in Mission Services, and Accommodations non-Competition)  
(Guiding standards 1-5)

1. In anticipation of the minimum 300 VIPs and VVIPs who will attend, the Host Society must reserve a minimum of 200 rooms for the time of the Opening Ceremonies including suites for special guests at hotels of a minimum of CAA 3-star (or provincial equivalent) rating. 75 rooms including suites of the same quality should be booked for the time of the Closing Ceremonies. The Host Society must also reserve 15 rooms for the Opening and a minimum of 7 rooms for the Closing for Canada Games Council VIPs at hotels of the same quality.
2. The Host Society must reserve for a minimum duration of 17 nights at the time of the Games:
  - a) For Mission Staff: a minimum of 130 rooms at hotels or motels of a minimum of CAA 3-star (or provincial equivalent) rating.
  - b) For Canada Games Council: a minimum of 10 rooms of a minimum of CAA 3-star (or provincial equivalent) rating.
  - c) For Funding Partners: a minimum of 30 rooms of a minimum of CAA 3-star (or provincial equivalent) rating.
3. Mission Staff, Canada Games Council and Funding Partners are responsible for the cost of their own accommodation however the Host Society is responsible to negotiate the best possible rate for the period of the Games.
4. Canada Games Council must approve the type of accommodation selected by the Host Society before reservations are confirmed.
5. The Host Society must provide a grant in the amount of \$5490 to each Provincial/Territorial Mission Staff in lieu of accommodation and meals.

***Telecom*** (Source – Operational Support)  
(Guiding standards 1-3)

1. The Host Society must provide 1 cell phone for each Chef de Mission, 5 cell phones for use by Canada Games Council and one for Sport Canada, a total of 19. **(Also found in Telecom, Sport Operations, Mission Services)**
2. The Host Society must provide to Mission Staff, Canada Games Council and Sport Canada a rate card for rental of additional cell phones and pagers, and communication packages at a best possible negotiated rate. **(Also found in Telecom, Sport Operations, Mission Services)**
3. The Host Society must produce a telecommunications directory that includes all assigned and rental cell phone numbers. **(Also found in Telecom, Sport Operations, Mission Services)**



## ■ PLANNING AND TRANSFER OF KNOWLEDGE

### *Management Transfer of Knowledge (Source – Governance and Administration)*

1. 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. **(Guiding standard)**
2. All senior staff must attend the preceding same season and alternate season Canada Games and, at a minimum, follow the agenda of meetings and observations scheduled by the Canada Games Council. **(Guiding standard)**
3. The Host Society employees must participate in and deliver the mentoring program at the Games they organize. **(Guiding standard)**
4. The Host Society must assume responsibility for travel, accommodation and associated expenses for staff to attend Games held preceding the Games they are organizing. **(Mandatory standard)**
5. Within one year after the Games, the Host Society will produce a Final Report that complies with the template provided by the Canada Games Council. **(Mandatory standard)**
6. The Host Society must transfer its intranet and common server to the ownership of the Canada Games Council upon the wind-up of the Society at no cost to the Canada Games Council. **(Mandatory standard)**
7. The Host Society will cooperate and facilitate evaluation and/or performance measurement activities related to the Games that are conducted by a Funding Partner or the Canada Games Council **(Mandatory standard)**

## ■ FINANCIAL SERVICES

### *Budgeting (Source – Governance and Administration)* **(Mandatory standards 1-3)**

1. The Host Society must establish a chart of accounts in accordance with the template provided by the Canada Games Council.
2. The Host Society must establish its fiscal year in alignment with that of the Funding Partners being April 1 to March 31.



**Financial Reporting** (Source – Governance and Administration)  
(Mandatory standard)

1. The Host Society will provide financial reports for all elements of the budget according to the template provided by the Canada Games Council.

**Technology** (Source – Operations) (Also in Volunteers, Registration and Accreditation, Medical, Results, Timing and Scoring and IT):

1. Effective utilization of current information technology is critical to the success of the Canada Games.
  - (a) The Host Society must use the Canada Games customized software applications for: Registration, Accreditation, Results, Volunteer Registration, Medical Reporting, Inventory and Accounting and operate under CGC license MS Office and project management software. (**Guiding standard**)
  - (b) The Host Society must transfer to the ownership of the Canada Games Council at no cost, any upgrades and enhancements made to the software. (**Mandatory standard**)

**RISK MANAGEMENT**

**Insurance** (Source – Governance and Administration)

1. The Host Society will obtain public liability insurance of not less than \$ 10 million. (**Mandatory standard**)
2. The Host Society must obtain motor vehicle public liability, comprehensive general property insurance and Directors and Officers liability insurance. (**Mandatory standard**)
3. The amount of insurance coverage can be phased in commensurate with the risks involved. (**Guiding standard**)
4. In obtaining liability insurance, the Host Society must save harmless and indemnify Canada, the Host Province/Territory, the Host Municipality, appropriate National Sport Organizations (NSO's) and the Canada Games Council. (**Mandatory standard**)
5. The Host Society must ensure that Canada, the Host Province/Territory, Host Municipality, appropriate National Sport Organizations (NSO's) and the Canada Games Council are identified as a named insured on insurance policies where applicable for the purpose of indemnification. (**Mandatory standard**)



## ■ STAFFING

### ***Employees*** (Source – Governance and Administration) (Guiding standards 1-4)

1. The Host Society must develop and implement a plan to engage a minimum of six full-time employees in the first year growing to a minimum of 80-100 in the final six months.
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.
3. The Host Society must recruit a minimum of 10% bilingual employees.
4. The Host Society must ensure a criminal records check is conducted on all employees.

### ***Technology*** (Source – Operations) (Also in IT) (Guiding standard)

1. The Host Society must engage the professional staff expertise necessary to execute the information technology plan submitted in the business plan.

## ■ VOLUNTEERS

### ***Volunteers*** (Source – Governance and Administration) (Guiding standards 1-4)

1. The Host Society must develop a plan to recruit and train a minimum of 4,000 volunteers.
2. The Host Society must be sensitive to opportunities for involving persons with a disability, Aboriginal persons, ensuring gender and linguistic balance and a safe and welcoming environment in recruiting people for all levels of volunteer positions.
3. The Host Society must recruit a minimum of 600 bilingual volunteers to act as translators, interpreters, announcers, proofreaders, hosts and hostesses and staff for Media and Broadcast Centres and sixteen venue media centres. ***(Also in Communications, Publications and Promotions)***
4. The Host Society must implement screening for every volunteer and employee that is matched to the level of risk for each specific position in accordance with the standards specified by the Canada Games Council.





## ■ REGISTRATION AND ACCREDITATION

### **Registration / Accreditation** (Source – Ceremonies, Protocol and Hospitality) (Also in IT)

1. The Host Society must manage the registration system for all provincial/territorial teams. For 2011, the Canada Games Council software is not currently available for use by the Host Societies. The Host Society must therefore provide the technology solution for registration and it should include a data base system for recording personal data and information related to Games' functions for the following Games' family groups:
  - (a) Athletes, coaches, managers, artists
  - (b) Mission staff
  - (c) Ceremonies and cultural performers
  - (d) Technical officials, technical representatives, sport information officers
  - (e) Planning volunteers and staff
  - (f) Games-time volunteers and staff
  - (g) VIPs and Observers
  - (h) Media and Broadcast representatives
  - (i) Contractors, suppliers, technicians and others
2. 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 policy. The Host Society must transfer to the ownership of the Canada Games Council at no cost, any upgrades and enhancements made to the software. **(Mandatory standard)**
3. The Host Society must ensure it has sufficient material, equipment, staff, hours of operation and space to provide a minimum total 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. **(Guiding standard)**
4. The Host Society must cover the cost of accreditation including all materials and equipment from within its operating budget. **(Guiding standard)**



## SPORTS OPERATIONS

### *Sports (Source Sport & Venues)*

1. The Host Society must organize the Canada Games program for the selected sports Canada Summer Games (2009) (**Mandatory standard**) (**Not applicable for Winter Games**)

|   |                                      |
|---|--------------------------------------|
| <b>ATHLETICS</b>                                  | <b>SAILING</b>                       |
| <b>BASEBALL (Male)</b>                            | <b>SOCCER</b>                        |
| <b>BASKETBALL</b>                                 | <b>SOFTBALL (Female)</b>             |
| <b>CANOE</b><br>(Flat Water Racing, Canoe, Kayak) | <b>SWIMMING</b>                      |
| <b>CYCLING</b><br>(Road, Mountain Bike)           | <b>TENNIS</b>                        |
| <b>DIVING</b>                                     | <b>TRIATHLON</b>                     |
| <b>GOLF</b>                                       | <b>VOLLEYBALL</b><br>(Indoor, Beach) |
| <b>ROWING</b>                                     | <b>WRESTLING</b>                     |
| <b>RUGBY (Male)</b>                               |                                      |

2. Winter Games (2007) (**Mandatory standard**) (**Not applicable for Summer Games**)

|  |   |
|--|---|
| <b>ALPINE SKI</b><br>(Slalom, Giant Slalom, Super G) | <b>FREESTYLE SKI</b>                              |
| <b>ARCHERY (INDOOR)</b>                              | <b>HOCKEY</b>                                     |
| <b>ARTISTIC GYMNASTICS</b>                           | <b>JUDO</b>                                       |
| <b>BADMINTON</b>                                     | <b>RINGETTE (Female)</b>                          |
| <b>BIATHLON</b>                                      | <b>SHOOTING</b><br>(Air Pistol And Air Rifle)     |
| <b>BOXING</b>  | <b>SPEED SKATING</b><br>(Long Track, Short Track) |
| <b>CROSS COUNTRY SKIING</b>                          | <b>SQUASH</b>                                     |
| <b>CURLING</b>                                       | <b>SYNCHRONIZED SWIMMING (Female)</b>             |
| <b>FENCING</b>                                       | <b>TABLE TENNIS</b>                               |
| <b>FIGURE SKATING</b>                                | <b>WHEELCHAIR BASKETBALL</b>                      |

3. The Host Society must acknowledge the authority of the Canada Games Council to modify the events within a sport up to 36 months prior to the Games. Where modifications result in increased costs to the Host Society, the Host Society must approve the changes before they are finalized. (**Mandatory standard**)
4. The Host Society must acknowledge that any changes to the sport program over and above the original quota after the Games are awarded must be approved by the Canada Games Council and must be subsequently agreed to by all funding partners. (**Mandatory standard**)



5. The Host Society must propose for the approval of the Canada Games Council the specific two-week period for the Games within the allowable range of dates and the schedule of sports in each week. **(Mandatory standard)**
6. The Host Society must implement the technical package for each sport, as developed by the Canada Games Council with National Sport Organizations. The Canada Games Council is the final authority on the technical package. **(Mandatory standard)**
7. The Host Society must provide all the material and the equipment required for competition and practice in all sports as defined by the sport-specific venue requirements and the NSO rules and regulations.. **(Guiding standard)**
8. The Host Society must organize a meeting of NSO Technical Representatives, to be co-chaired with the Canada Games Council, not more than two years in advance of the Games. **(Guiding standard)**
9. The Host Society must recognize the authority of the NSO Technical Representative to approve the field of play and must provide for the travel and accommodation for at least two (2) planning sessions, minor officials training clinics or venue inspections by the NSO Technical Representative. **(Mandatory standard)**

**Schedule** *(Source Sport & Venues)*  
**(Guiding standard)**

1. The Host Society must develop the sport event schedule in conjunction with NSO Technical Representative for the approval by the Canada Games Council not less than six months prior to the Games.

**Officials** *(Source Sport & Venues)*

1. The Host Society must recognize the authority of the NSO to appoint and train all major technical officials. **(Mandatory standard)**
2. 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. **(Guiding standard)**
3. The Host Society must provide a registration kit to all technical officials. **(Guiding standard)**
4. The Host Society must provide technical officials with an item commemorating their participation in the Canada Games, different from the field of play uniform. **(Guiding standard)**



### **Test Events** (Source Sport & Venues)

1. 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 in the sport would be beneficial. The host event must be held at the venue to be used in the Games and the focus for test events is to ensure smooth and efficient field of play and venue operations..  
**(Mandatory standard)**
2. The Host Society must include a minimum of \$60-100,000 in its operational budget to support the organization of the test events. **(Guiding standard)**

### **Medal Ceremonies** (Source – Ceremonies, Protocol and Hospitality)

1. In keeping with the importance of medal presentations, the Host Society must respect and implement the protocol requirements specified in CGC policy on medal ceremonies.  
**(Mandatory standard)**
2. The Host Society must design and produce medals and ribbon based on the technical program and medal table provided by CGC and provide for the expense of design and production within its operations budget. Neither the medal nor the ribbon may be commercialized. **(Guiding standard) (Also found in Corporate and Community Fundraising)**

### **Technical Officials, Technical Representatives, Sport Information Officers, out-of-town medical and paramedical personnel** (Source – Games Family Services) (Also found in Medical and Accommodations Non Competition) **(Guiding standards 1-3)**

1. The Host Society must provide a minimum of 250 beds per week in no more than double occupancy rooms in hotels, motels or other residences of a minimum of CAA or Canada Select 3-star (or provincial equivalent) and must include this expense as part of its operations budget.
2. Canada Games Council must approve the type of accommodation selected by the Host Society before reservations are confirmed.
3. The Host Society must provide \$45 per day in lieu of food service for Technical Officials, NSO Technical Representatives, Sport Information Officers and out-of-town medical and paramedical personnel for the duration of their assignment.

### **Telecom** (Source – Operations) **(Guiding standards 1-4)**

1. The Host Society must provide up to 40 cell phones for the dedicated use of NSO Technical Representatives and Sport Information Officers. **(Also in Telecom)**



## ■ DOPING CONTROL

**Contract** (Source – Games Family Services)  
(Mandatory standard)

1. The Host Society must sign a multi-party agreement with Canada Games Council and Canadian Centre for Ethics and Sport (CCES) that covers the conduct of doping controls. Doping control is the responsibility of CCES. The Host Society must bear operating costs such as on-site facilities, marshals, administrative support and material for this service as specified in the multi-party agreement.

## ■ SPORT VENUE OPERATIONS

**Sport Venues** (Source Sport & Venues) (Also 1-6 Capital Construction)

1. The Bid Committee must identify all facilities to be used for the Canada Games and must secure the approval of the respective National Sport Organizations for all proposed competition venues and field of play areas prior to submission of their bid and according to the key specifications noted below, as well as additional information that may be contained in Sport Specific Venue Requirements and NSO Rules and Regulations. NSO approval at the bid stage is not required for non-field of play areas as described in the sport-specific venue requirements or in NSO rules and regulations. . **(Mandatory standard)**
2. 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. **(Mandatory standard)**
3. 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. **(Mandatory standard)**
4. The Host Society must select sport venues within reasonable proximity and not exceeding 30 minutes drive to the Canada Games 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. **(Guiding standard)**
5. The Host Society must ensure sports venues are accessible to wheelchair users and persons who are mobility impaired. **(Guiding standard)**



6. The Host Society must secure the approval of the field of play design by the National Sport Organization prior to initiating new construction or major renovations of sports venues. (*Mandatory standard*)
7. Sport-specific Venue Field of Play Requirements (*Also 7-8 Capital Construction and Venue Overlay*)

NSO approval at the bid stage is needed for the following field of play requirements, as well as those outlined in the sport specific venue requirements and the NSO rules and regulations.

The Host society must provide sports facilities with the following minimum standards for field of play for Summer Games sports in addition to those identified in the sport-specific venue requirements and the NSO rule books. (*Guiding standard*)

|  |   |
|--|---|
| ▪ <b>Athletics</b>                     | ▪ |
| ▪ <b>Basketball</b>                    | ▪ |
| ▪ <b>Canoeing</b>                      | ▪ |
| ▪ <b>Cycling</b>                       | ▪ |
| ▪ <b>Diving</b>                        | ▪ |
| ▪ <b>Rowing</b>                        | ▪ |
| ▪ <b>Soccer</b>                        | ▪ |
| ▪ <b>Softball</b><br>(dimensions)      | ▪ |
| ▪ <b>Swimming</b>                      | ▪ |
| ▪ <b>Tennis</b>                        | ▪ |
| ▪ <b>Volleyball (indoor)</b>           | ▪ |
| ▪ <b>Volleyball (beach<br/>volley)</b> | ▪ |
| ▪ <b>Wrestling</b>                     | ▪ |

8. The Host Society must provide sports facilities with the following minimum standards for field of play for Winter Games sports in addition to those identified in the sport-specific venue requirements and the NSO rule books. (*Guiding standard*)

|               |  |
|---------------|--|
| <b>HOCKEY</b> | <ul style="list-style-type: none"> <li>▪ 3 hockey arenas for use in games and practices</li> <li>▪ Field of play : 200' X 85'</li> <li>▪ Lighting: 1000 LUX</li> </ul>   |
| <b>JUDO</b>   | <ul style="list-style-type: none"> <li>▪ 3 fields of play: 42' X 42' with a 3 m buffer around outside perimeter</li> <li>▪ 1 additional area with mat for practices</li> <li>▪ Seating space for athletes separate from the public.</li> <li>▪ Lighting: 1000 LUX</li> </ul> |



|  |   |
|--|---|
| <b>SPEED SKATING -<br/>LONG TRACK</b>  | <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> <li>▪ Heated building or trailer with facilities and a clear visual access to the finish lines</li> <li>▪ Lighting: 1000 LUX</li> <li>▪ Electronic timing system</li> </ul>   |
| <b>SPEED SKATING –<br/>SHORT TRACK</b> | <ul style="list-style-type: none"> <li>▪ One arena for competition and practice;</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> </ul>   |
| <b>SYNCHRONIZED<br/>SWIMMING</b>       | <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>▪ One warm-up pool with same specifications;</li> <li>▪ Minimum clearance of 1.8 m on 3 sides of the pool with fourth side wide enough ( 4m X 8m) for referee, scorekeepers, announcer and PA system</li> <li>▪ Lighting : minimum 1000 LUX</li> <li>▪ Underwater lighting : 1,500 LUX</li> <li>▪ Athlete seating: XX</li> <li>▪</li> </ul>                              |
| <b>TABLE TENNIS</b>                    | <ul style="list-style-type: none"> <li>▪ Field of play: 1,000 sq. ft. per table for 8 to 12 tables for competitions</li> <li>▪ Additional space around the field of play for athletes and officials</li> <li>▪ 4 practice tables at the competition venue</li> <li>▪ The floor should have sprung (not concrete) synthetic-flooring with a plywood sub-floor</li> <li>▪ Lighting: 1000 LUX at a minimum of 15 ft. above tables</li> <li>▪ Athlete seating: XXX</li> <li>▪</li> </ul>  |
| <b>WHEELCHAIR<br/>BASKETBALL</b>       | <ul style="list-style-type: none"> <li>▪ 1 field of play for competition</li> <li>▪ <i>Field of play: see Official Wheelchair Basketball Rules Document</i></li> <li>▪ Ideal space around perimeter of field 10 ft on sides and 12-15 ft at end</li> <li>▪ Practice: 1 field of play close to the Village or at the venue.</li> <li>▪ Floor: wooden surface;</li> <li>▪ Lighting: 1000 LUX minimum</li> <li>▪ Athlete seating: XX athletes and the wheelchairs</li> <li>▪ All services of the building must be wheelchair accessible</li> </ul> |



## ALPINE SKI

- Hills used for Slalom, GS, Super G and Downhill homologated by a designated FIS homologation inspector
- Race hills would also serve as practice facilities
- Alpine Skiing rules in effect are the FIS International Ski Competition Rules.
- Field of play dimensions:
- Slalom: slope gradients of approximately 33-45% and FIS vertical drops (men 140-220m) and (women 120-200m)
- Giant Slalom: turning areas as hard as possible and FIS vertical drops (men 250-450m) and ladies (250-400m)
- Downhill/ Super G: tracks prepared as per the FIS Courses Inspector. FIS vertical drops for Super G (men 500-650m) and (women 350-600m) / FIS vertical drops for Downhill (men 500-1100m) and (women 500-800m)
- Timing building at finish

## BADMINTON

- Gymnasium that can accommodate 8 courts;
- *For dimensions, referred to Badminton Facility Guidelines*
- Minimum of 5 ft perimeter on all 4 sides of each court
- Walls should be medium to dark color
- Floor: hardwood is preferred surface
- Lighting: 1000 LUX minimum of 30 ft. above the court
- Bleachers for public should be at 10-15 ft. from the field

## BOXING

- Field of play : Ring of 20 ft. X 20 ft., 3-3 ½ ft above the floor with 4 ft. outside perimeter in a gymnasium;
- 2 separate warm up areas in the competition venue
- 1 training facility/ boxing with equipment
- Lighting on the ring : 1000 LUX
- Lighting around the ring should be dimmed;

## CROSS COUNTRY SKIING

- Competition venue must be homologated by FIS and a NSO representative.
- Practice: a suitable hill for glide and wax testing within 1 km of the venue but not on the race course;
- Warm-up track approximately 1 km in length
- *Field of play: Refer to CGC Rules and Regulations;*
- Lynx finish camera system is required for all mass start and sprint events
- Venue seating: areas must be accessible for the public at the start / finish line and around the course. These areas are standing spaces.

## CURLING

Minimum of 5 sheets of ice  
Practice facilities: none required;  
Field of play dimensions: Refer to the Canadian Curling Association Official Rule Book  
No additional space require around the field  
Regular lighting of the venue except if it is necessary to upgrade for broadcasting (1000 LUX)





|                            |  |
|----------------------------|--|
| <b>FENCING</b>             | <p>Room large enough to accommodate a minimum of 8 and maximum of 12 pistes of 14m X 2m with 1.5m at either end.<br/> Maximum outside perimeter: 2 m at ends and 3 m on sides.<br/> Minimum outside perimeter: 2 m at ends and 1.5 m on sides.<br/> Practice/warm-up facilities: in same room as the competition.<br/> Floor : synthetic or wood<br/> Venue temperature maintained at 15EC<br/> Lighting: at a minimum of 4m above the surface, minimum 1000 LUX measured 1m above the piste.<br/> Athlete seating: Equal to ½ of competitors</p>  |
| <b>FIGURE SKATING</b>      | <p>1 skating rink 200' X 85' for competition;<br/> 1 skating rink 200' X 85' for practice;<br/> Lighting : 1000 LUX;<br/> Specific electronic results system required.<br/> Athlete seating: All athletes not competing;</p>   |
| <b>ARTISTIC GYMNASTICS</b> | <p>Field house, congress center or an Olympic size ice rink or a similar venue<br/> Competition floor: minimum 110' X 160'<br/> Ceiling height minimum: 6.5m above the floor<br/> Practice/warm-up facilities: Training gym approximately 70' X 140' adjacent to the competition area<br/> Floor surface: synthetic or wood floor;<br/> Lighting : 1,000 LUX measured 1m above the floor; indirect;<br/> Electronic results system<br/> Video recording of the performances<br/> Athlete seating: 100 athletes and coaches not in competition.</p> |



**Results** (Source Sport & Venues) (Also in Results, Timing and Scoring, IT and Sound etc.)  
(Guiding standards 1-3)

1. The Host Society must set up a Main Results Center (MRC) and MRC support in all venues to produce results.
2. The MRC must be fit out with a photocopier, fax machine and a minimum of 8-12 workstations all with computer and modem.
3. Each venue MRC support must be fit out with a photocopier, fax machine and a minimum of 2 workstations with computers and modem.

**Venue Access** (Source – Communications and Marketing) (Also in Media Relations)  
(Guiding standard)

1. The Host Society must set aside 25 reserved media seats at all venues and a minimum of 50 reserved minimum seats at individual and team event finals as specified by the Canada Games Council.

**Venue Media Centres** (Source – Communications and Marketing) (Also found in Media Relations)  
(Guiding standards 1-3)

1. The Host Society must provide at the venues specified by the Canada Games Council a small media work area at each venue for media and the Sport Information Officer with two user-pay long distance telephone lines, computer and printer, two data lines, one fax machine and printer and tables/desks and chairs. At other venues specified by the Canada Games Council, the Host Society will provide one phone line and one computer line or wireless service. **(Also found in Telecom, IT and Sound etc)**
2. The Host Society must provide a media mix zone for interviews in an area that is a direct link from field of play to locker room and ensure broadcast partners have first right to interviews. (according to Canada Games Council policy)
3. The Host Society must establish photographer positions at all sport venues as provided for in Canada Games Council policy on media at events.

**Ticket Sales** (Source – Communications and Marketing) (Also in Ticketing)  
(Guiding standard)

1. The Host Society must develop a ticketing strategy that is approved by the Canada Games not 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.



**Telecom** (Source – Operations) (Also in Telecom, Village Accommodations and Mission Services)  
(Guiding standard)

1. 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 Games Village, Mission Centre, Games Operations Centre, Results Centre, Media Centre, dispatch headquarters and venue sites as well as mobile radios for Games/ vehicles.

**Events and Venue Broadcast Access** (Source – Communications and Marketing) (Also in Opening and Closing Ceremonies, Venue Overlay, Capital Construction and Broadcasting)  
(Guiding standard)

1. 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.

## **VENUE OVERLAY**

**Other Requirements** (Source Sport & Venues)  
(Guiding standard)

1. For outdoor competitions, the Host Society must provide temporary ancillary facilities such as tents, fencing, shade structures, stands and other utilities.

## **SIGNAGE, PAGEANTRY AND FABRICATION**

**Sponsor Service** (Source – Communications and Marketing) (Also in Corporate and Community Fundraising)  
(Mandatory standard)

1. The Host Society must provide composite field of play and sponsor signage at every venue consistent with the Funding Partners/Canada Games Council Recognition Policy and National Sponsorship Program.

**Storage/ Fabrication** (Source – Operations)  
(Guiding standard)

1. The Host Society must produce all informational, directional and sponsor signage for sport and non-sport venues consistent with the Canada Games Council Graphics Standards Manual.



## VILLAGE ACCOMMODATIONS

### *Games Village (Source – Games Family Services)* *(Mandatory standards 1-8)*

1. The quality of the Games will significantly affect athletes', coaches' and managers' and artistic performers' overall impression of the Games and the host community. More importantly, the quality of the Village can make an important contribution to an athlete's performance. It is equally accurate to say that the absence of quality can detract from athletic performance.
  - (a) The Host Society must provide a Games Village with proper, complete and quality services in a safe and welcoming environment for athletes, coaches, managers and artistic performers.
  - (b) The Games Village must have the capacity to accommodate a minimum of 2,300 persons (Summer Games) or 1,800 (Winter Games) for lodging and food.
  - (c) The Games Village must open two days before the Opening Ceremonies and remain open for 18 days after.
  - (d) The Host Society must secure an exclusive use agreement for the facilities which comprise the Games Village.
  - (e) The Games Village must provide:
    - a. Medical, laundry, entertainment activities, a computer lounge with a minimum of 100 computers **(Also found in IT)** and internet access and a coaches' lounge.
    - b. Village Information Centre that provides bus and competition schedules, results, entertainment schedules, lost and found.
    - c. Space and internet access in a high-traffic area for Canada Games Council identified national partners to set up five 8'x10' display booths.
    - d. Storage space for team equipment.
2. Rooms/space must be group by gender, provincial/territorial contingent and sport.
3. Accommodation, whether private room or barrack-style, must not group more than 6 persons per assigned space.
4. Assigned space must provide a minimum of 60 sq. ft. per single bed or 80 sq. feet per bunk bed.
5. The Host Society must provide pillows, sheets, blankets and pillow cases.



6. 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.
7. The Host Society must ensure that for all accommodation:
  - (a) Rooms are able to be locked.
  - (b) Hangers, clothes racks, mirrors and electrical outlets are provided.
  - (c) Quiet lounges are provided in other parts of the village.
  - (d) Lavatory and shower facilities provide a minimum of:
    1. 1 toilet per 10 males and 1 toilet per 8 females
    2. 1 sink per 10-12 persons
    3. 1 urinal per 25 males
    4. 1 shower per 10 persons
  - (e) Twice daily cleaning of lavatory and shower facilities.
8. The Host Society must provide for cleaning of bedrooms every 48 hours and daily cleaning of common areas and must provide a change of bedding on turn-around day.
9. The accommodation and ancillary facilities must be 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.

***(Guiding standard)***

***Athletes, coaches, managers/support staff and artistic performers*** (Source – Games Family Services) (Also found in Food Services)  
***(Mandatory standards 1-5)***

1. The Host Society must provide a food services area with a minimum seating capacity of 700 at the Games Village and meal production capacity of 900 people per hour.
2. Meal times must be flexible starting as early as 6 a.m. and ending as late as 11 p.m. Food services must be available on a continuous basis between scheduled meal hours.
3. Menus must be planned and meal preparation must be supervised by qualified personnel and must respect Canada Games Council policies about food served to the athletes.
4. The Host Society must provide food at competition venues for athletes, coaches, managers and others who are unable to access the cafeteria due to competition or practice schedules.
5. The Host Society must provide a food preparation area, food storage and refrigeration facilities adequate for the required food services.



**Medical** (Source – Games Family Services) (Also found in Medical)  
(Mandatory standard)

1. The Host Society must provide a minimum 3000 sq. ft. of space for the medical clinic with areas for reception, administration, record keeping, private examinations, physical and massage therapy, taping, pharmacy and a three-bed infirmary. The clinic must be operational from the opening of the Games Village until its closure.

**Mission Centre** (Source – Operations) (Also found in Mission Services)  
(Mandatory standards 1-3)

1. The Host Society must establish a Mission Center in the Games Village.
2. The Host Society must provide the following Mission Centre services:
  - (a) 20 offices each with a minimum of 250 sq. ft. and 3-4 work spaces for the 13 Provincial/ Territorial Missions, Canada Games Council, Sport Canada, the next two Host Societies and other Council identified sport partners. The offices must be set up with a minimum of:
    - a. One work station with computer, high speed internet access and print station plus three tables/desks with high-speed internet hook-up for a minimum of two computers (a plug hub if not wireless) **(Also found in IT)**
    - b. 2 telephone lines with user-pay long distance **(Also found in Telecom)**
    - c. 1 fax line **(Also found in Telecom)**
  - (b) A rate card for rental of additional services or equipment. **(Also found in Telecom)**
  - (c) A minimum of two meeting spaces one for twenty persons and one for 100 persons, a quiet lounge, and two photocopiers.
  - (d) A minimum of 60 assigned parking spaces.
3. The Mission Centre must open the Wednesday prior to the Opening Ceremonies and remain open for the next 19 days.



## ■ MISSION SERVICES

### ***Mission Planning*** (Source – Governance and Administration) (Mandatory standards 1-2)

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 Mission teleconferences in the last twelve months prior to the Games.

### ***Mission Vehicles*** (Source – Games Family Services) (Also found in Transportation) (Mandatory standards 1-2)

1. The Host Society must provide 15 cars – 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 and 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.

## ■ ACCOMMODATIONS (Non Competition)

### ***Media and broadcast representatives*** (Source – Games Family Services) (Also found in Broadcast and Media Relations) (Guiding standards 1-2)

1. The Host Society must reserve a minimum of 200 rooms per week in hotels, motels or other residences of a minimum of CAA 3-star (or provincial equivalent) that are close to the Media and Broadcast Centres. Media and broadcasters representatives are responsible for the cost of their own accommodation however the Host Society is responsible to negotiate the best possible rate for the period of the Games.
2. Canada Games Council must approve the type of accommodation selected by the Host Society before reservations are confirmed.



### **Visitors** (Source – Games Family Services)

1. 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. **(Guiding standard)**
2. Prior to and during the Games, the Host Society must provide information about accommodations for visitors at the Games Operations Centre. **(Guiding standard)**
3. The Host Society must work with the Official Travel Supplier of the Canada Games Council. **(Mandatory standard) (Also found in Corporate and Community Fundraising)**

## **SECURITY**

### **Security** (Source – Operations) **(Guiding standards 1-6)**

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 Canada Games 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 security personnel and an orientation for all paid security personnel to ensure readiness for any situation.
5. 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.
6. The Host Society must establish an incident management plan that is approved by the Canada Games Council.





## MEDICAL

### **Medical** (Source – Games Family Services)

1. The Host Society must provide a medical room at each venue of a minimum of 250 – 500 sq. ft. with space for massage therapy if required. **(Guiding standard)** (Also in *Sports Venue Operations and Venue Overlay*)
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 service schedule for the medical clinic as specified by the Canada Games Council and to provide the venue medical services as specified by the Canada Games Council for high risk, medium risk and low risk sports. **(Guiding standard)**
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. **(Guiding standard)**
4. The Host Society must arrange for temporary provincial licensing of the volunteer sport medicine practitioners selected by the Host Society and the Canada Games Council. **(Mandatory standard)**
5. The Host Society must arrange for ambulance service to be available at the venues of high-risk sports as identified by the Canada Games Council and air evacuation service where the venue of a high-risk sport is isolated. **(Mandatory standard)**

## TRANSPORTATION

### **Airport Transportation** (Source – Games Family Services)

1. The Canada Games Council is responsible for the transportation of all Provincial and Territorial teams and will select an Official Travel Supplier for the Games. The Host Society must work with the Canada Games Council's Official Travel Supplier with on-ground arrival, departure, turnaround and airport needs for the Games.



2. The Host Municipality must be served by an airport or have access to one not greater than a 90 minute commute, unless expressly approved by the Canada Games Council that **(Guiding standard)**:
  - (a) Accommodate planes with passenger loads of up to 200 passengers.
  - (b) Has apron capacity that can accommodate six planes with passenger capacity of 140-200 above the airport's normal daily capacity.
  - (c) Baggage handling capacity for the same time landing/departure of five planes above normal daily airport capacity.
  - (d) Waiting area and screening equipment to handle passengers boarding five airplanes at the same time over and above normal daily traffic.
3. The Host Society must provide transportation to and from the airport for all members of Provincial/Territorial delegations, Canada Games Council staff, Technical Representatives, technical officials, sponsored medical staff, media and broadcast representatives and VIPs as well as all sport equipment and materials for delegations. **(Mandatory standard)**
  - a) Where the airport is more than 30 minutes distant from the Games Village, the Host Society must provide coach buses to transport athletes. **(Guiding standard)**

**Local transportation – athletes, coaches, managers/support staff, artistic performers** (Source – Games Family Services)

1. The Host Society must organize a system for the timely transportation of reserved for athletes, athlete-spectators, coaches, managers/support staff and artists between the Games Village and the competition/training/performance venues or sites where athlete services are provided; and must provide transport accessible for athletes with a disability as required **(Mandatory standard)**.
  - a) Where a competition venue is more than 30 minutes distant from the Games Village, the Host Society must provide coach buses. **(Guiding standard)**
  - b) In team sports, the Host Society must provide a dedicated bus for each team for transportation to and from all practices and competitions. **(Guiding standard)**
2. The Host Society must transport sport and venue equipment and material during the Games. **(Guiding standard)**
3. The Canada Games Council must approve the plan for the ground transportation of Games participants before it is finalized. **(Guiding standard)**



**Motor Pool** (Source – Games Family Services) (Also found in Telecom)  
(Guiding standards 1-2)

1. The Host Society must provide a fleet of a minimum of 15 cars, 20 mini-vans and 10 passenger vans, drivers and a dispatch service available to transport VIPs, media, technical representatives and officials and a fleet of a minimum of 12 trucks and cube vans for logistical support.
2. All vehicles in the motor pool must be radio-equipped.

## **MATERIALS MANAGEMENT**

**Merchandising and Licensing** (Source – Communications and Marketing) (Also found in Merchandising)  
(Guiding standard)

1. The Host Society must provide warehouse space for merchandise provided by the Council licensed merchandiser.

**Storage/ Fabrication** (Source – Operations)  
(Guiding standards 1-3)

1. 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. **(Also found Opening and Closing Ceremonies)**
2. 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.
3. The Host Society must establish an inventory management system.



## ■ RESULTS, TIMING & SCORING

### ***Sports Venues (Source Sport & Venues) (Also found in Sound etc.) (Guiding standard)***

1. The Host Society must provide all competition facilities with speakers, PA system, scoreboards, etc.

### ***Results (Source Sport & Venues) (Guiding standards 1-8)***

1. The Host Society must publish the official results on the web site. ***(Also found in IT)***
2. The Host Society must produce results and publish results in accordance with the Venue Results Operations Manual.
3. The Host Society must establish a system that ensures that Main Results Centre will receive accurate results that is approved by the Canada Games Council.
4. The Host Society must ensure that Main Results Centre is linked with Media Centre and the Games webmaster. ***(Also found in IT)***
5. The Host Society must furnish to the Canada Games Council at the conclusion of the Games a full set of results for all sports.

## ■ IT SERVICES

### ***Technology (Source – Operations) (Also in Volunteers, Registration and Accreditation, Medical, Results, Timing and Scoring and Financial Services):***

- ① Effective utilization of current information technology is critical to the success of the Canada Games. The Host Society is responsible for and must budget to develop the applications system to be used for Accreditation, Registration, Results, Volunteers Registration and Medical Reporting. The creation of an applications system for all future Canada Games (post 2011) is currently under review by the Canada Games.
2. The Host Society must provide an information technology network of up to 285 workstations/laptops and 80 printers in 18 sport and non-sport venues support Games staff, Mission and Games Operation Centres, the Media and Broadcast Centres, the CGC, Sport Canada and other family members to be determined. The full network build must begin production a minimum of 2 months prior to the Games. ***(Guiding standard)***



**Website (Source – Communications and Marketing)**  
**(Guiding standards 1-2)**

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.
2. The web site must provide sponsor recognition, link to technical material on CGC web site and provide a minimum of daily news updates.  
*(Also found in Corporate and Community Fundraising)*

## **BROADCASTING**

**Broadcasting (Source – Communications and Marketing)**

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 as identified at broadcast production meetings. **(Mandatory standard)**
2. The Host Society must include \$1M dollars in their expense budget for national broadcast coverage of the Games. This cost will cover broadcast production to guarantee national exposure in standard definition and will provide commercial inventory that becomes the property of the Council and Hosts.. **(Mandatory standard)**
3. The Host Society must organize a minimum of one broadcaster site visit, to be co-hosted with the 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 will pay for their own cost.s**  
**(Guiding standard) The broadcast will pay for th**
4. The Host Society must provide at its expense the warehousing, scaffolding, storage, information, technical facilities and space requirements and attendant security, etc., in accordance with the contracts signed by the national broadcasters and the Canada Games Council. **(Guiding standard)**
5. Broadcast Centre  
The Host Society must provide a Broadcast Centre that has **(Guiding standard):**
  - a. 6000 sq. fit 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.



## ■ MEDIA RELATIONS

### **Media Accreditation** (Source – Communications and Marketing) (Guiding standards 1-2)

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.

### **Media Centre** (Source – Communications and Marketing) (Guiding standard)

1. The Host Society must provide a Media Centre located in close proximity to the Broadcast Centre with approximately 2,000 – 3,000 sq. ft. The Media Centre must:
  - a. Be set up with two copy machines, two fax lines and one fax machine, six computers (4 English and 2 French), two television sets, a bank of 6 telephones, two data lines and six chairs and tables. **(Also found in IT, Telecom, Sound etc.)**
  - b. Have a general office and a hospitality area.
  - c. Be operational from two days before the Opening Ceremonies.
  - d. Have a separate area for interviews
2. The Host Society must provide within the Media Centre a separate area for press conferences that must provide:
  - a) At a minimum, reduce noise and distraction by separating the area from the Media Centre by pipe and drape
  - b) Riser, podium and skirted table for speaker(s) and media backdrop with approved look and feel
  - c) Supplemental lighting
  - d) At a minimum, 3 speaker stands **(Also found in Sound etc.)**
  - e) 1 podium microphone; 1 cordless hand-held microphone and microphone box **(Also found in Sound etc.)**
  - f) Seating for 50 persons
  - g) Space for 7 television cameras
  - h) 2 skirted tables for media packages and 1 skirted table for coffee and refreshments



## ■ COMMUNICATIONS, PROMOTIONS, AND PUBLICATIONS

**Language** (Source – Ceremonies, Protocol and Hospitality) (Also in Staffing, Office Administration and Services, Village Accommodations, Signage, Pageantry and Fabrication, Signage, Pageantry and Fabrication, Broadcasting, Media Relations, Opening and Closing Ceremonies, Artistic Festivals) (**Mandatory standards 1-3**)

1. 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 official 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.
2. The Canada Games Council Language Policy will specify the bilingual requirements of the Games that must be respected by the Host Society for
  - a. Promotions and public information
  - b. Signage, publications and displays
  - c. Operation of the Games Village, Officials Village, Broadcast Centre, Media Centre, venue media centres and all venues
  - d. Ceremonies and cultural events
  - e. Dealing with any person or group from the general public
3. The Host Society must cover the cost of translation from within its operating budget.

**Promotion** (Source – Communications and Marketing)

1. The Host Society must develop an integrated Marketing and Communications Plan a minimum of 3 years prior to the Games and include this as part of the Host Society Business Plan. (**Guiding standard**)
2. The Host Society must produce a Games-specific Graphics Standard Manual under the supervision and with the approval of the Canada Games Council. (**Guiding standard**)
3. The Host Society must ensure that all publications, material and signage are produced consistent with the Canada Games Graphic Standards Policy. (**Mandatory standard**)



***Publications*** (Source – Communications and Marketing)  
(Guiding standard):

1. The Host Society must produce the following publications in both languages
  - (a) 5,000 (Summer) and 3,800 (Winter) copies Athletes Handbook
  - (b) 700 copies Media Services Handbook
  - (c) 500 copies Technical Officials Handbook
  - (d) 700 copies VIP Handbook
  - (e) 6,500 copies Volunteer Handbook
  - (f) 6,500 copies Volunteer Manual
  - (g) 2,700 copies National Artistic Program gala
  - (h) 25,000 copies Souvenir Program
  - (i) 100,000 copies Event Guide
  - (j) 1,000 copies of the Telecommunications Directory

***Community Relations Program*** (Source – Communications and Marketing)  
(Guiding standards 1-4)

1. 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.
2. The Host Society must use the Canada Games Council *Catch the Spirit* resource in any school education program and can begin these programs from the time of the awarding of the Games.
3. Where the Host Society chooses to include a Mascot Program or a Torch Relay, the plan for this (these) program(s) must be approved by the Canada Games Council.
4. 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. . The Host Society is responsible for all costs associated with having an athlete alumni appear on its behalf.





**Branding** (Source – Communications and Marketing)  
(Mandatory standards 1-2)

1. The Host Society must develop in partnership with the Canada Games Council an event mark that matches the Canada Games Council corporate look and brand and builds equity in the national identity.
2. The Host Society must use the Canada Games copyright logo, word marks and pictograms as specified in the Canada Games Graphic Standards Manual.

**Advertising** (Source – Communications and Marketing)  
(Guiding standards 1-2)

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.

## **CORPORATE AND COMMUNITY FUNDRAISING**

**Sponsorship** (Source – Communications and Marketing)  
(Mandatory standards 1-3)

1. The Host Society must integrate 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.
2. The Host Society must develop rights and benefits packages for local and regional sponsors in collaboration with and approved by the Canada Games Council.
3. Sponsor Service
  - a. The Host Society must develop a sponsor servicing plan in accordance with the CGC Commercialization and Sponsorship Policy and Funding Partnership/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, to be co-chaired by the Canada Games Council. a minimum of one year in advance of the Games; and must include CGC national sponsors and funding partners 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.



## MERCHANDISING

### *Merchandising and Licensing* (Source – Communications and Marketing)

1. The Host Society must acknowledge the exclusive right of the Canada Games Council to develop merchandising and licensing programs. (**Mandatory standard**)
2. The Host Society cannot license any products, material or intellectual property to a third party without Canada Games Council approval. (**Mandatory standard**)

## OPENING AND CLOSING CEREMONIES

### *Opening and Closing Ceremonies* (Source – Ceremonies, Protocol and Hospitality) (Also found in Broadcasting)

1. 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.
  - (a) The Host Society must design and organize a professional quality Opening and Closing Ceremonies in a venue with a minimum capacity of 10,000 persons (Summer Games) or 3,000 persons (Winter Games). (**Guiding standard**)
  - (b) The Host Society must prepare scripts for the Opening and Closing Ceremonies and have them approved by Canada Games Council to ensure that the Canada Games Council Opening and Closing Ceremonies policies are respected and all protocol elements are properly integrated. (**Mandatory standard**)
  - (c) The Host Society must invite the Canada Games Council and the domestic broadcaster(s) to participate in planning the production of both ceremonies (**Guiding standard**).
  - (d) The Host must engage a professional producer/director and supply all technical support for the entertainment to be included in the Opening and Closing Ceremonies and provide for this within their operations budget. (**Guiding standard**)



## ■ ARTISTIC FESTIVALS/PROGRAM (INCLUDES NAP)

**Cultural Events** (Source – Ceremonies, Protocol and Hospitality)  
**(Guiding standards 1-4)**

1. The Host Society must implement an artistic component to the Canada Games to complement and support the competitive sport program and it must include the following components:
  - a. a National Artists Program
  - b. a Provincial/Territorial component
  - c. the Opening and Closing Ceremonies
2. For the Provincial/Territorial component, the Host Society must provide a venue for and present appropriate cultural events or activities that coincide with the staging of the sport events at the Games and are consistent with the menu of activities referenced in the Canada Games Artistic Policy and Program.
3. The Host Society must integrate the National Artists Program within the Canada Games Artistic program and according to the NAP Technical Package developed by the Canada Games Council.
4. The Host Society must include in its operations budget, as a minimum the contributions of the federal government (\$150,000) and provincial/territorial governments (\$2,500 each) for the support of the NAP.
5. The Host Society must provide a venue for presentation of the National Artists Program gala that is equipped with professional-quality staging, sound, lighting and other equipment.



