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WORLD JUNIOR A CHALLENGE
DÉFI MONDIAL JUNIOR A



2011 & 2012 **World Junior A Challenge**

Hockey Canada **Bid Guidelines**



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1. Introduction

Hockey Canada is now in the process of accepting letters of interest to host the 2011 and 2012 World Junior A Challenge, an Invitational International Hockey Canada Event, hosted in partnership with Hockey Canada and the Canadian Junior Hockey League (CJHL).

The World Junior A Challenge will be comprised of 6 teams in 2 divisions - Canada (East) in one division, Canada (West) in the other division, both Canadian teams will be joined by 4 international teams. The event is scheduled to be held between the dates of November 7th – 13th, 2011 and November 5th – 11th, 2012 with a tournament format including a single round robin followed by two (2) semi-final games and two (2) medal games for a total of 13 games.

The attached document is an information package for prospective Host Organizing Committees.

This Event is a Hockey Canada event hosted in partnership with the Canadian Junior Hockey League, a Host Organizing Committee, the Host Junior A League and the Host Branch. The Host Organizing Committee for the World Junior A Challenge will report to a Steering Committee consisting of representatives from Hockey Canada, the Host Provincial Branch Association, the CJHL and the Host Junior A League.

If you have questions with the information detailed within the bid guideline package, please contact the Hockey Canada staff resource person for the event.

Dean McIntosh
dmcintosh@hockeycanada.ca
(403) 777-3643

The 2010 World Junior A Challenge was held in Penticton, BC on November 8th – 14th, 2010.



2. Bid Application Process

The following Bid Guidelines have been developed by Hockey Canada strictly for the purpose of facilitating the selection of the site for the World Junior A Challenge. Hockey Canada and the site selection committee reserve the right to make changes to the bid criteria at any point in time as may be deemed necessary. Hockey Canada and its designated site selection committee also reserve the right to request additional information from the potential host sites concerning any aspect of the application or subsequent materials supplied throughout the bid process.

All bid applications must be submitted through the respective member Branch Association of Hockey Canada on behalf of the organizing committee for the potential host site. The bids shall be submitted in accordance with the following procedures:

a) **January 28th, 2011**

Availability of Bid Guidelines

Bid Guidelines distributed to member Branch Hockey Associations

b) **February 28th, 2011**

Letter of Intent for Bid Submission

- i) Deadline for submission of a letter of intent by the Host Committee indicating a bid application will be forthcoming. The letter of intent is to be received by Hockey Canada, Calgary office (2424 University Drive NW, Calgary, AB T2N 3Y9) by the deadline date indicated. A copy of the letter must be copied to the applicable Hockey Canada Branch Office.

Note:

- i) Branches may submit more than one bid.
- ii) All bids must be endorsed by the Branch prior to submission.
- iii) Upon receipt of the Letter of Intent, Hockey Canada will send a copy of the Event Contract to the Bid Committee for review. The Event Contract is to be signed and then submitted with the official Bid Application.
- i) Proposed Hotel and Arena contracts, as well as any other proposed facility contracts must also be submitted with the Bid Application.

c) **April 1st, 2011**

Submission of Bid Presentation to Host Branch

- i) All bid applicants must submit one (1) copy of their written bid presentations plus a CD with all bid documents in Adobe (PDF) file format to their respective Hockey Canada Branch for review and written approval or support. Bids are to arrive not later than 5:00 p.m. local time on the date indicated above.

d) **April 8th, 2011**

Submission of Bid Presentation to Hockey Canada Calgary office

- i) Respective Branches on behalf of bid applicants must submit one (1) of their written presentations with written Branch approval, plus a CD with all bid documents in Adobe (PDF) file format, **the signed Event Contract (signed by the Branch and the Bid Committee), and copies of all other signed contracts, including Hotel and Facility, to the:**



Selection Committee – 2011 & 2012 World Junior A Challenge
Hockey Canada
2424 University Drive N.W.
Calgary, AB T2N 3Y9
Bids are to arrive not later than 5:00 p.m. (MT) on April 15th, 2011

e) April 30th, 2011

Review of Bid Applications

- i) Hockey Canada reserves the right to determine the bid review and selection process. On receipt of the bids the Selection Committee shall assess the need for an in-person presentation or site visitation. The Selection Committee shall review its findings with Hockey Canada's Junior Council. Hockey Canada Junior Council shall in turn recommend a site to Hockey Canada Board of Directors.
- ii) The applicants will be notified accordingly of the decision of Hockey Canada.
- iii) The bid applicant should be aware that gifting for the Site Selection Committee, members of Junior Council, or members of the Hockey Canada Board of Directors will not be permitted.

f) May, 2011

Site Selection Finalized

- i) Hockey Canada Board of Directors or their designate will approve the site of the 2011 & 2012 World Junior A Challenge. The site selection will be based on the recommendation made by the Site Selection Committee and Hockey Canada Junior Council.
- ii) In submitting their applications to host, the bid applicants have acknowledged that the decision to award the hosting of the 2011 & 2012 World Junior A Challenge rests solely with Hockey Canada. A public announcement on the site for the 2011 & 2012 World Junior A Challenge will be made following the site selection with the completion of all contracts.

It is understood that the Site Selection Committee will make its recommendation to Hockey Canada Junior Council, Hockey Canada Board of Directors or their designate based on information contained in the bid presentation. As a result, the bid applicant, Host Branch and Host Junior A League must be in a position to ensure the information is presented accurately, particularly in the financial area, as Hockey Canada will expect the Host Organizing Committee to deliver accordingly.

3. Site Selection Committee

The make-up of the Site Selection Committee is as follows:

Members:

- Hockey Canada Chairman or Designate (Officer assigned to Junior)
- CJHL Chairman or Designate
- Director Marketing Services & Events, Hockey Canada

Resource Persons:

- Manager Marketing Services & Events, Hockey Canada



The World Junior A Challenge is a Hockey Canada event hosted in partnership with the CJHL, a Host Committee, the Host Branch and the Host Junior A Hockey League. The Host Organizing Committee for the World Junior A Challenge will report to a Steering Committee consisting of representatives from Hockey Canada, the CJHL, the Host Provincial Branch Association, the Host Junior A Hockey League and the Chair of the Host Organizing Committee.

4. Event Structure and Committees

To ensure the event is conducted in the most successful manner possible, Hockey Canada will form a partnership to oversee the operation of the event with the Host Provincial Branch Association, the Host Junior A League and the Host Organizing Committee.

To ensure the event is conducted in accordance with acceptable Hockey Canada standards and expectations, committees will be structured to manage the event as follows:

Steering Committee

The Steering Committee will oversee the operation of the event, including the activities of the Host Organizing Committee, on behalf of Hockey Canada;

The Steering Committee will approve the operating budget, business plan and organizational guidelines for the Host Organizing Committee as well as making any necessary policy decisions regarding the event;

The members of the Steering Committee will be as follows:

Chairman:	Director, Marketing Services & Events, Hockey Canada
Voting Members:	Local Organizing Committee Chair Host Provincial Branch President or Designate Host Junior A league delegate CJHL Chairman or designate
Staff Resource Person:	Hockey Canada Event Manager

The Event Manager, based on the established qualifications and job descriptions, shall assist with and support preparations of the Host Organizing Committee.

Host Organizing Committee

Reporting to the Steering Committee, the Host Organizing Committee will be responsible for the organization, administration and staging of the World Junior A Challenge.

The Host Organizing Committee will be made up of representatives from the local business community, local junior hockey programs, local minor hockey programs, the Host Junior A league, and the Host Provincial Branch Association of Hockey Canada.

The structure of the Host Organizing Committee and the appointments to senior volunteer positions within the organization, including the Host Committee chairperson need to be included as part of the bid submission. These positions are subject to approval of the Steering Committee.

Tournament Directorate

The Tournament Directorate is responsible for the operation of the on-ice competition during the tournament dates. The Directorate is comprised of a Chair, as appointed by Hockey Canada and one (1) team representative assigned by the competing Federations.



5. Hosting Standards

In order for a community to be considered as a potential host of the World Junior A Challenge, the site must meet the following minimum hosting standards:

- i) The host community must demonstrate a strong affiliation with local minor hockey organizations.
- ii) The host community must have demonstrated the ability to stage major national or international sports events in a highly successful manner, both financially and logistically.
- iii) The host community and partner sites must have a sufficient population base from which to market and promote the event.
- iv) The host site must have a strong volunteer base within the business and hockey community from which to draw on for leadership, both at the host site and proposed satellite locations. The bid should outline plans for recruitment and training of volunteers.
- v) The host community must have an arena complex which would be suitable to serve as the main site for key games.
- vi) The Host Organizing Committee is encouraged to extend the excitement of hosting the World Junior A Challenge as broadly as possible throughout the host community and surrounding areas. The bid should include host plans for community involvement, together with any special events or social activities which would add a festival-like atmosphere to the hosting arrangements.
- vii) The event must be priced in such a way to ensure the individual games are family affordable. This will allow spectators of all ages the opportunity to experience an event of this magnitude. At the same time, the ticket pricing must be structured to enable the Host Organizing Committee to achieve revenue projections.



6. Site Selection Committee Considerations

The bid presentation should contain certain components in order for the Site Selection Committee to make a detailed evaluation of the bid submissions. This section will provide some additional detail in terms of responsibilities and expectations in those areas.

Community Overview

The bid presentation should contain an overview of the host community, host region as well as any other unique characteristics which may enhance the bid. What will differentiate this community from another looking to host the World Junior A Challenge?

- i. Rationale supporting the bid by potential host community and region, highlight some of the characteristics of the communities and surrounding areas that will be utilized in the event
- ii. Map of the host community indicating locations of key facilities (i.e. arena, hotels, ancillary venues) with detailed listing of distances and travel times
- iii. Bid should include an introduction to key personnel on the bid committee and how they will be utilized as potential members of the Host Organizing Committee, this can be laid out in the form of an organization chart.
- iv. The bid documents should include information as to what the goals and mandate are for the Host Organizing Committee as well as indicators that can be used as benchmarks to track and measure the level of success of the event to the Host Organizing Committee

Business Plan

The bid presentation should include a comprehensive Business Plan which will serve as the primary guide for the organization and the financial operation of the event. The Business Plan should tie together a ticketing plan, sponsorship plan, and budget, along with the marketing/advertising plan.

The Business Plan should include the following information:

- i. Key financial objectives and measurable success indicators, breakeven versus targeted goals
- ii. Financial forecast reflecting all potential revenues and all potential expenditures related with staging the event. Include information to support the numbers and how you plan to reach your targets.
- iii. Ticketing plan and strategy detailing every phase of ticket sales, price points, timelines and targets
- iv. Sponsorship plan and strategy detailing all levels of sponsorship, prospect list, price points, timelines and goals. Sponsorship plan needs to recognize Hockey Canada's sponsorship guidelines and exclusivities as well as detailing any in kind partners who may be able to assist your event.
- v. Marketing/Advertising plan that incorporates earned and bought media from day one until the championship is over. This plan should detail the advertising plan; media plan and how all levels of media will be engaged, as well as tying in the sponsorship and ticket sales plans.
- vi. Detailed Critical path on all key tasks the host committee will be attempting to accomplish in hosting the World Junior A Challenge.



Financial Information

The Financial information in the bid documents should follow the guidelines listed in this section.

- i. The bid documents must include a realistic financial forecast which demonstrates the level to which net proceeds can be achieved. A sample budget, highlighting suggested line items can be found in Appendix A.
- ii. The bid documents must include a comparison of budgets between the Host Organizing Committee ideal budget and a break even budget.
- iii. An understanding that the World Junior A Challenge has a 3 way profit share with 1/3 of profits going to the CJHL, Hockey Canada and Host Organizing Committee respectively.
- iv. Detail on how the Host Organizing Committee plans to share any of their potential profits post event, this will make up the legacy plan for the bid.

Host Organizing Committee Revenue Opportunities

The financial information in the bid documents should highlight how the Host Organizing Committee plans to maximize revenue opportunities in hosting the World Jr A Challenge. A breakdown of some opportunities is listed below:

- i. Ticket Sales
- ii. Local Sponsorship
- iii. Government Grants and Funding
- iv. Community Grants and Funding
- v. Merchandise Sales (Percentage of Sales from Hockey Canada Merchandiser)
- vi. Program / Game Day Line Up Sales
- vii. 50/50 Sales
- viii. Special Events/Fundraising
- ix. Concessions
- x. Other Sources as detailed in your bid documents

Host Organizing Committee – Financial Obligations

The Host Organizing Committee's obligations for event expenses include, but are not limited to the following items:

Host Organizing Committee Guarantor Letter

A letter outlining who will accept financial responsibility for your hosting of the World Junior A Challenge in the instance the event is not profitable. This letter needs to be on official letter head from the group who is taking on this responsibility.

Profit Share

The Host Organizing Committee is required to divide equally among the Canadian Junior Hockey League, Hockey Canada and the Host Organizing Committee all profits from the hosting of the World Junior A Challenge.

Accommodations

World Junior A Challenge Teams

The Host Organizing Committee is responsible for providing appropriate and acceptable hotel accommodations for all 6 visiting teams participating in the World Jr A Challenge. The Host Organizing Committee is responsible to provide and pay for thirteen (13) double rooms and two (2) single rooms per team from the time of arrival until departure. It is also suggested that five (5) additional rooms be held for each visiting team, which if utilized will be paid for by the respective teams.



The Visiting Teams are required to provide a guarantee for any additional rooms above the 15 provided prior to checking in.

CJHL Prospects Teams

The Host Organizing Committee is responsible to provide appropriate and acceptable hotel accommodations for the East and West Prospects Teams. These rooms will be paid for by the CJHL and Hockey Canada. The Host Organizing committee is responsible to block off twelve (12) double rooms and two (2) single rooms for this group.

Officials

The Host Organizing Committee is responsible for providing appropriate and acceptable hotel accommodations for all on ice officials (11) and tournament referee in chief (1). The Host Organizing Committee is responsible to provide and pay for six (6) double rooms and one (1) single room for the officials and referee in chief.

Hockey Canada Staff

The Host Organizing Committee is responsible for providing appropriate and acceptable hotel accommodations for all Hockey Canada staff working the event. The Host Organizing Committee is responsible to provide and pay for four (4) single rooms for the duration of the event. Three (3) additional single rooms should be held for additional staff that will be paid for by Hockey Canada.

Other Accommodation Requirements

The Host Organizing Committee will also be responsible to hold an additional seventy (70) rooms for Hockey Canada VIP's, Canadian Junior Hockey League, TSN, Merchandise, Webcast team, and Scouts/Media. These rooms need to be blocked off. Groups are responsible for payment on their own.

Travel

World Junior A Challenge Team Travel

The Host Organizing Committee is responsible to pay for all Team Canada East and West team travel from the closest airport that will accommodate team travel, to a maximum of thirty (30) people per team, which shall include the following:

- Ground Transportation – motor coach to and from the airport with a cargo van for equipment for both Canadian Teams and all federations
- Local ground transportation for all event related activities including practices, games, meetings, banquet and any other special events the teams are requested to attend.
- Prospects Game Travel will be paid for by Hockey Canada and the CJHL.
- Hockey Canada and the CJHL will pay for return airfare to the competition city or closest airport that accommodates team travel including equipment for all Team Canada East and West players and staff travelling to the event.
- All International federations including USA will be responsible for paying for their travel to and from Canada

Hockey Canada Staff

The Host Organizing Committee is responsible to pay for the travel of a maximum four (4) Hockey Canada representatives. This may include airfare or mileage depending on where the event is located.

Officials

The Host Organizing Committee is responsible to pay for all travel required for on ice officials and the Referee in Chief. This may include air travel or mileage depending where the officials are travelling from.

Mileage will be paid out at the current Hockey Canada mileage rate for any officials driving into the event. All efforts will be made to car pool through scheduling done by the referee in chief.



The Host Organizing Committee is also responsible to ensure the officiating team has access to local transportation for games, airport pick up and drop off, banquet, morning skates or any other special events the officiating team is requested to attend.

Meals

World Junior A Challenge Teams

The Host Organizing Committee is responsible to provide and pay for all meals for the competing teams. Meals will be based on three (3) meals a day on a non game day, four (4) meals a day on a game day. All menus will be approved by the steering committee. The Host Organizing committee will also be responsible to provide and pay for dressing room snacks for teams which can include whole fruit, bagels, jam, peanut butter and granola bars.

CJHL Prospects Teams

The Host Organizing Committee is responsible to provide and pay for all meals for the East and West Prospect teams while on site.

Fees and Per Diems

Hockey Canada Reps

The Host organizing committee is responsible to pay the four (4) Hockey Canada representatives meal per diems throughout the event. Daily meal per diem to be paid based on current Hockey Canada meal per diem at the time of the event. (Current rate as of January 2011 is \$55.00 per day)

Officials

The Host Organizing Committee is responsible to pay the following fees to all on ice officials as well as the referee in chief.

- All game fees associated with two (2) referees and two (2) linesmen per game. Fees will be based on the host Branch regular Jr A playoff fees and should be paid out no later than the end of each game.
- Goal Judges will also need to be paid for all semi final games, bronze and gold medal games. All round robin games you can use local volunteers.
- Daily meal per diem to be paid to all on ice officials and referee in chief based on the current Hockey Canada meal per diem at the time of the event (Current rate as of January 2011 is \$55.00 per day) and should be paid out at the first officials meeting.
- Any host arranged meals like the banquet will be deducted from the overall per diem based on the current rate for that particular meal.

Accreditation

World Junior A Challenge Teams

The Host Organizing Committee is required to provide player access accreditation to a maximum thirty five (35) passes per team at no cost. A maximum of five (5) additional team passes can be purchased through the Host Organizing Committee by the teams at a rate to be determined and approved by Hockey Canada. These additional passes are for additional members of the team; these are not meant for fans or family.

Players' passes will provide the team's access to games they are not playing in so they can watch. The Host Organizing Committee should be aware of this to keep some space for the non-competing teams if the venue is close to capacity for any games.

CJHL Prospects Teams

The Host Organizing Committee is required to provide player access accreditation to the fifty (50) players and staff that will make up the East and West Prospects Teams.



Officials

The Host Organizing Committee is required to provide all members of the officiating team with player access accreditation. This will include the tournament referee in chief as well as any National Supervisor or NHL Supervisor assigned to the event.

Hockey Canada

Hockey Canada staff and the tournament directorate chair will require All Access accreditation for the duration of the World Junior A Challenge.

Arena - Facility

The Host Organizing Committee will be responsible to pay all expenses related to the provision of a "Clean" arena facility including but not limited to the following:

- Facility and Ice costs – The Host Organizing Committee should have exclusive use of the arena and main ice pad, 2 days prior until 1 day after the World Junior A Challenge. This should include installation of Hockey Canada textile ice logos and any ice preparation costs.
- Ice Costs for Team Canada East and West Selection and training camps beginning ten (10) days prior to the World Junior A Challenge – approx six (6) hours per day
- Building Staff – any staff required to run a successful event with large crowds, including game operations staff.
- Minor off-ice officials required to run games, including score keeper, goal judges, time keeper, penalty box attendants and bilingual PA announcer.
- Security Staff and costs
- Meeting Space
- First Aid – Medical space usage
- Score Clock
- Video Score Clock
- Any facility electronic signage
- Signage, banner installation costs at the arena for Hockey Canada and local sponsor signage
- Any costs associated with providing a "clean building"
 - "Clean Building" refers to ensuring the facility is provided to the Host Organizing Committee with the ability to cover any existing signage, including but not limited to Ice, Rinkboards, Ice resurfacer (Zamboni) and any additional signage deemed to be "in camera" or in conflict with Hockey Canada's national sponsor exclusivities.
- Any required signage at any secondary facilities including production, installation and removal costs associated with the required signage which will be decided upon by Hockey Canada.
- Any costs associated with ensuring the facility meets the necessary specifications for television broadcast. Lighting, Power, internet, camera positions, broadcast positions and any other costs that come out of the TSN site visit to ensure the venue is able to accommodate the broadcast. Broadcast minimum specs can be found in the Appendices.

Team Services

The Host Organizing Committee is required to provide the following team service elements at their cost for all participating teams, including officials:

- Laundry service for teams to have their team laundry done after practices and games. This will include jerseys, socks, and player undergarments.
- Equipment Repair service on call for all teams in the case of an emergency.
- Shower supplies in the team dressing rooms for all participating teams.
- Daily towel service for all teams following practices and games.
- Industrial fans and heaters where necessary to assist in drying of team equipment between games and practices.



- Access to drinkable water in venue.
- Snack station at each room prior to practices and games. Supply list can include yogurt, bagels, granola bars and whole fruit.
- Access to ice for Gatorade containers and for team training staff.
- Provide a qualified physician on site for all practices and games. Provide an ambulance service on site for all games.
- Provide a list of other qualified medical professionals that can be made available on call for the teams during the tournament. Dentist, Chiropractor, Physio, Massage, etc.
- Video equipment and staff to provide game DVD's to all competing teams within an hour of the game.

Administration, Marketing and Media

The Host Organizing Committee is responsible for the costs associated with the following items and services.

- All marketing, advertising, promotion, public relations and related sponsors servicing expenses.
- The production of opening ceremonies, ancillary events (fan zone, cabaret) and other in game ceremonies.
- The World Junior A Challenge awards and protocol programs.
- Various event administration expenses, including but not limited to staffing, furnished offices, meeting rooms, salaries, and utilities.
- Media services and related expenses as referenced in the Appendices
- Insurance – including content and event cancellation insurance
- Production of four (4) host committee rinkboards. Approximate costs are \$250.00 per board, with 2 boards required for each position.

Tickets

The Host Organizing Committee is responsible to reserve or provide the following tickets as part of hosting the World Junior A Challenge.

- 250 complimentary VIP Tickets will be provided to Hockey Canada for each game of the tournament. These tickets will be used by Hockey Canada for corporate partners and Hockey Canada volunteers.
- 200 regular tickets will be reserved by the Host Organizing Committee for each game for Team Canada East and West friends and family as well as other competing federations after their rosters are named.

Other

Hockey Canada will arrange for a detailed visitation program with the previous year's World Junior A Challenge hosts (not applicable for 2011). All bid groups should budget for travel, meals and accommodation associated with this trip to ensure the right people from the Host Organizing Committee are on site to learn from firsthand experience what it takes to host this event.

The Host Organizing Committee is also responsible for the creation and submission of an event final report. This final report should be part of all initial planning stages as people in key roles will need to be aware of this commitment. All members of the Host Organizing Committee should be compiling info for this report right from day one. The final written report, in conjunction with the closing financial statement, are the final steps in hosting the World Junior A Challenge, fulfilling the contractual obligation of the committee.

Hockey Canada – Financial Obligations

Hosting Grant

Hockey Canada and the CJHL will provide a hosting grant in the amount of \$15,000.00 to the Host Organizing Committee based on the following payment schedule and Host Organizing Committee deliverables. This hosting grant is to be used to offset some of the costs associated with hosting Team Canada.



- \$5,000.00 will be paid by Hockey Canada on or before August 11, 2011 following the Host Organizing Committee submission and Steering Committee approval of the Event Marketing Plan, Ticket Sales Plan, Media Plan, Sponsorship Plan, Critical Path and Working Budget.
- The second \$10,000.00 will be held in trust by Hockey Canada until the Host Organizing Committee submits their detailed final report, closing financial statement with confirmation all creditors have been paid. Report is due to Hockey Canada within sixty (60) days of the final game.
- Hockey Canada will conduct a financial audit of the event, following the submission of the closing financial statement. This audit would be paid for by Hockey Canada unless there is a difference of 10% or greater, then the cost is assumed by the Host Committee. The final installment of the hosting grant would be paid following the audit proceedings if this step is chosen by Hockey Canada.

Team Canada World Jr A Challenge Travel and CJHL Prospects Travel

Hockey Canada and the CJHL will be responsible for booking and paying for all air travel for Team Canada East and West competing in the World Jr A Challenge and CJHL East and West teams participating in the CJHL Prospects game.

Team Canada East and West and CJHL East and West Meal/Accommodation Subsidy

Hockey Canada and the CJHL will provide the Host Organizing Committee with a \$15,000.00 subsidy to be used to offset some of the costs associated with meals and accommodations for Team Canada East and West at the World Junior A Challenge and CJHL East and West teams participating in the Prospects event. This subsidy will be paid prior to the arrival of the two Canadian teams for their selection and training camps.

Hockey Canada Staff Costs

Any staff over the four (4) covered by the Host Organizing Committee are the responsibility of Hockey Canada for all travel, meals and accommodations.

This includes any costs assumed by Hockey Canada for site visits and planning meetings in the host community.

TSN Broadcast

Hockey Canada will cover all the production costs associated with the National television broadcast by TSN/RDS of the Championship final. The Host Organizing Committee is responsible to ensure their facility is able to accommodate TSN as requested for the broadcast.

Souvenir Event Program

Hockey Canada will cover the cost of production and printing of the official souvenir program for the World Jr A Challenge. 1000 programs will be provided to the Host Organizing Committee with 4 pages of advertising being made available to local event sponsors. Any additional programs requested by the host organizing committee or any additional local sponsor advertising pages requested will be at the cost of the host organizing committee.

Awards

Hockey Canada will provide and pay for the following awards for the World Junior A Challenge.

- A minimum of thirty (30) Gold, Silver and Bronze medals will be provided by Hockey Canada for the Championship game.
- Hockey Canada will provide two (2) Player of the Game awards for each game. The Host Organizing Committee may add a local item to augment this gift.
- Hockey Canada will provide Under Armour MVP award to be awarded at the Championship game.



- Hockey Canada will provide the World Junior A Challenge Trophy to be awarded to the winning team following the completion of the Championship game.

Merchandise

Hockey Canada owns all merchandise rights for the World Junior A Challenge. They will provide a percentage of sales directly back to the Host Organizing Committee at no risk.

National Sponsor Support

Hockey Canada will support the World Jr A Challenge with products from various national sponsors. This product allotment will be finalized by your event manager 2-4 months out from the World Jr A Challenge. In the past this has included Gatorade for all teams, Pepsi for volunteers, Snacks for teams, GM Vehicles for local transportation support, Player gifting and Esso gas cards.

Host Branch – Financial Obligations

The Host Branch accepts the responsibility for any loss reported by the Host Organizing Committee in its financial statement submitted to Hockey Canada. If Hockey Canada decides to have an audit of this statement the Host Branch agrees to pay any reported losses or outstanding debts within 60 days of the financials statement being submitted or the results of an audit being presented.

The Host Branch shall guarantee the financial success of the event by ensuring that the Host Organizing Committee meets the financial obligations of their bid, bid presentation, answers to any supplemental questions and the hosting contract.

If the Host Branch reaches any other agreement with the bid group in terms of this financial guarantee this information needs to be submitted with the bid. Hockey Canada will rely on the Host Branch to ensure all bills are paid following the event.

Operational Plan – Key Considerations

Marketing/Sponsorship/ Ticket Sales/Grants

The Host Organizing Committee must generate substantial support from a variety of sources to ensure the financial success of the World Jr A Challenge. More specifically the bid documents should include an outline on the degree of support the host organizing committee anticipates receiving from a variety of sources detailed below.

- Sponsorship sales plan and package highlighting plans to secure local sponsorship for the World Jr A Challenge. This package will require approval from the steering committee. The package must also respect the Hockey Canada sponsor exclusivity guidelines which can be found in Appendix C and D.
- Hockey Canada's premier partners Nike, RBC, Esso, TELUS and TSN are the presenting sponsors of the World Jr A Challenge. Their logos will need to be recognized in all advertising and marketing materials.
- All local event sponsors must be non-conflicting and comply with the Hockey Canada sponsor guidelines.
- The sponsorship plan should highlight all potential prospects as well as what levels they may fit in the sales plan. Other expected contributions such as in kind donations, contra agreements and service donations should be included in the bid documents.
- Contra and In Kind agreements should focus on offsetting costs and expected expenses like hotel rates, transportation services, facility subsidies, media partnerships.
- Marketing plan should highlight all relevant activities the Host Organizing Committee is looking to highlight from start to finish. This plan should include how print, radio, television and web media will be tied into the promotional plan. It should also incorporate the sponsorship plan and ticket sales plan.
- A media plan should provide direction on what local partners will be targeted, what they will provide in terms of ads or recognition and how this will be utilized in the overall marketing strategy.



- A ticket sales plan should outline the strategy for pricing, packaging, distribution plan, timelines associated with different steps of the plan as well as targets and benchmarks that will be tracked throughout.
- The Host Organizing Committee must include detailed information on any grants or support funds noted in their bid documents. Provincial or municipal funding that is confirmed should be included, any potential grants should be noted as just that with some detail on the success of past groups in attaining any grants referred to in the bid documents.

Hockey Canada will support the Host Organizing Committees marketing plan with a variety of promotional materials and advertising support to assist with the branding of the event. Such additional materials may consist of banners, posters, rink boards, web creative as deemed necessary by Hockey Canada in cooperation with the Host Organizing Committee.

Hockey Canada will design the official logo for the World Junior A Challenge. This will be the only logo utilized for this event. Any usage of this logo along with the Hockey Canada and premier sponsor logos will require approval from Hockey Canada in advance of usage.

The official website for the event will be www.hockeycanada.ca/wjac. This will be built and managed by Hockey Canada at no cost to the Host Organizing Committee. Content will be provided by both Hockey Canada and the Host Organizing Committee. This will be the only website utilized for the World Junior A Challenge. Hockey Canada will also build and manage social media networks through facebook and twitter to promote the World Jr A Challenge. These will be the only social network mediums tied directly to the World Jr A Challenge.

Hockey Canada will provide the digital ticketing system for the World Junior A Challenge. This will come with all the necessary equipment to set up an onsite ticketing office in the host venue. This will come at no cost to the Host Organizing Committee and will be the only ticketing system associated with this event.

Arena Facilities

Outlined below are all the key elements that need to be considered as part of the arena agreements and details provided in the bid documents.

- Facility needs to be available on an exclusive basis for a period of two (2) days prior to the event and one (1) day following
- The Arena must be able to be provided as a “Clean Building” that is the event must be permitted to cover all existing advertising on the rink boards, bench boards, penalty box, in ice, ice resurfacer, video boards, power ring, and any additional advertising determined to be in conflict or in camera view by Hockey Canada. Any damage to any current signage not removed in advance is not the responsibility of Hockey Canada and should not be the responsibility of the Host Organizing Committee.
- All Facilities should be free of displays that compete with any of the Hockey Canada sponsors or the local event sponsors. These areas include main concourse, main entry and exit areas or the box office concourse area.
- Bid documents should include a list of all current facility/building sponsors. If exposure is request to remain in place for any current sponsor it should be documented as a request in the bid documents.
- Arena must meet minimum standards for television and radio broadcast facilities as detailed in (Appendices).
- Access to catwalk for strobe light installation and operation for Hockey Canada event photographers.
- Media press box facilities capable of hosting a minimum 20 media.
- Acceptable television camera positions and arena lighting for a live broadcast (min. 100 foot candle rating). Parking in the building or immediately adjacent will also need to be available for the broadcast truck.
- Acceptable space for media results and workroom.



- Acceptable space for VIP hospitality, room needs to accommodate a minimum of 150 people.
- Daily practice ice for teams and officials, while maintaining the highest quality ice for games each day.
- Exclusive dedicated dressing rooms with showers for all 6 participating teams, 11 game officials and 2 game day rooms for the CJHL Prospects teams for two days at the end of the event. Rooms need to be large enough to accommodate 22 players and allow good ventilation for drying equipment between games and practices
- Pouring Rights for Hockey Canada's beer supplier – Molson Canadian.
- Exclusive and free rights to the sale of merchandise and souvenir programs.
- Exclusive and free rights to distribute promotional items or fan premiums in venue.
- Right to Hockey Canada and local event sponsors (at no expense) to have product displays in the lobby or concourse areas.

All Facility and arena contracts entered into by the Host Organizing Committee fulfilling the obligations of these guidelines will be subject to prior approval of the Steering Committee. A copy of the suggested agreement must be included with the bid documents.

Hotel Accommodations

The Host Organizing Committee will be responsible to meet the following hotel requirements at the host site:

- A minimum of 175 hotel rooms should be available to house participating teams, officials, VIP's, media, TSN and Hockey Canada staff.
- Team Meeting rooms should be provided for the participating teams. These rooms should include a TV and DVD player.
- All final hotel room designation and plans must meet Hockey Canada approval.
- Preferred rates should be negotiated for all out of town guests and dignitaries.
- Recommended that all participating teams be put on their own floor with a maximum of three teams staying at any one hotel.
- Upgraded accommodation should be held and made available to any special dignitaries travelling to the event.

Transportation

The Host Organizing Committee will be responsible to provide the following transportation services.

- Dedicated individual coach transportation for each of the participating teams, including transfers from the designated airport that can accommodate team travel with equipment on arrival and departure.
- A minimum of a 56 seat coach with storage compartments should be considered for airport pick up and drop off it is suggested to have an equipment cargo van available for airport pickups with the coach.
- Local shuttle service for game officials, media and VIP's should be provided on a daily basis to and from practices, games and other event related functions.
- Have an on call emergency transportation service available to teams and tournament officials.
- Provide appropriate complimentary parking for teams, VIP's, officials, and tournament officials.

Media Services

The Host Organizing Committee will be directly responsible for the servicing of all media working on the World Jr A Challenge. To accommodate this at a professional level, the following equipment and services will be necessary.

- Media work and results room must be provided at the main arena and available for all games and practices. This room should be equipped with the list of items found in the (Appendices).
- There will need to be a minimum of one with a possibility of two media mix zone areas at ice level. This area will be used as the only interview area for post practice and post game media requests as media will not have any access to the dressing room area or player benches.



- The mix zone should be in close proximity to the dressing rooms and should have the ability to be roped off or curtained off from the general public.
- Any lighting or audio requirements for this area will be the responsibility of the Host Organizing Committee.
- Hockey Canada will have final approval on all press releases or press conferences aligned with the World Jr A Challenge.
- The Host Organizing Committee should assign a Media Chair to work directly with Hockey Canada staff. The media chair will need a minimum of three (3) volunteers per game to assist in this area. One of these volunteers must be bilingual to assist with servicing any francophone media covering the event.
- The Host Organizing Committee should prepare a list of local media contacts well in advance of the tournament to ensure this group is well aware of all events surrounding the World Jr A Challenge.
- Hockey Canada will provide the official event photographer for the World Jr A Challenge.
- This photographer retains all rights with respect to retail sales of WJAC photos. Hockey Canada retains the rights to all the images from the World Jr A Challenge and will ensure the Host Organizing Committee has any event related images they require for reporting or legacy purposes at no cost.

Photography

- The official photographer will require full access to the venue including cat walks to install strobe lights for the event.
- Hockey Canada must approve any other photo credentials requested for the World Jr A Challenge. All approved photographers will have to sign a legal waiver prior to receiving access to the venue.

Game Day Staff

- An Electronic statistics/results system will be provided by Hockey Canada.
- The Host Organizing Committee will be required to provide dedicated volunteers to enter the real time stats.
- The Host Organizing Committee will also be required to have the necessary laptops, dedicated internet line, printer and photocopiers to operate this system and provide timely results.
- Hockey Canada will provide onsite staff support during the event to assist the media servicing team with all elements during the event.
- The Host Organizing Committee will be required to supply all necessary off ice officials including English and French PA announcer, time keeper, score keeper, penalty box attendants, goal judges, goals and assist tracker.
- The Host organizing committee will be required to supply a volunteer team to assist with all game day promotions and on ice activities including team entrance, warm ups, award ceremonies.

Webcasting

- Hockey Canada currently plans on webcasting all games of the World Junior A Challenge. Host Committee's only responsibility will be ensuring that there is a high speed dedicated internet line and suitable broadcast space for three (3) broadcasters, and a minimum one (1) cameraman.

Accreditation/Security

The Host Organizing Committee will be responsible to provide the following in order to meet expected standards for security and accreditation.

- An accreditation system which includes a registration package and identification card (photo preferred) for participating teams, officials, media, tournament officials, Hockey Canada staff, volunteers, arena staff, VIP's and other dignitaries approved through the Host Organizing Committee and Hockey Canada.
- The final accreditation list shall be computerized and will need to be approved by the Host Organizing Committee and Hockey Canada prior to the event.



- A colour coded system needs to be in place to control access and to secure certain areas in the arena. This plan will be built in partnership with the accreditation team and the security team.
- The dressing room areas should be limited to players and officials only where possible.
- Medical personal need to have access to any areas they need without delay.
- A risk management plan and emergency action plan will be laid out through the security team.

Team Services

The Host Organizing Committee is responsible for the coordination of all aspects of team services. In order to assist with ensuring the teams are given a first class experience and treated how they should be at a Hockey Canada National Event it is suggested each team be assigned two (2) Team Hosts. These teams hosts will be on call 24 hours a day to ensure their teams have everything they need to be able to compete. The Host Organizing Committee should ensure they have people that can speak the language of the country they will be working with including a bilingual rep for Canada East is requested as well.

Every team is to be treated equally by the Host Organizing Committee. This includes the officiating team; they should be treated with all the same professionalism that is provided to the hockey teams.

Community Events

Any plans surrounding additional special events should be outlined in general terms in the bid documents. It is encouraged to take this event beyond the rink into the community, but this cannot be at a distraction to the actual event itself.

All additional events outside of the tournament games and banquet will require prior approval from the Steering Committee.

Bilingual Services

Hockey Canada acknowledges that the official languages of the World Junior A Challenge are English and French. Therefore, the guidelines listed below are requirements of the Host Organizing Committee.

- The Host Organizing Committee will ensure all promotion materials and information intended for the general public prior to, during and after the World Jr A Challenge shall be made available in both official languages.
- The Host Organizing Committee and volunteer group will enlist a sufficient number of bilingual people to fill specific roles where bilingual requirements must be met.
- Event related directional signage with venues, hotels, arenas, must be bilingual.
- Written materials for the teams and visitors must be available in both official languages.
- A component of the Opening, Closing Ceremonies and all games must be bilingual. All ceremonies will require approval from Hockey Canada in advance to ensure this is looked after.

Medical Facilities and Emergency Services

Include in the bid documents a plan for dealing with all medical matters according to the areas listed below:

- Outline services available at local hospitals, clinics and other medical services including dentists, physio, massage, and chiropractor.
- What emergency medical services will be available at all games and practices?
- Detail overall event medical plan and staffing plan for practices and games.

Insurance

Hockey Canada will supply the liability insurance certificate prior to the start of the event upon request of the Host Organizing Committee.



The Host Organizing Committee is responsible to secure event cancellation insurance in the event that the World Jr A Challenge or any other ancillary events must be cancelled for seen or unforeseen reasons.

The Host Organizing Committee is also responsible for obtaining content insurance for all World Junior A Challenge related supplies, awards, materials, and equipment shipped in advance and stored on site.

Human Resources and Volunteer Services

To stage and event of this magnitude, the Host Organizing Committee will be required to recruit, train, support and direct the efforts of hundreds of community volunteers. In consideration of this critical group, the bid documents must include:

Volunteer program and plan for training, coordination, screening, recruitment and recognition.

- The Volunteer screening procedure is subject to prior approval of the Steering Committee. All volunteers and committee members should undergo a criminal record/background check in partnership with your local police services.

Tournament Schedules

Hockey Canada in cooperation with the competing federations will set and approve the official World Junior A Challenge game schedule. This schedule will be finalized no later than May of each year. A sample schedule can be found in the (Appendices).

The World Junior A Challenge practice schedule will be set following the official game schedule being finalized. All teams will be provided practice time throughout the tournament and upon arrival at the host site.



REVENUES:

Grants

Hockey Canada
Federal
Provincial
Municipal
Other

Corporate Sponsors

Event Sponsors
Game Sponsors
Event Program Advertisers
Media Partners

Ticket Sales

Full Event Package Sales
Specialized Packages
Single Game Sales
Exhibition Game Sales
Prospects Game Sale

Merchandise Sales

Fundraising

50/50 Draws
Banquet
Program and Line-Up Sheet Sales
Silent Auction
Bar Sales

Total Revenue

- When building your budget please review the finance section. Please include a Breakeven Budget and Projected Budget.



Budget Template Continued

EXPENSES:

Event Cancellation Insurance
Facility Costs
Accommodations
Meals
Transportation
Event Site Visit - Previous Year
Officials - Hotel, Meals, Travel & Fees
Sponsorship Servicing Costs
Advertising/Promotion
Printing
Game Operations
Opening & Closing Ceremonies
Signage/Pageantry
Player Gifting
Hospitality
Volunteers - Apparel & Appreciation
Event
Office Expenses
Host Committee Expenses
Press Conferences
Special Events
Video Services - Game Copies
Laundry & Towel Service
Accounting
Medical
Credit Card Fees
Contingency

Total Expenses



Sample Tournament Schedule

		<u>Pool A</u>			<u>Pool B</u>
		USA			Canada East
		Canada West			Switzerland
		Russia			Sweden
Game	Date	Time	Rink	Pool	Teams
1	Nov 7	TBD		B	Canada East vs Sweden
2	Nov 7	TBD		A	USA vs Russia
3	Nov 8	TBD		B	Sweden vs Switzerland
4	Nov 8	TBD		A	Russia vs Canada West
5	Nov 9	TBD		B	Switzerland vs Canada East
6	Nov 9	TBD		A	Canada West vs USA
7	Nov 10	TBD			Quarter Final - Pool B3 vs Pool A2
8	Nov 10	TBD			Quarter Final - Pool A3 vs Pool B2 **
9	Nov 11	TBD			Semi Final – WA3vsB2 vs Pool A1
10	Nov 11	TBD			Semi Final – WB3vsA2 vs Pool B1 **
11	Nov 12	TBD			LB3vsA2 vs LA3vsB2 (5 th place game)
12	Nov 12	TBD			CJHL PROSPECTS GAME #1
13	Nov 12	TBD			LSF1 vs LSF2 (Bronze Medal)
14	Nov 13	TBD			CJHL PROSPECTS GAME #2
15	Nov 13	TBD			WSF1 vs WSF2(Gold Medal)

** If Canada West is in the quarter or semi finals their game would be moved to the late game.



Hockey Canada National Sponsor List

Premier Marketing Partners

Nike
Imperial Oil Ltd. (Esso)
RBC
TELUS

Official Broadcaster

TSN/RDS

Official Retailer

SportChek

Official Equipment Provider

Bauer Hockey

International Marketing Partners

3M
Air Canada
Boston Pizza
General Mills
General Motors
Kraft
Konica Minolta
Lowe's
Molson
McDonald's
Pepsi
Proctor & Gamble
Samsung
Tim-Br Mart

National Marketing Partners

Crown Royal
Mars Canada
Under Armour

Official Suppliers

Blademaster
Jet Ice
Timex

Official Hotel

Starwood Canada

PREMIER SPONSOR PROMOTIONAL BENEFITS

- Exclusive co-presenters of all Hockey Canada National Championships and International events hosted in Canada including National Men's and Women's team games and tournaments.
- Exclusive presenters of national television broadcasts produced by Hockey Canada.
- Exclusive right to use Hockey Canada trademark in the product category.
- Inclusion in all Hockey Canada National and International event promotional activities.

EXCLUSIVITY APPLICABLE TO ALL HOCKEY CANADA PROGRAMS, EVENTS AND FACILITIES

Industry exclusivity guidelines apply to rink boards, ice resurfaces, signage, (in camera view) in-ice logos, power ring, print material (including posters, newspaper advertising, event programs, line-up inserts, news releases and letterhead), print media partners, radio and television advertising and broadcasts. Exclusivity guidelines do not apply to permanent venue signage, i.e.: back-lit arena signage, and fixed wall signage, and score clock, subject to Hockey Canada approval.



Television and Radio Broadcast Facility Requirements

1. Lighting

- Between 100 and 150 foot candles;
- Flat lighting - one colour temperature.

2. Power

- 200 amp / 208 volts / 3 PH (3 phase) - 400 amp is ideal;
- Power source should be within 150 feet of the mobile parking position;
- Adequate house power in both the press box and the designated studio area;
- House power should be 30 amps / 110 volts.

3. Cable Access

- Easy cable access into the building, i.e. through cable hatch or door left open;
- Cable access same side as mobile parking or easy access to press box side.

4. Press Box

- Minimum size for press box is 12 feet in length by 8 feet in depth;
- Must accommodate two sets of commentators (TSN and RDS);
- Adequate distance from near boards to cameras 1 and 2, i.e. at least 24 feet from the near boards to the main play-by-play and tight follow positions, otherwise a camera position (scaffold or platform) would have to be built which may result in several seat cancellations;
- Arena should have penalty and shot clock - viewable from press box.
- High speed internet line (minimum one)

5. Camera Positions

- Cameras 1 and 2 - tight follow and play-by-play - should be placed in the press box (if press box cannot accommodate the two cameras, this could result in seat cancellations at the back row of seating on a platform on either the lower level or, where applicable, the upper level seating);
- There is the possibility of a third camera (iso) positioned next to cameras 1 and 2 in the press box or higher position;
- Camera 3 - high end zone/hard - will result in seat cancellations or, depending upon the venue, placement could be at the back of a row on a 2 foot riser. May also require room for a platform for the on-camera host position that may result in further seat cancellations;
- Camera 4 - opposite low - hand held at ice level. Possible seat cancellations;
- Camera 5 - opposite low - at ice level. Possible seat cancellations;
- If there are split benches - hard reverse angle camera at the top opposite concourse;
- Studio requirements (size of referee's room or First Aid room would be acceptable) for intermissions and voice-overs;
- It is to everyone's advantage if the arena has catwalks over the ice for rigging of overhead cameras and microphones.

NOTE: If an arena falls short of any of the above mentioned minimal requirements, a survey at that venue could serve to establish adjustments which could be made to bring the venue up to an acceptable level.



Media Services Requirements

Media Workroom and Results Room

- Photocopiers – high speed, high capacity copier with legal and letter capabilities
- Legal and letter paper supplies
- Fax machine
- International (using a calling card) and local telephone lines with handsets
- Appropriate work area (table and chairs)
- Computers with internet access (high speed) or wireless
- Laser printers accessible through wireless hub or a minimum one computer station
- Supplies and equipment to organize and distribute statistics and line-up sheets for all games
- Proper lighting

Main Venue Press Box Facilities

- Computer laser printer – that can be plug and play with a laptop
- 2 laptops for real time stats set up, these laptops will require a dedicated internet line
- Photocopier
- Minimum of ten (10) telephone lines with long distance capabilities – available upon request
- High speed internet access for media that request this service
- Space for webcast crew, 3 spots with dedicated internet line
- Space for real time stats, website and Hockey Canada media staff – 4 spots
- Remaining space allocated to media with Hockey Canada approval – min 6 spots for local media

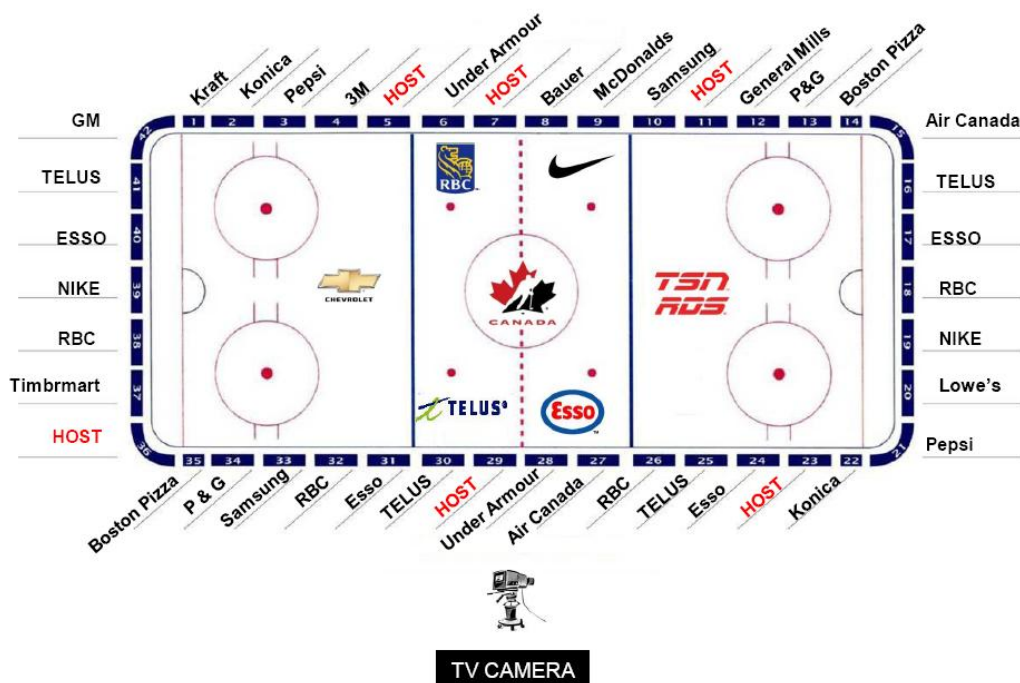
Satellite Venue Press Box Facilities

- Appropriate number of telephone lines (with Hockey Canada approval)
- Computer printer
- Photocopiers
- High speed internet
- 2 laptops for real time stats



Overview of Local Marketing Rights & Opportunities

1. Hockey Canada through the Event Manager, must approve all marketing materials including use of official logos, promotional materials and elements of any sponsorship packages.
2. Hockey Canada marketing partners, as outlined in the Appendices have exclusive rights to the event. No other sponsors in competing categories can have any promotional rights at Hockey Canada events.
3. Hockey Canada controls all ice level signage and provides the local host committee with up to 4 positions on rinkboards. There is no other inventory available to Host Committees. The diagram below included in the Appendices illustrates signage at National Events (2010-2011 versions).
4. Marketing availability for local host committee to involve non-conflicting community businesses and other interest groups includes but are not limited to the following:
 - a. Game sponsorships (for Hockey Canada feature games)
 - b. In venue presence (banners, video, PA announcements)
 - c. Game tickets / hospitality options
 - d. Special event sponsorships eg. Fan Fest, Parent reception, banquet
 - e. Rinkboard inventory (4 positions, as per Rinkboard schematic appendix)
 - f. Volunteer program sponsor
 - g. Event program advertising
 - h. Logo ID on event website
 - i. Logo ID on approved promotional materials (e.g. pocket schedules, local advertising, etc.)
 - j. Recognition at public events (eg. Press conferences, news releases, etc.)



Bid Guidelines Check List

The following items are required for any bid to be considered by the site selection committee. Omission of any one of these items will result in an incomplete bid.

- Involve Branch and League from day one of bidding process
- Highlight your relationship with Minor Hockey
- Facility Agreement – include a copy of the potential facility agreement showing the facility is available and what type of business agreement your potential host group would be entering into with the facility, this should also outline how many seats are available to sell, seats, standing room, suites, etc..
- Hotel Agreement – include a copy of the potential hotel agreement(s)
- List of Current Facility Sponsors
- List of Current Host Team Sponsors
- Host Team Attendance figures over last 3 years
- Win/Loss Record of Host Team over last 3 years
- Arena Diagram – with room measurements documented as well as how your group plans to use the various rooms
- Mandate of Host Committee – what is your goal in hosting the World Jr A Challenge
- Host Committee Org Chart – who are your key members and what are their roles
- Detailed Business plan – to include, but not limited to:
 - Ticket Sales plan – highlighting timelines, prices, success indicators and overall sales strategy, where and when packages and single tickets will be sold and what background do you have to support this strategy
 - Sponsorship plan – timelines, prospects, proposed sales package, pricing structure, goals, and plans to work with Hockey Canada exclusivities and partners
 - Legacy plan – detailed plan for all potential profits of the event
 - Deficit plan – detailed plan for all potential deficits from the event
 - Media plan and Promotional Strategy – including potential partners and timelines, who is on board and how will they be supporting
 - Advertising plan – including potential partners and budget and how any advertising will be used to meet your goals
 - Overall marketing plan highlighting how your ticket sales, sponsorship, media and advertising plan are integrated to help you achieve your goals
 - Detailed Budget – outlining full budget based on your event projections and detail on how your projected budget is going to be met
 - Break Event budget – outline based on your expenses and your revenue plans a break event budget. Worst Case scenario
- Logistics plan – detailed plan on how teams, officials, VIP's, branch reps will be looked after from arrival to departure i.e. accommodation, meals, transportation plan and ability to handle all teams and delegates, dressing rooms
- Athlete Experience – what are you going to do as a committee to give the athletes the best experience possible
- Facility – does arena meet minimum standards as outlined in the bid guidelines for the RBC Cup, if not how do you plan to meet these?
- Letter of Guarantee – who is going to be the financial guarantor for your event?
- Complete the contact sheet outlining who the main contact(s) will be for the Host Organizing Committee.



**FOR MORE INFORMATION
PLEASE CONTACT:**

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