



CURLING CANADA

Request for Proposals

For

Event and Online Merchandising, and Corporate and Sponsor Apparel

Issue Date:	April 22, 2019
Proponent's Deadline for Questions:	May 10, 2019 at 4:00pm EDT
Proposal Submission Deadline:	May 29, 2019 at 4:00pm EDT

PART 1.0 – INTRODUCTION

1.1 Invitation

Curling Canada has issued this Request for Proposals (“**RFP**”) in order to communicate the details, and accept responses for the exciting opportunity of being an Official Curling Canada Partner for Event and Online Merchandising, and Corporate Premium Items. The requirements for this opportunity are described in Appendix A attached (the “**Services**”).

Nothing contained in this RFP or in any of the communications issued pursuant thereto will be deemed to create any obligation on the part of Curling Canada or any legal relationship or duty with any respondent unless and until a written agreement has been executed. Nothing herein shall be deemed to oblige Curling Canada to enter into an agreement with any respondent for the purchase of any of the Goods.

1.2 Background

Curling Canada is the governing body for the sport of curling in Canada. The primary area of administration and the most financially consuming of Curling Canada’s responsibilities are Championships. On an annual basis, Curling Canada sanctions and conducts nine (9) National Championship events, such as the Tim Horton’s Brier and the Scotties Tournament of Hearts. Both events are extensively covered and televised live by TSN. Curling rivals hockey as Canada’s most watched winter sport with over 11 million unique viewers each year.

With respect to Curling Canada’s Strategic Business Plan, it is founded on six pillars:

- Financial Health and Sustainability
- Healthy Participation in Curling Canada
- Deliver Exceptional Curling Experiences
- Strengthen the Brand of Curling Canada
- Become the #1 National Sport Organization in Canada
- Deliver Exceptional Podium Results

Curling Canada also provides a broad array of programs and services to its 14 Member Associations. The philosophy of Curling Canada is to develop resources and services nationally and deliver them provincially/territorially.

Curling Canada has an extensive stakeholder network including a broad array of national and event sponsors. Additionally, Sport Canada, Own the Podium, the Canadian Olympic Committee and the Canadian Paralympic Committee are key funders.

Extensive information about Curling Canada is found on our website at curling.ca including under the index Your Curling Canada.

1.3 Objective

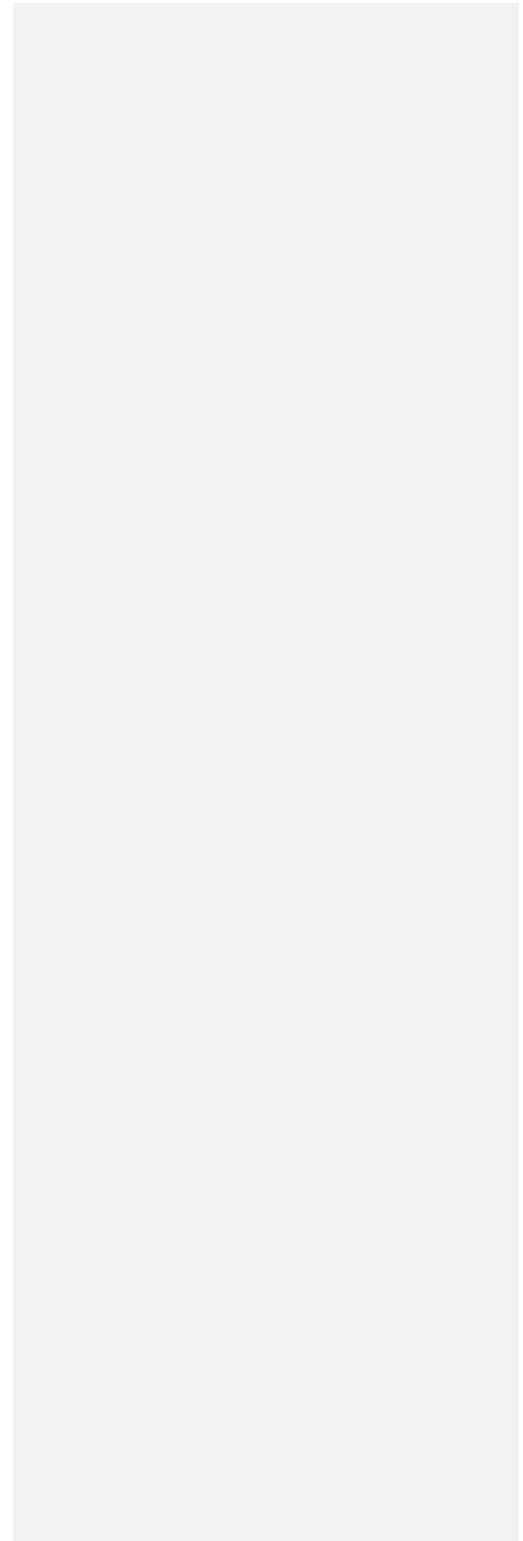
Curling Canada is seeking one Official Partner (“**Partner**”) for the opportunity to provide merchandising services at various national, and international competitions, online through an official store at curling.ca, at retail, and in the delivery of corporate premium items such as volunteer uniforms, sponsor and staff merchandise, Curling Foundation fundraising, and other events, etc. The Partner can be a sole proprietorship, a corporation, a partnership, a joint venture, an incorporated consortium or a consortium that is a partnership or other legally recognized entities. Our goal is to work with a partner that is prepared to invest in the sport of

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

curling with us. We are seeking a Partner for a term of four (4) years and will include the 2019/2020, 2020/2021, 2021/2022, and 2022/2023 curling seasons. A curling season is approximately from September 1 to April 30 but merchandise activity occurs year round.

1.4 Procurement principles of Curling Canada

In all procurement activities, Curling Canada is committed to the principles of open, fair, and transparent purchasing. This is a competitive process with the goal of driving value for money, and the rights and benefits we are extending to our selected partner(s).



PART 2 – HOW TO RESPOND TO THIS RFP

2.1 Timetable

The following is the schedule for this RFP:

Issue Date:	April 22, 2019
Proponent's Deadline for Questions:	May 10, 2019 at 4:00 pm EDT
Proposal Submission Deadline:	May 29, 2019 at 4:00 pm EDT

Once submitted, your proposal will be irrevocable for 120 days after the Deadline to Submit Proposals has passed.

This RFP timetable is tentative only and may be changed by Curling Canada in its sole discretion at any time prior to the Deadline to Submit Proposals. In particular, if any amendments to this RFP are issued, Curling Canada may extend the Deadline to Submit Proposals for a reasonable period of time.

Proposals submitted after the Deadline to Submit Proposals may be disqualified.

2.2 Proposals in English or French

Curling Canada is committed to the Official Languages Act. Proposals may be submitted in English or French.

2.3 How to submit questions you may have

The Curling Canada Contact is:

Name: Bill Merklinger Executive Director Corporate Services

Email: bill.merklinger@curling.ca

(the "**Curling Canada Contact**").

Upon receipt of this RFP, you should examine it carefully and report any errors, omissions or ambiguities.

You may direct questions or seek additional information from the Curling Canada Contact by e-mail on or before the Deadline to Submit Questions.

It is your responsibility to seek clarification from the Curling Canada Contact on any matter you consider to be unclear. Curling Canada will not be responsible for any misunderstanding concerning this RFP or its process.

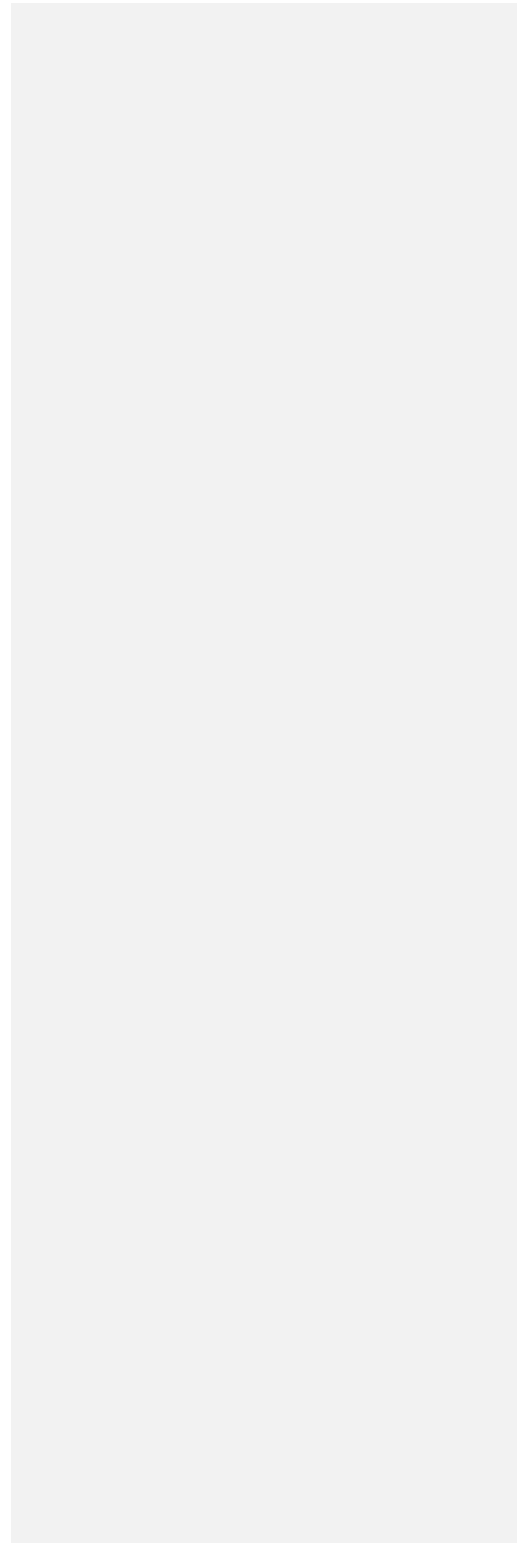
2.4 How to submit your proposal

Your proposal **MUST** be submitted using the following method (collectively the "Mandatory Requirements"):

- (a) It must be submitted via email to the Curling Canada contact. Proposals submitted in any other manner may be disqualified.
- (b) It must be submitted in a .PDF format.
- (c) Documents you must submit include the following:

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

(i) Written Proposal: Your Written Proposal must address the rated criteria described in Appendix B (the “Rated Criteria”).



PART 3 – HOW WE WILL EVALUATE YOUR SUBMISSION

3.1 Stages of Proposal Evaluation

Curling Canada will conduct the evaluation of proposals in the following manner:

- (a) Stage I. In Stage I, we will review all proposals to determine which ones comply with the Mandatory Requirements set out above. Proposals which do not comply with all of the Mandatory Requirements, may be disqualified. Qualified proposals will move on to Stage II.
- (b) Stage II. In Stage II, we will score each qualified proposal on the basis of Rated Criteria. The Rated Criteria are described in Appendix B for your information. Please ensure that your submission addresses each of these criteria.
- (c) Stage III. In Stage III, the Proponent short list from Stage II may be invited for additional discussions, if necessary in order to clarify their bids and resolve any questions/issues. These discussions will be used to adjust scoring in the previous stages.

3.2 Cumulative Score

At the end of the evaluation process, all scores from Stage II and Stage III will be added and, subject to receipt of satisfactory reference checks, the highest scoring Proponent will be selected. It will be required that a minimum score of 70 points will be required in order for any proponent to be considered for Curling Canada partnership.

PART 4 – RIGHTS OF CURLING CANADA WITH RESPECT TO ALL SUBMISSIONS

4.1 Rights of Curling Canada

Notwithstanding anything else contained in this RFP, Curling Canada has reserved the following rights (which are in addition to any other rights that Curling Canada may have), which it can exercise in its sole discretion, with respect to the submissions it receives:

- (a) To waive non-compliance where, in Curling Canada's sole and absolute discretion, such non-compliance is minor and not of a material nature, or to accept or reject in whole or in part any or all proposals, with or without giving notice. Such minor non-compliance will be deemed substantial compliance and capable of acceptance. Curling Canada will be the sole judge of whether a proposal is accepted or rejected;
 - (b) To verify with any Proponent or with a third party any information set out in a proposal;
 - (c) To check references other than those provided by any Proponent;
 - (d) To disqualify any Proponent whose proposal contains misrepresentations or any other inaccurate or misleading information;
 - (e) To disqualify any Proponent or the proposal of any Proponent who has engaged in conduct prohibited by this RFP;
 - (f) To make changes, including substantial changes, to this RFP provided that those changes are issued by way of addenda;
 - (g) To select any Proponent other than the Proponent whose proposal reflects the lowest cost to Curling Canada or the highest score;
 - (h) If a single compliant proposal is received, to reject the proposal of the sole Proponent and cancel this RFP process or enter into direct negotiations with the sole Proponent;
 - (i) To cancel this RFP process at any stage;
 - (j) To cancel this RFP process at any stage and issue a new RFP for the same or similar Goods;
 - (k) To accept any proposal in whole or in part; or
 - (l) To reject any or all proposals.
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APPENDIX A

DESCRIPTION OF SERVICES

1. Overview

- 1.1. Curling Canada operates five Season of Champions events each season including: Tim Hortons Brier, Scotties Tournament of Hearts, Continental Cup, Home Hardware Canada Cup, and a Men's or Women's (alternates each year) World Curling Championship. Once every four years, we host the Tim Hortons Roar of the Rings – an Olympic qualification event for both men's and women's four-person teams. Additional national championships are also held each season including: U Sports/Curling Canada University Curling Championships, Mixed Doubles Curling Championship, Canadian Senior Curling Championships, Under-18 Boys and Girls Curling Championship, Canadian Wheelchair Curling Championship, and the Curling Club Championship. With a focus on the Season of Champions events, Curling Canada is seeking to have robust merchandising efforts that seek to maximize revenue, while offering a wide selection of products that our fans value. Further details about this opportunity are contained in Section 2.
- 1.2. Curling Canada also operates the most visited curling website in the world, with over 20 million page views, and 7,700,000 unique page views during the curling season. Curling Canada is seeking to offer an online store that will allow curling fans across the country to purchase merchandise, whether they are able to attend one of our events or not. This opportunity will be especially important as we advance towards the Beijing 2022 Olympic and Paralympic Winter Games. Further details about this opportunity are contained in Section 3.
- 1.3. In addition to our events and ecommerce opportunity, the selected proponent will be granted the exclusive right, outside of existing licensing agreements, to sell a wide range of items through curling specific, sport, and general retailers across Canada. Curling Canada has three existing licensing partnerships including on-ice uniform and high performance apparel, pins, and table top games. Further details about this opportunity are contained in Section 4.
- 1.4. Curling Canada, and our annual events, require a range of uniforms and merchandise for volunteers, staff, and sponsors. We are seeking quality merchandise, at market competitive wholesale prices. Further details of our requirements are contained in Section 5.

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

2. Event Merchandising

Whether cheering for their favourite team, their province, or Team Canada, curling fans are incredibly loyal and supportive. In addition to event branded merchandise, Curling Canada strongly believes there is also great demand for uniforms and other merchandise that showcases this loyalty and support.

From an event attendance perspective, the past three seasons have seen the following number of live spectators.

2016/2017	297,108
2017/2018	372,400
2018/2019	234,489

The majority of event merchandising revenues are generated through the Season of Champions events summarized in 1.1 above. Per cap merchandise spending ranges from event to event, and from year to year.

The merchandise line has historically been heavily focused on event branded apparel and collectibles. Curling Canada strongly believes that with a broader selection of merchandise, including a wider selection of provincial and Team Canada apparel, per cap numbers and in turn total revenues can increase.

Gross merchandise sales during the past two seasons has been as follows :

2016/2017	\$743,010
2017/2018	\$858,000*

* The 2017/2018 season featured the hosting of the Tim Hortons Roar of the Rings (Olympic Trials). The trials for the 2022 Beijing Olympic Winter Games will be held November 27 – December 5, 2021 in Saskatoon, Saskatchewan.

**We do not yet have a gross sales report for the 2018/2019 season.

Curling Canada has three existing licensed product partnerships in place. These partnerships include the exclusive right for product sales in their product category at Curling Canada events, as well as in the wholesale production of any product using Curling Canada event, team, or corporate marks for product sales at retail. These licensees are:

Licensee	Product Category	Sample Products
Dynasty Curling	On-ice uniforms and high performance apparel	Jackets, shirts, hats and other high performance apparel*
Laurie Artiss/The Pin People	Pins	Pins and Buttons
Merchant Ambassador	Table top games	Table top curling games

*On-ice uniforms is an exclusive license. Apparel is a non-exclusive license.

As Curling Canada believes it is a critical element of any merchandising program, the Event Merchandiser will be required to carry a commercially reasonable assortment of Team Canada and/or Provincial Team replica uniforms. It is understood that the scope of such

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

selection will be dependent on many variables including the host province, projected attendance, the merchandising footprint etc.

Beyond these named licensing categories and partners, the selected proponent will receive master licensing rights over all remaining categories for the purpose of direct sourcing products for sale at events, and for wholesaling through your retail network. The proponent would have the right to determine the optimal product mix they feel would best maximize revenues, but examples of potential categories could include: plush and other mascot related items, general apparel, hats, glassware, flags etc.

In order to maximize revenues, the Event Merchandiser will receive the following on site support at no cost:

- Retail sales footprint within each venue to be located in high traffic area(s), subject to approval by the Event Manager and Fire Marshall
- Electrical power and internet access
- One reserved parking space
- A secure room for counting, sorting and product storage
- Regular public address announcements
- Video board messaging
- Mascot visits
- Directional and wayfinding signage

The selected proponent will be responsible for all operational elements of the event merchandising program including appropriate staffing, product inventory, furniture and fixtures, credit card transaction devices, pricing and sizing charts/signage, security etc.

Curling Canada is expecting a retail royalty of 22% on sales at all Curling Canada events.

3. Online Merchandising

As part of an updated curling.ca website and overall digital strategy, Curling Canada is seeking to introduce an online store to curling fans across Canada. No such store has existed previously.

As an extension to the Event Merchandising program, we envision a master licensing opportunity outside of Curling Canada's existing licensed product categories.

In order to support this new e-commerce opportunity, Curling Canada will provide the following support at no cost to the Online Merchandiser:

- Prominent 'Shop' location on main navigation bar or other similar area to allow for one-click access to online store
- Big box, and banner ad rotations (ad creative is responsibility of proponent)
- Prominent merchandise messages each quarter in main home page carousel or other prominent areas of the website
- Access to Curling Canada email database of approx. 33,500 members (approx. one message per month or as mutually agreed)
- Amplification of new product launches, flash sales etc. through social media channels

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

The selected proponent will be responsible for all operational elements of the online store including layout and design, development, hosting, financial transaction capabilities, data analytics, customer service, shipping etc. It is expected that the proponent's web store will be 'skinned' with Curling Canada brand creative and integrated with Curling Canada's website and other systems as per the larger digital and seamless user experience strategy. The successful proponent will be consulted by Curling Canada digital project managers as important stakeholders in that digital strategy.

Curling Canada is expecting a retail royalty in the range of 15% - 20% on all sales through the online store.

4. Wholesale Merchandising

In addition to merchandise sales completed at event venues, and through the official Curling Canada website, Curling Canada is interested in expanding its retail footprint. Existing retail relationships and successful sales results will be of interest. Experience and commitments with 'pop-up' retail activities at shopping malls or airports will also be of interest.

Commented [KH1]: Does this include on-line retail? Amazon? Retailer sites (i.e HBC on-line)?

As with the Event and Online Merchandising program, we envision a master licensing opportunity outside of Curling Canada's existing licensed product categories.

Curling Canada is expecting a wholesale royalty of 15% on all sales.

5. Corporate and Sponsor Apparel

Curling Canada and our sponsors have significant merchandise needs each year to effectively deliver our profile events. The selected proponent will have the exclusive opportunity to supply these needs during the term of the agreement. While needs will vary each year, our estimated requirements based on recent history include:

Volunteers:

Each Season of Champions event is powered by a passionate group of volunteers. Events require approx. 1,750 volunteers each year with a uniform including :

- One polo/golf shirt with moisture wicking fabric
- One fleece vest
- One softshell style jacket

*Costs should allow for three logos per item

To confirm, volunteer uniforms would not be available for sale to the general public. Generally volunteers cover the costs of their uniforms.

Future Stars:

At each Season of Champions event, young curlers age 9 – 16 receive a special event experience including the opportunity to join a team on the ice for the official pre-game introduction, as well as tickets to the event. Over the course of a season, the program hosts almost 300 youth. Each receives a softshell jacket. Costs should allow for three logos per jacket.

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

Curling Canada and Sponsor Requirements:

The selected proponent will have the exclusive opportunity to supply event-branded merchandise to Curling Canada and our sponsors. The obligatory component of staff, board, and sponsor merchandise needs are historically approx. \$30,000 - \$35,000 each season. Optional purchases would be in addition.

Curling Canada is expecting a royalty of 10% on all merchandise purchases by our sponsors.

6. Other Considerations

- 6.1 Proponent will be required to have a risk management strategy which provides alternative manufacturing sites to ensure items can be produced in the event of a manufacturing site closure;
- 6.2 Proponent should indicate how they would produce merchandise in a timely manner should demand exceed supply early in the event schedule
- 6.3 Proponent must adhere to all applicable laws and standards and meet all required regulations specific to manufacturing in Canada;
- 6.4 Proponent manufacturing supply chain must comply with all applicable local and international laws governing such issues as child labour, wages, benefits, working hours, harassment, health and safety, and factory security;
- 6.5 Provision of appropriate quality control measures to ensure items meet agreed specifications and are free of defects;
- 6.6 Detailed timelines will be confirmed with the successful proponent;

7. Pricing:

- 7.1 All prices must be provided in Canadian Funds, inclusive of all applicable duties and taxes but net of HST.
- 7.2 Prices should include the cost of the finished garment, including the sublimation of up to three event/event sponsor logos per item.

8. RFP Submission Requirements for Evaluation:

- 8.1 The total submission should be clear and concise and include the name of individual(s) with the authority to clarify the terms of the proposal. The evaluation criteria are set out in more detail in Appendix B – The Rated Criteria.

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

APPENDIX B – SCORING IN STAGE II AND III OF THE EVALUATION PROCESS

The total submission should be clear and concise and include the name of an individual with the authority to clarify the terms of the proposal.

Scoring in Stage II – Rated Criteria

Stage II will be scored out of 100 and Proponents will need to achieve a minimum score of 70 to advance to Stage III. The categories and scoring weight for the Rated Criteria in Stage II are as follows:

Rated Criteria Category	Points
<p>Proponent Profile and Experience</p> <ul style="list-style-type: none"> • Description of your company and its capabilities - overview to include but is not limited to: <ul style="list-style-type: none"> ○ Relative Experience – providing similar services for high profile events and organizations ○ Years in business ○ Ownership structure • Provide examples (within the last 5 years) of your company’s experiences with delivering solutions with similar requirements 	25
<p>Royalties on Merchandise Sales</p> <ul style="list-style-type: none"> • Minimum royalty guarantee, and proposed royalty rates • Projected sales and royalties • Retail relationships • Any merchandise credits for Curling Canada promotional needs, or other sponsorship value you would provide as part of this partnership 	40
<p>Product Pricing, Quality and Selection of Merchandise</p> <ul style="list-style-type: none"> • How will you look to provide a wide range of items that includes event branded products, provincial merchandise, and Team Canada/Curling Canada branded items • Relationship with product manufacturers outside existing licensee relationships • Detailed risk management plan • Detailed last minute ordering procedures • Pricing for product being purchased by Curling Canada or our Partners • Delivery timelines for volunteer uniforms from date of order to delivery (expectation is no more than 8 weeks) 	25
<p>General Marketing and Curling Community Support Curling Canada is hoping to find an active marketing partner that will support our objectives for growing the sport of Curling in Canada. Please describe how you would see working with Curling Canada to assist in promoting and supporting the sport across the country. Please describe how you would work with our current licensees to advance their business interests as well as yours.</p>	10
<p>Total (Minimum Threshold to advance to Stage III = 70 points)</p>	100 Points

Scoring in Stage III

RFP – Event and Online Merchandising, Corporate and Sponsor Apparel

Proponent that have met or exceeded the threshold of seventy (70) points as set out in Stage II will advance to Stage III.

