



BID GUIDELINES

2021 WORLD JUNIOR A CHALLENGE



World Junior A Challenge
Défi mondial junior A





Letter from the President & COO

Thank you for your interest in hosting a Hockey Canada event; we are pleased to invite you to submit a bid proposal for the **2021 World Junior A Challenge**.

Hockey Canada is a proud national sport organization that is driven to lead, develop and promote positive hockey experiences. With a membership of over 700,000 from coast to coast to coast, we are excited to find new platforms and initiatives to grow the game at every level.

Our Events department measures the success of any event through the positive impact left on the local hockey community and enhancing the perception of Hockey Canada and our member branches.

We take tremendous pride in delivering exceptional events by challenging current practices and industry standards, and delivering an extraordinary experience to event stakeholders.

Thank you again for expressing your interest in hosting a Hockey Canada event and we look forward to the possibility of bringing the nation or world to your community.

Sincerely,

Scott Smith
President & Chief Operating Officer
Hockey Canada



Next Host

2019 – Dawson Creek, B.C.

Previous Hosts

2018 – Bonnyville, Alta.

2017 – Truro, N.S.

2016 – Bonnyville, Alta.

2015 – Cobourg / Whitby, Ont.

2014 – Kindersley, Sask.

2013 – Yarmouth, N.S.

2012 – Yarmouth, N.S.

2011 – Langley, B.C.

2010 – Penticton, B.C.

2009 – Summerside, P.E.I.

2008 – Camrose, Alta.

2007 – Trail / Nelson, B.C.

2006 – Yorkton / Humboldt,
Sask.

Table of Contents

Event Overview	3
Bid Process	4-5
Event Structure & Committees Overview	6-7
Hosting Standards	8
Bid Presentation Document Overview	9
Bid Requirements & Event Information	10-24
Site Selection Overview	25-27
WJAC Bid Guidelines Checklist	28
Appendices	
A – Budget Reference	30
B – Sample Schedule	31
C – Hockey Canada Partners & Exclusivities	32-36
D – Minimum Medical Standards	37
E – Minimum Television & Radio Broadcast Facility Requirements	38-39
F – Media Service Requirements	40
G – Sample Legacy Plan Outline	41-42
H – Hockey Canada Development Initiatives	43
I – Branding Exposure for WJAC Partners	44
Bid Submission Contact Sheet	45
Questions & Inquiries	46

Event Overview

Hockey Canada and the Canadian Junior Hockey League are now in the process of accepting bids to host the 2021 World Junior A Challenge, an invitational international Hockey Canada event. Please note Hockey Canada reserves the right to award multiple years, should the Site Selection Committee choose.

The World Junior A Challenge will be comprised of six (6) teams in two (2) divisions - Canada (East) in one division, Canada (West) in the other division. Both Canadian teams will be joined by four (4) international teams. The event is scheduled to be held between the dates of **December 12 to December 18, 2021** 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 (CJHL), a Host Organizing Committee, the Host CJHL League and the Host Member (formerly referred to as a "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 Member, the CJHL and the Host CJHL League.

Site Selection Committee

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

Members:

- Hockey Canada Director or Designate
- Hockey Canada President or Designate
- CJHL President or Designate

Resource Persons:

- Staff Representative, Events and Properties, Hockey Canada
- CJHL Staff Representative

The World Junior A Challenge is a Hockey Canada event hosted in partnership with the CJHL, a Host Organizing Committee, the Host Member and the Host CJHL 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 Member, the Host CJHL League and the Chair of the Host Organizing Committee.

Please submit any questions to bids@hockeycanada.ca

Endorsed bids are due October 1, 2019.

Bid 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. Only applications to host the World Junior A Challenge that are endorsed by the CJHL and the Member in which the applicant is located will be considered by the Site Selection Committee.

All bid applications must be submitted through the respective Member on behalf of the organizing committee for the potential host site. *The World Junior A Challenge is not limited to Junior A communities.*

Timelines and Process

Step 1 – July 30, 2019 – Electronic circulation of bid guidelines - Hockey Canada will forward the bid guideline packages to all Members for open bid prior to July 30, 2019 at 5pm MT. The Canadian Junior Hockey League office will circulate bids to all member teams.

Step 2 – August 20, 2019 – Expression of Interest – Interested host locations should send a note to bids@hockeycanada.ca to express their intent to bid. Hockey Canada will share intent to bid with host Junior A League and Canadian Junior Hockey League.

Step 3 - October 1, 2019 – Deadline for submission of final endorsed bid documents from the Members office.

Note: If a bid is being submitted from a CJHL community (has a Junior A team), the bid must be endorsed by the local team, host league, member partner and the Canadian Junior Hockey League.

All Members must submit the electronic copy of the Member-endorsed bid documents to Hockey Canada no later than October 1, 2019. If for some reason the document cannot be emailed please ensure you contact the Hockey Canada office to coordinate delivery of the bid documents prior to the deadline.

The bid package can be shipped to the Hockey Canada office as follows: Hockey Canada Suite 201, 151 Canada Olympic Road SW Calgary, AB T3B 6B7 to the Attention of Hockey Canada Bids, or e-mailed to bids@hockeycanada.ca.

Step 4 –October 2019– Review of bids

- i. The Site Selection Committee will undertake its review of all Member-endorsed bids. The Site Selection Committee may request additional information or request answers to follow up questions at any point in time in order to assist with the review of bids and to short-list applicants for in-person bid presentations.
- ii. The Site Selection Committee may determine a date, time and location for formal in person bid presentations. Bid groups will be given as much lead time as possible in order to arrange travel and presentation. Format and specific requirements for the presentation will be emailed to the group in advance.

- iii. The Site Selection Committee reserves the right to conduct site visits at any point in the bid process.
- iv. Hockey Canada will forward a copy of the World Junior A Challenge event contract to the Member and Host Organizing Committee for review. A signed copy will be due back from the eventual host group prior to any public announcement being made.

Step 5 – November 2019- Hockey Canada decision

- i. The Hockey Canada Board of Directors, or its designate, will determine the site of the World Junior A Challenge. In reaching its decision, the Board will give strong consideration to the recommendation made by the Site Selection Committee.
- ii. A public announcement on the site for the 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 the Hockey Canada Board of Directors or their designate based on information contained in the bid presentation. As a result, the bid applicant, Host Member and Host CJHL 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.

Event Structure & Committees Overview

To ensure the event is conducted in the most successful manner possible, Hockey Canada and the CJHL will form a partnership to oversee the operation of the event with the Host Member, the Host CJHL 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:	Hockey Canada Vice President of Events & Properties or Designate
Voting Members:	Host Organizing Committee Chair(s)
	Host Member Executive Director or Designate
	CJHL President or Designate
	Host League Commissioner or Designate

Resources:

- CJHL Staff Representative
- Manager of Events & Properties, Hockey Canada

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 CJHL team, local minor hockey programs, the Host CJHL League, and the Host Member.

The structure of the Host Organizing Committee and the appointments to senior volunteer positions within the organization, including the Host Organizing Committee Chairperson must 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 at the event. The Directorate is comprised of a Chair, as appointed by Hockey Canada and one (1) team representative assigned by each competing Federation.

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 and Host Organizing Committee must have a strong relationship and association with the local CJHL team.
- ii. The host community must demonstrate a strong affiliation with local minor hockey organizations.
- iii. 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.
- iv. The host community and partner sites must have a sufficient population base from which to market and promote the event.
- v. 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.
- vi. The host community must have an arena complex which would be suitable to serve as the main site for key games.
- vii. 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.
- viii. 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.

Bid Presentation Documents Overview

All bid presentation documents must be prepared for submission to the Site Selection Committee ensuring that all of the following elements are included. Any bid submitted without the following elements, as well as all details required in the bid checklist on **page 28**, will not be considered by the Site Selection Committee.

- I. Introduction – explain the goals for your bid group and the direction you hope to take the World Junior A Challenge
- II. Site selection overview located on **page 25**
- III. Community overview
- IV. Business Plan – explain in detail how you are going to ensure financial success of your event and how you are going to track this from start to finish.
 - i. Financial plan – including budget projections
 - ii. Detailed ticket sales strategy
 - iii. Detailed sponsorship strategy
 - iv. Detailed marketing/advertising plan
 - v. Legacy plan
- V. Operational plan – explain in detail how your group is going to coordinate the execution of the World Junior A Challenge.
 - i. Marketing/Sponsorship/Grants
 - ii. Arena/Facilities
 - iii. Hotel accommodations
 - iv. Food services
 - v. Transportation
 - vi. Media services
 - vii. Accreditation/Security
 - viii. Team services
 - ix. Scout services
 - x. Community events
 - xi. Bilingual services
 - xii. Medical facilities/Emergency Services
 - xiii. Insurance
 - xiv. Human resources and volunteer services
 - xv. Tournament schedule

Bid Requirements & Event Information

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

□ **Community Overview**

The bid presentation must 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 must 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 must 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 must include the following information:

- i. Key financial objectives and measurable success indicators, break even versus targeted goals.
- ii. Financial forecast reflecting all potential revenues and all potential expenditures associated 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. Additionally, the sponsorship plan needs to recognize the sponsorship benefits outlined in Appendix H
- v. Marketing/advertising plan that incorporates earned and bought media from day one until the championship is over. This plan must 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.

Detailed critical path on all key tasks the Host Organizing 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 of net proceeds which 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 three (3) way profit share with 1/3 of profits going to the CJHL, Hockey Canada and Host Organizing Committee respectively.
- iv. Completed legacy plan for the Host Organizing Committee's profits. A sample legacy plan can be found in Appendix G.

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 Junior 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. 50/50 Sales
- vii. Special events/Fundraising
- viii. Concessions
- ix. 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. The expenses for the following items will be incurred throughout the period commencing one (1) day prior to exhibition game day and the day after the gold medal game.

Host Organizing Committee Guarantor Letter - A letter outlining who will accept financial responsibility for your hosting of the World Junior A Challenge if the event is not profitable. This letter needs to be on official letter head from the group who is taking on this responsibility, and must be signed by an individual who has the authority to bind that group.

Profit Share - Prior to accounting for the legacy plan described below, the Host Organizing Committee must divide all profits from the hosting of the World Junior A Challenge equally among the Canadian Junior Hockey League, Hockey Canada and the Host Organizing Committee.

Proposed Local Legacy Plan - Bid groups must provide specific detail on how the local portion of the financial legacy will be directed after the event is completed, finances

have been audited and the profit share has been accounted for. The event Steering Committee will approve the final legacy plan. This will be used to provide direction and show the Site Selection Committee where bid groups see their legacy being directed back into grass roots hockey initiatives. A sample legacy plan can be found in **Appendix G**.

Team Accommodations - The Host Organizing Committee must provide appropriate and acceptable hotel accommodations for all six (6) teams participating in the World Junior A Challenge. For the four (4) international teams, the Host Organizing Committee must provide and pay for twelve (12) double rooms, two (2) single rooms and one (1) dedicated team meeting room per team from the time of arrival until departure (including training camps.) For the two (2) Canadian teams, the Host Organizing Committee is responsible to provide and pay for twelve (12) double rooms, six (6) single rooms and one (1) dedicated team meeting room per team. It is also suggested that five (5) additional rooms be held for each team, which if utilized will be paid for by the respective teams.

The teams are required to provide a guarantee for any additional rooms above the 14 provided prior to checking in.

Officials Accommodations - The Host Organizing Committee must provide appropriate and acceptable hotel accommodations for all on ice officials (11) and the tournament referee in chief (1). The Host Organizing Committee must provide and pay for six (6) double rooms for the officials, and one (1) single room for the Referee in Chief as well as one (1) dedicated meeting room for the officials.

Hockey Canada Staff Accommodations - The Host Organizing Committee must provide 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 such staff for the duration of the event. Three (3) additional single rooms that will be paid for by Hockey Canada should be held for additional staff.

Other Accommodation Requirements - The Host Organizing Committee must hold an additional seventy (70) rooms for Hockey Canada VIP's, Canadian Junior Hockey League representatives, CJHL league presidents/commissioners, TSN, Merchandise, Webcast team, and Scouts/Media. These rooms need to be blocked off. The costs of these rooms are the responsibility of whoever occupies them.

Team Travel - The Host Organizing Committee must pay for all team ground travel from the designated airport to the hotel site, as well as venue transportation for a maximum of 30 people per team. Travel includes:

- Ground transportation – motor coach to and from the airport with a cargo van for equipment for all teams.
- Local ground transportation for all event related activities including practices, games, meetings, banquet and any other special events the teams are requested to attend.
- 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 Travel - The Host Organizing Committee must 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 Travel - The Host Organizing Committee must 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 must ensure the officiating team has access to local transportation for games, airport pick up and drop off, morning skates or any other special events the officiating team is requested to attend.

Team Meals - The Host Organizing Committee must 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, and four (4) meals a day on a game day. All menus will be approved by the Steering Committee. Meals are also based on 28 members per team for the international federations and 30 members per team for the two (2) Canadian teams. The Host Organizing Committee will also be responsible to provide and pay for dressing room snacks for teams for all games and practices which can include whole fruit, bagels, jam, peanut butter and granola bars. The Host Organizing Committee is responsible for providing meals for teams training camps as well should there be any.

Hockey Canada Representatives Per Diem - The Host Organizing Committee must 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 is \$120.00 per day)

Officials Per Diem - The Host Organizing Committee must 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 league's regular Junior A playoff fees and should be paid out no later than the end of each game.
- Daily meal per diem to be paid to all on ice officials and Referee in Chief based on the standard official per diem of \$70 a day (\$20 B, \$20 L, and \$30 D). **subject to change*
- Any host arranged meals like the banquet will be deducted from the overall per diem based on the current per diem rate for that particular meal.

Arena / Facility - The Host Organizing Committee must pay all arena-related expenses including but not limited to the following:

- Facility and ice costs – The Host Organizing Committee must have exclusive use of the arena and main ice pad, two (2) days prior until one (1) day after the gold medal game. This should include installation of Hockey Canada textile ice logos and any ice preparation costs
- 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 resurfer (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 Appendix E.
- 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 staff costs & space usage

Team Services - The Host Organizing Committee must 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 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 copies to all competing teams within an hour of the game.
- Volunteers available to assist teams with equipment when moving venues.

Scout Services - The Host Organizing Committee must provide a suitable space to accommodate scouts to access media notes, basic snacks and refreshments.

Administration, Marketing & Media - The Host Organizing Committee must pay 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 Organizing Committee rink boards. Approximate costs are \$250.00 per board, with two (2) boards required for each position.

Tickets - The Host Organizing Committee must reserve or provide the following tickets as part of hosting the World Junior A Challenge.

- Ten (10) complimentary VIP tickets will be provided to the CJHL for each game of the tournament.
- Three-hundred (300) complimentary VIP tickets must 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.
- Two-hundred (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.

50/50 - The 50/50 is a Host Organizing Committee expense should they choose to have host draws.

Other - Hockey Canada will assist in coordinating a detailed visitation program with the previous year's World Junior A Challenge hosts. 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 must create and submit 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 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 \$30,000.00 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.

- \$15,000.00 will be paid by Hockey Canada 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 approved budget.
- \$15,000.00 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 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 will be paid for by Hockey Canada unless there is a difference of 10% or greater in the net revenue, then the cost is assumed by the Host Organizing Committee. The final installment of the hosting grant will be paid following the audit proceedings if this step is chosen by Hockey Canada, and could be reduced or withheld if the audit reveals outstanding creditors.

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 incurred 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 of the Championship final by TSN/RDS.

Accreditation - Hockey Canada will provide and produce accreditation passes. The Host Organizing Committee is responsible for completing the accreditation template provided by Hockey Canada to ensure all volunteers, Host Organizing Committee members and other staff have proper accreditation for the event.

Teams - The Host Organizing Committee must provide player access accreditation to a maximum 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 teams with access to games they are not playing in so they can watch. The Host Organizing Committee should be aware of this

and keep some space for the non-competing teams if the venue is close to capacity for any games.

Officials - The Host Organizing Committee must 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 - The Host Organizing Committee must provide Hockey Canada staff and the tournament directorate chair with all access accreditation for the duration of the World Junior A Challenge.

CJHL Representatives - The Host Organizing Committee must provide all access accreditation for the duration of the event to CJHL representatives and to CJHL league presidents/commissioners (or other league representatives) as reasonably requested by the CJHL.

Merchandise - Hockey Canada owns all merchandise rights for the World Junior A Challenge. A percentage of sales will be paid to the Host Organizing Committee.

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

- A minimum of 30 Gold, Silver and Bronze medals
- Two (2) Player of the Game awards for each game. The Host Organizing Committee may add a local item to augment this gift. The CJHL retains the sponsorship rights to the Player of the Game awards.
- The World Junior A Challenge Trophy to be awarded to the winning team following the completion of the Championship game along with the Championship banner.

National Sponsor Support - Hockey Canada will support the World Junior A Challenge with products from various national sponsors. This product allotment will be finalized by your event manager two to four months out from the World Junior A Challenge. In the past this has included Gatorade for all teams, Pepsi for volunteers, snacks for teams, Chevrolet vehicles for local transportation support, player gifting and Esso gas cards.

Host Member Financial Obligations

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

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

□ **Operational Plan**

Please note certain elements below may be contained in the “Host Organizing Committee – Financial Obligations” section of these Guidelines but are also included here to ensure they are in place operationally.

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 Junior 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 Junior 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 & D**. CJHL sponsors will be protected within the category that they own with the CJHL. The Host Organizing Committee is not committed to deliver any assets to these sponsors but will be given the opportunity to sell these sponsors into the event. Hockey Canada’s premier partners (currently Nike, Esso, TELUS, Tim Hortons and TSN) are the presenting sponsors of the World Junior 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 found in **Appendix C & D**.
- The sponsorship plan should highlight all potential prospects as well as what levels they may fit into 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 engage in 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 and detail on the success of past groups in attaining any grants should be referred to in the bid documents.

Hockey Canada will review, approve and support the Host Organizing Committee's marketing plan and media plan with a variety of promotional materials and advertising support to assist with the branding of the event. Such additional materials may include graphics, banners, posters, rink boards, and 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 consult with the Host Organizing Committee to determine the party best equipped to build and manage social media networks through Facebook and Twitter to promote the World Junior A Challenge. Hockey Canada in consultation with the Host Organizing Committee will determine if these will be the only social network mediums tied directly to the World Junior A Challenge.

Hockey Canada will provide the digital ticketing system for the World Junior A Challenge, including all the necessary equipment to set up an onsite ticketing office in the host venue. This system will be provided 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 start of the event and one (1) day following. For the World Junior A Challenge facility exclusivity commences One (1) day prior to exhibition game day and the day after the gold medal game.
- 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 resurfer, 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 or 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 requested 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 Appendix E.
- 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.
- Pouring rights for Hockey Canada's beer supplier – (currently Molson Coors Brewing Company).
- Exclusive and free rights to the sale of merchandise.
- Exclusive and free rights to distribute promotional items or fan premiums in venue.
- Right for Hockey Canada and local event sponsors (at no expense) to have product displays in the lobby or concourse areas.
- Hockey Canada and the Host Organizing Committee are to review all venue contracts prior to signing.

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. Facility and arena contracts must not include wording requiring Hockey Canada to release or indemnify any party against claims or liability arising out of that party's negligence, wrongful acts, or omissions.

Hotel / Accommodations

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

- A minimum of 200 hotel rooms should be available to house participating teams, officials, VIP's, media, TSN and Hockey Canada staff.
- Dedicated team meeting rooms to be provided for the participating teams. Teams are responsible to provide and pay for any audio visual needs.
- All final hotel room designations and plans are subject to Hockey Canada's 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, as approved by Hockey Canada, 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, Hockey Canada staff and tournament officials.
- An equipment cube van needs to be available for all teams' venue moves.

Media Services

The Host Organizing Committee will be directly responsible for the servicing of all media working on the World Junior 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 **Appendix F**.
- 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 Junior 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 Junior A Challenge.
- Hockey Canada will provide the official event photographer for the World Junior 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 Junior 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 Junior A Challenge. All approved photographers will have to sign a legal waiver prior to receiving access to the venue.

Event Statistics & 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, and a suitable space for them to work from that has internet access and an unobstructed view of the game.
- 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. The Host Organizing Committee must ensure that there is a high speed dedicated internet line and suitable broadcast space at centre ice for three (3) broadcasters, and a minimum one (1) cameraman. If available, space near camera for playing teams to plug into or video next to camera for live feed.

Accreditation/Security

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

- Hockey Canada will produce and print all accreditation passes at no cost to the Host Organizing Committee.
- 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 must be implemented 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 exclusively where possible.
- Medical personnel must have access to all areas 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 it is recommended that 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.

Every team is to be treated equally by the Host Organizing Committee including the officiating team, who 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

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. Hockey Canada will provide guidance and translation services for all public facing materials and scripts.

- The Host Organizing Committee will ensure all promotion materials and information intended for the general public prior to, during and after the World Junior 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.
- Component of the opening, closing ceremonies, and all games must be bilingual. All ceremonies will require approval from Hockey Canada in advance to ensure compliance with this requirement.

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.
- Detail overall event medical plan and staffing plan for practices and games in accordance with the Minimum Medical Standards outlined in **Appendix D**

Insurance

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

The Host Organizing Committee must secure and purchase event cancellation insurance to protect against the World Junior A Challenge or any other ancillary events being 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 an 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 will undergo a criminal record/background check in partnership with your local police services.

Tournament schedules

Hockey Canada in cooperation with the competing federations and Hockey Canada High Performance will set and approve the official World Junior A Challenge game schedule. This schedule will be finalized by the World Junior A Challenge Steering Committee. A sample schedule can be found in **Appendix B**.

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.

Profit Sharing

The net profits, prior to accounting for the host legacy plan, for the event will be split evenly as follows:

- 33% Hockey Canada
- 33% Host Organizing Committee
- 33% Canadian Junior Hockey League

Site Selection Overview

Please attach this overview as the first page of your bid document. The bid document can be used to supplement the information provided below. Please use the bid guidelines checklist on page 28 to ensure a complete bid is submitted.

1. Arena / Facilities

Main Arena: Please attach floor plan / schematic

a.	Name:			
b.	Address:			
c.	Capacity:	Seating:	Standing:	# of Suites:
d.	Number of Dressing Rooms:		Avg. Square Footage:	
	Square Footage of Smallest Dressing Room:			
e.	Number of Coaches Rooms Available:			
f.	Number of Meeting Rooms:		Average square footage:	
g.	Number of Additional Storage Areas:		Average square footage:	
h.	Square Footage of Officials Room:			
i.	Medical Room (Y/N):			
j.	VIP Room (Y/N):			
k.	Press Box (Y/N):			
	If yes, square footage:		Number of Seats:	
l.	Volunteer Room (Y/N):			
m.	Dedicated Merchandise Space (Y/N):			
n.	Dedicated Box Office (Y/N):			
o.	Internet Service Provider:			
	Available Hardline Connection – TSN/Webcast (Y/N):			

Secondary: Please attach floor plan / schematic – if applicable

a.	Name:			
b.	Address:			
c.	Capacity:	Seating:	Standing:	# of Suites:
d.	Number of Dressing Rooms:		Avg. Square Footage:	
	Square Footage of Smallest Dressing Room:			
e.	Number of Coaches Rooms Available:			
f.	Number of Meeting Rooms:		Average square footage:	
g.	Number of Additional Storage Areas:		Average square footage:	
h.	Square Footage of Officials Room:			
i.	Medical Room (Y/N):			
j.	VIP Room (Y/N):			
k.	Press Box (Y/N):			
	If yes, square footage:		Number of Seats:	
l.	Volunteer Room (Y/N):			
m.	Dedicated Merchandise Space (Y/N):			
n.	Dedicated Box Office (Y/N):			
o.	Internet Service Provider:			
	Available Hardline Connection – TSN/Webcast (Y/N):			

Exhibition Game(s) – if applicable

- a. Name of Arena:
- b. Name of Arena:
- c. Name of Arena:
- d. Name of Arena:

2. Hotel / Accommodation

- a. **Are you able to provide a minimum 180 quality rooms in reasonable proximity to the main arena (and secondary arena –if applicable) for \$120, including taxes, per night (Y/N):**

If no, please explain:

b. Hotel Provider #1

Name: Room Rate:

Reserved for (teams, Hockey Canada, officials):

Number of Rooms Available: # of Singles: # of Doubles:

Number of Meeting / Meal Rooms Available:

Distance to Main Arena:

Distance to Secondary Arena (if applicable):

c. Hotel Provider #2

Name: Room Rate:

Reserved for (teams, Hockey Canada, officials):

Number of Rooms Available: # of Singles: # of Doubles:

Number of Meeting / Meal Rooms Available:

Distance to Main Arena:

Distance to Secondary Arena (if applicable):

d. Hotel Provider #3 – if applicable

Name: Room Rate:

Reserved for (teams, Hockey Canada, officials):

Number of Rooms Available: # of Singles: # of Doubles:

Number of Meeting / Meal Rooms Available:

Distance to Main Arena:

Distance to Secondary Arena (if applicable):

e. Hotel Provider #4 – if applicable

Name: Room Rate:

Reserved for (teams, Hockey Canada, officials):

Number of Rooms Available: # of Singles: # of Doubles:

Number of Meeting / Meal Rooms Available:

Distance to Main Arena:

Distance to Secondary Arena (if applicable):

3. Meal Provisions

- a. Are team meals being provided at the hotel(s)? (Y/N):
If no, please identify the meal providers:

4. Transportation

- a. Do you have dedicated transportation for each team (Y/N):
If no, please explain
- b. Do you have volunteers available to shuttle* officials, VIP's and staff when required?
(Y/N):
If no, please explain:

**Hockey Canada will provide a limited number of Chevrolet vehicles for this event.*

World Junior A Challenge Bid Guidelines Checklist

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.

- Mandate of Host Organizing Committee – what is your goal in hosting the World Junior A Challenge
- Involve your local CJHL team, Host CJHL League and your Member from day one of bidding process
- Highlight your relationship with Minor Hockey
- Complete the site selection overview page and include as page one of your bid
- 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 three (3) years
- Win/loss record of host team over last three (3) years
- Arena diagram – with room measurements documented as well as how your group plans to use the various rooms
- Host Organizing 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 even budget – outline based on your expenses and your revenue plans a break even budget. Worst case scenario
- Logistics plan – detailed plan on how teams, officials, VIP's, Member 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 WJAC, 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 in Appendix I.



APPENDICES

2021 WORLD JUNIOR A CHALLENGE



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World Junior A Challenge
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Appendix A – Budget Reference

	<u>Ideal</u>	<u>Breakeven</u>
REVENUE		
Tickets		
Sponsorship		
Government Funding		
Hockey Canada Grant		
Fundraising		
Ancillary Events		
Concessions		
50/50		
Volunteer program		
Other		
TOTAL		
EXPENSE		
Air travel		
Ground transportation		
Per Diems		
Accommodations		
Facility rentals		
Official's cost (fees)		
Member Reps		
Operations		
Legal & Insurance		
Profit Sharing/Teams		
Protocol		
Special events		
Volunteer services		
Laundry & towel service		
Administration		
Advertising		
Promotional materials		
Sponsor servicing		
Media/Communications		
Bid costs		
Event site visit		
Other		
TOTAL		
ESTIMATED PROFIT		

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.

Appendix B – Sample Schedule

GROUPS/GROUPES				
A				
Canada East/Est (CAN-E)				
Russia/Russie (RUS)				
Switzerland/Suisse (SUI)				
B				
Canada West/Ouest (CAN-W)				
Czech Republic/République tchèque (CZE)				
United States/États-Unis (USA)				
Game #	Date	Time	Group	Teams
1	Sunday	15:30	B	CAN-W - CZE
2	Sunday	19:30	A	RUS – CAN-E
3	Monday	15:30	B	CZE – USA
4	Monday	19:30	A	CAN-E - SUI
5	Tuesday	15:30	A	SUI – RUS
6	Tuesday	19:30	B	USA – CAN-W
7	Wednesday	15:30	--	Quarter Final - Pool B3 vs Pool A2
8	Wednesday	19:30	--	Quarter Final - Pool A3 vs Pool B2 **
9	Thursday	15:30	--	Semi Final – WA3vsB2 vs Pool A1
10	Thursday	19:30	--	Semi Final – WB3vsA2 vs Pool B1 *
11	Friday	15:30	--	LB3vsA2 vs LA3vsB2 (5th place game)
12	Friday	19:30	--	LSF1 vs LSF2 (Bronze Medal)
13	Saturday	19:30**	--	WSF1 vs WSF2 (Gold Medal)

* If the home Canadian team is in the quarter or semifinals, this game would be moved to the late game.

** To be determined by TSN

Notes:

- Exhibition Games will be two (2) days before start of tournament.; main arena and exhibition arenas should be made available for game day skates.
- All teams will practice on One (1) day before start of tournament; main arena and secondary arena (or ice pad) should be made available from 10:00 to 19:00.
- Game day skate and off day practices will occur during the event; main arena and secondary arena (or ice pad) should be available from 9:30 to 13:00.

Appendix C – Hockey Canada Partners

PREMIER SPONSOR PROMOTIONAL BENEFITS

Exclusive co-presenters of all Hockey Canada National Championships

Exclusive presenters of national television broadcasts produced by Hockey Canada.

Exclusive right to use Hockey Canada trademarks in the product category.

Inclusion in all Hockey Canada National event promotional activities.

EXCLUSIVITY APPLICABLE TO ALL HOCKEY CANADA EVENTS AND FACILITIES

Industry exclusivity guidelines apply to rink boards, ice resurfacer, signage, (in camera view) in-ice logos, power ring, print material (including posters, newspaper advertising, event programmes, 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.

LIST OF ALL CURRENT PREMIER MARKETING PARTNERS, INTERNATIONAL, NATIONAL MARKETING PARTNERS & OFFICIAL SUPPLIERS as of July 1, 2019

Premier Marketing Partners

Sponsor	Level of Partnership	Areas of Exclusivity	Event Exclusivity	Examples of Conflicting Brands
Nike Canada	Premier	Hockey Canada Team jersey, on-ice and on-bench apparel, performance apparel, athletic shoes, performance sun glasses	Yes	CCM, Reebok, New Balance, Saucony, Under Armour
Esso	Premier	Gas, lubricants, car wash,	Yes	Petro Canada, Shell
TELUS	Premier	wire-line services, local access, long distance, Internet Services, Voice and Data equipment and networking services. Audio and Video Collaboration Solutions, Wireless (mobility) services for both mobile and fixed voice and data services, voice and data equipment and data networking services, Wi-Fi, webcasting, television delivery system and products (when and where available) whether the television services are delivered through the internet, broadcast, IPTV or satellite, but not relating to any broadcast rights, in addition to the products	Yes	Bell, Rogers, Aliant, Sasktel

		and services mentioned in the previous sentence, TELUS shall have the first right of refusal to provide TELUS branded and TELUS enabled networking mobile and web based applications		
Tim Hortons	Premier	Coffee (in-store and retail), baked goods, breakfast	Yes	Second Cup, Starbucks, Timothy's, Maxwell House, Folger's
TSN/RDS	Official Broadcaster	Broadcasting, TV, webstreaming and Radio	Yes	The Score, Sportsnet

International Marketing Partners

Sponsor	Level of Partnership	Areas of Exclusivity	Event Exclusivity	Examples of Conflicting Brands
Air Canada	International	Airline	Yes	WestJet, Porter
Bauer	International	Skates, Gloves, Helmets, Neck and Facial protections, Sticks	Yes	CCM, Reebok, Easton, Warrior, Sherwood
BDO	International	Accounting and Assurance, Bookkeeping/payroll/CFO Services, Corporate and Personal Tax, Business Transition Services, Aboriginal Consulting Services, Microsoft System/Microsoft Dynamics Implementers and resellers, Commercial Insurance Loss Accounting, Bankruptcy and Debt Services, Human Capital Consulting, Immigration Services, Investigative and Forensic Accounting, IT Management Consulting, Litigation Support as it relates to assurance, Accounting and Tax Services, Personal Injury Loss Accounting, Procurement Services, Risk Advisory, Government Incentives and SR&ED Services, Strategy and Operations Consulting, Transaction Advisory Services, Transformation and Change Consulting, Valuations	Yes	<p align="center"><i>Core Business:</i></p> <p>The following companies and their derivatives: Collins Barrow, Deloitte, Ernst & Young, FreshBooks, Grant Thornton, H&R Block, Intuit (Quickbooks), KPMG, MNP, PwC, Raymond Chabot, Richter</p> <p><i>Bankruptcy and Debt Services:</i></p> <p>The following companies and their derivatives: 4Pillars, A. Farber, Hoyes Michalos</p> <p><i>IT Management Services:</i></p> <p>The following companies and their derivatives: Accenture, Bay Consulting Group, CGI, IBM Consulting, Fujitsu (DMR in Quebec), RCGT, Sierra Systems</p>

				<p><i>Procurement Services:</i></p> <p>The following companies and their derivatives: Elevate Consulting, Gartner, Knowles, P1, Raymond Chabot, RFP Solutions, P1, Samson & Associates</p> <p><i>Microsoft System/Microsoft Dynamics Implementers and resellers:</i></p> <p>The following companies and their derivatives: Accenture, Avanade, Hitachi</p>
Canadian Tire, Sport Chek, Sports Expert, National Sports, Hockey Experts,	International	Sporting Goods Retailer	Yes	Source For Sports. Jersey City, Lululemon, Sail, Target, HBC, Wal-Mart
General Motors (Chevrolet)	International	Vehicles (new and used)	Yes	Chrysler, Ford, Honda
Molson	International	Brewery (beer and malt-based beverages and cider)	Yes	Labatt, Sleeman, Big Rock,
Pepsi/Frito Lay/Gatorade	International	Snack foods, non-alcoholic beverages (excluding juice), isotonic beverages	Yes	Coke, Powerade, Humpty Dumpty, Old Dutch, PowerBar, Milk products as promoted as a recovery drink
Sobeys	Modified International	Grocery Retailer	National Women's Team and Women's World Championship only	Loblaws, T&T, Provigo, Zehr's
Timber Mart	International	Home Improvement	Yes	Home Depot, Rona, Home Hardware

National Marketing Partners

Sponsor	Level of Partnership	Areas of Exclusivity	Event Exclusivity	Examples of Conflicting Brands
EA SPORTS	National	Video Game	National Team and Hockey Canada events. First Rights IIHF	Ubisoft, Activision
Hankook	National	Tire Manufacturer and Retail	National Team and Hockey Canada events. First Rights IIHF	Goodyear, Bridgestone
McCormicks	National	Condiments (Mustard, Ketchup)	National Team. First Rights IIHF & National Events	Heinz
TeamSnap	National	Team Management Solution	National Team and Hockey Canada	Workfront, Mavenlink

			events. First Rights IIHF	
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Official Suppliers/Retailer

<i>Sponsor</i>	<i>Level of Partnership</i>	<i>Areas of Exclusivity</i>	<i>Event Exclusivity</i>	<i>Examples of Conflicting Brands</i>
Guspro/Blademaster	Official Supplier	Skate sharpening equipment, skate repair accessories, glove and boot dryers, boot ovens	First right of refusal of events	ProSkate
Konica Minolta	Official Supplier	Office Equipment	First right of refusal	Ricoh, IBM
Pro Floorball	Official Supplier	Floorball sticks	N/A	N/A
ServiceMaster	Official Supplier	Office Cleaning Services	First right of refusal	

*Please note that Hockey Canada partners and exclusivities are subject to change once the event / championship is awarded and there is a signed hosting agreement in place. A Hockey Canada staff member will share an updated list of Hockey Canada partners and exclusivities once the hosting agreement is finalized.

PROSPECTS BY CATEGORIES

Categories of sponsorship that do not conflict with Hockey Canada that you should consider when building your sponsorship plan. Local host organizing committees are encouraged to sign non-exclusivity agreements with local non-conflicting partners in the event of Hockey Canada signing a new partner during the season. The non-exclusivity agreement will both protect Hockey Canada's partner and local partner.

Categories	Examples
After Market auto repair	NAPA, Mister Lube
Banking	BMO, Scotiabank, TD Bank
City/Provincial Transit	
Construction	PCL
Consumer Electronics	Samsung, Sony, LG
Drug Store Retail	Shopper's, Rexall
Electronic Retail	Best Buy
Energy (Electrical Power)	Local or provincial supplier
Engineering Firms	Worley Parsons
Event Rentals	Pipe and Drape, Staging
Fine Dining	The Keg
Fitness Clubs & Spas	World Health, Curves
Furniture Retail	Brick, Leon's, La-Z-Boy
Grocery Retail	Loblaws, Sobey's, Safeway, Metro
Heavy Duty Equipment (Construction/Farm)	John Deere, H.I. Case
Home builders	(Local)
Insurance	Intact
Investments / Financial Planning	Investors Group
Jeweler	Peoples, Ben Moss
Land Development	Carma,
Law Firms	Norton Rose,
Local Crown Corps	BC Ferries, Ontario Northland
Local Dentistry	
Local Utility/Power Company	
Mining	Potash, Precious metals
Mortgage Brokers	
Moving & Storage	AMJ Campbell, North American Van Lines
Natural Gas	Local or regional supplier
Office Equipment	Canon, Ricoh
Office Supplies Retail	Staples, Grand & Toy
Print Media	Magazine, Newspaper
Quick Service Restaurant (QSR)	A&W, Subway, Burger King
Rail – Freight	CP, CN
Rail – passenger	VIA
Real Estate (Home)	Remax, Century 21
Recreational Vehicles & Dealers (Ground & Water)	Yamaha, Suzuki, Sylvan, Starcraft
Recruiting	Armed Forces, RCMP, Local Police & Fire
Security	ADT, Loomis
Spirits (alcohol)	Smirnoff
Tools	Stanley, Black & Decker
Travel	Flight Centre, Expedia
Uniforms	Cintas
Waste Management	WM Canada
Web Hosting	Web.com, GoDaddy.com
Windows & Doors	JELD-WEN, Dominion Doors and Windows
Wine	

Appendix D – Minimum Medical Standards

All National Events will have the following services available during all team games and practices for Players, Coaches, Officials and Trainers:

1. An onsite physician for all games and, at minimum, an athletic therapist for practices, preferably one with experience dealing with concussion injuries and sport injuries.
2. Local Emergency Services (Ambulance Services) onsite for all team games and, *if possible*, practices.
3. Physiotherapy, chiropractic and massage therapy services to all team on an on-call basis for the duration of the event with consideration for the last-minute bookings.
4. An on-call emergency dentist who can be accessed by players if required.

Appendix E – Minimum Television & Radio Broadcast Facility Requirements

Below is an outline of standard television and radio broadcast requirements. The host television broadcaster will conduct a detailed site survey of each venue to determine camera, press box and host locations. Please note depending on the venue, possible seat kills to accommodate television camera and cabling access may be necessary.

If all arena venues do not meet the following requirements, the cost to upgrade the facilities will be the sole responsibility of the Host Organizing Committee.

1. **LIGHTING**

Between 100 and 150 foot candles;

- Flat lighting - one color 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 to host a maximum of 20 media in main venue.
- In addition, press box should be able to accommodate a minimum of three (3) sets of commentators (i.e. isolated broadcast booths) for radio and TV.
- 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 both a penalty and shot clock viewable from press box.

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 two (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 for all Hockey Canada approved TV broadcasters (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.

6. FLASH ZONE

- Minimum of 10'x10' space allocation for the flash zone that is accessible from both the ice and dressing rooms.
- Access to electrical outlets.

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.

Appendix F - Media Services Requirements

Media Workroom and Results Room

- Photocopiers – high speed, high capacity copier with legal and letter capabilities
- Legal and letter paper supplies
- Appropriate work area (table and chairs)
- Computers with internet access (high speed) or dedicated 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
- Two (2) laptops for real time stats set up, these laptops will require a dedicated internet line
- Photocopier
- High speed internet access for media that request this service
- Space for webcast crew, three (3) spots with dedicated internet line
- Space for real time stats, website and Hockey Canada media staff four (4) spots
- Remaining space allocated to media with Hockey Canada approval – minimum six (6) spots for local media
- Satellite Venue Press Box Facilities
- Appropriate number of telephone lines (with Hockey Canada approval)

Appendix G – Sample Legacy Plan Outline

1. Purpose:

To provide financial support for minor/youth hockey in the event location

2. Process:

Page two of this document provides information on the process that will be undertaken by the Host Organizing Committee to award, disperse and manage the fund.

3. Criteria for application:

Page three of this document outlines the criteria that will be considered when evaluating submissions received.

4. Documentation:

Only applications submitted on the standard application form will be considered. Additional relevant support documentation may be attached.

5. Filing Deadlines:

Applications must be received no later than noon, (insert date here.) Late applications will not be received or considered.

6. Application Information/Contact:

The legacy process is as follows:

1. The Host Organizing Committee, with the approval of the event Steering Committee (the Steering Committee), establishes the legacy process including the criteria by which applications are to be considered.
2. The Host Organizing Committee is appointed to administer the consideration of applications and allocation of funds according to the approved Legacy process.
3. The Host Organizing Committee publicizes the legacy application process throughout the partner communities.
4. The Host Organizing Committee reviews all applications and determines the allocation of legacy funds, distributed throughout the partner communities.
5. The total legacy is comprised of net revenue and surplus equipment left over from the event.
6. The total legacy fund will be disbursed to the approved applicant(s) on Host Organizing Committee cheques with a covering letter signed by the Host Organizing Committee Chair outlining conditions of the grant. The Host Organizing Committee determines procedures for award announcements, recognizing the local partnership. Please note that the CJHL is to receive $\frac{1}{3}$ of the benefits and will invest those benefits in a local /regional legacy that has a CJHL branding or connection approved by the CJHL
7. The Host Organizing Committee monitors the recipients' projects to ensure compliance with plans and, if not complied with, all the remaining funds are returned to the Host Organizing

Committee. Recipients' projects are to be completed within one year of receipt of the legacy funds.

8. In the event funds remain unallocated or are returned after the initial application process the Host Organizing Committee will follow the same process for the disbursement of these funds.

Criteria for Legacy Fund Applications

Applications will be considered from hockey associations, and local arena facilities in the event location. The priority of the legacy fund of the event will be to support projects benefiting hockey development in our community.

1. Benefit to event location

Projects must be realized within the partner communities and must be a benefit to minor/ youth hockey within the partner communities.

2. New Equipment and Facilities

Projects are encouraged that provide new facilities, facility upgrades and/or equipment to enhance participation in the sport, provide a lasting legacy with broader community benefit.

3. Multi-Benefit Projects

Multi-benefit projects are encouraged that provide a benefit not only to minor/youth hockey, they have greater impact on the community.

4. Athlete Participation and Coach Development

The Host Organizing Committee encourages applicants to consider projects that are relevant to improving access and support for young developing athletes, such as children and youth programs, recruitment projects, special training opportunities and improving capacity of coaches, on ice and off ice officials, where it will result in improved participation and quality of experience.

5. New initiatives

Funding is intended for projects that are new initiatives providing a service or resource that would not otherwise be available. The legacy is meant to expand available resources not replace or reallocate past funding commitments.

6. Completion in one year

Generally, activities for which legacy funds were granted must be substantially completed within one year, to the satisfaction of the Host Organizing Committee. In cases where the legacy fund is placed with a community foundation this would not apply.

Suggested Projects:

Application:

Appendix H – Hockey Canada Development Initiatives

During your event, Hockey Canada may conduct various specialty development clinics and festivals that target coaches, officials, trainers, players and parents in your local communities as well as the participants involved in your event to help enhance the overall event. The seminars and festivals should be coordinated through your Member.

The following examples are some of the program we have executed in past events:

- Coaches, Officials and Trainer Seminars
- Initiation Program Demonstrations
- Minor Hockey Festivals
- Hockey Canada Skills Camps
- Dreams Come True

The Hockey Canada Foundation, whose mission is to promote and foster accessibility to the game of hockey, distributes hockey equipment and conducts skills sessions as part of its *Dreams Come True* program, established to help families who meet the financial criteria give their kids a chance to play. Registration fees for the hockey season are also covered under the program.

- Canadian Tire First Shift

A learn-to-play hockey program for kids aged 6-10 the Canadian Tire First Shift allows kids to try hockey for \$199, which includes enrollment for a six-week, on-ice curriculum and head-to-toe equipment that each child can keep.

Key Considerations:

- All development programs must be approved by the Hockey Canada Event Manager/Member prior to planning
- Secure additional ice times and meeting rooms
- Volunteer support to execute the programs
- Availability of Hockey Canada/Member Course Conductors to execute the programs
- Create an overall communication/promotional plan for programs

Appendix I – Branding Exposure for WJAC Partners

Sponsorship

The Host Organizing Committee shall reserve to the CJHL the following items:

- CJHL to be provided the following sponsorship inventory:
 - Two (2) standard 3' x 4' corner rinkboards, one (1) on the TV side and one (1) on the non-TV side.
 - Two (2) standard 3' x 8' rinkboards (1 on-camera, 1 off-camera)
- In venue CJHL banner recognition including:
 - CJHL Primary banner;
 - Host League banner;
 - Past Champion Banners with League recognition;
 - CJHL mark on all in venue event Champion banners
- Opportunities for CJHL VIPs to participate in Player of the Game presentations, puck drops and award ceremonies
- Two (2) video scoreboard thirty (30) second features per game (where no video scoreboard is available, two (2) public address announcements per event game recognizing the CJHL/Hockey Canada partnership)
- Opportunity for between period on-ice intermission activations promoting the CJHL and/or CJHL sponsors
- A minimum of 32 feet of glass wrap recognizing the CJHL and/or CJHL sponsors
- Ten (10) VIP passes to the World Junior A Challenge
- Concourse level space (where available) to promote the CJHL, upcoming events, and/or CJHL sponsors
- CJHL and Host League marks on all printed material including:

The Host Organizing Committee will work with Hockey Canada and the CJHL to implement the items referred to above. Should the Host Organizing Committee have an opportunity to enhance revenue from any of the foregoing elements, it shall inform Hockey Canada and the CJHL of the opportunity and those parties will work reasonably, in the discretion of the CJHL and Hockey Canada with the Host Organizing Committee.

Branding

- The CJHL logo, Hockey Canada logo and the co-branded logo to each have equal presence at every event. Each party is responsible for production of materials bearing its logo exclusively and will share costs of production of materials being the co-branded logo.
- Costs for materials bearing both CJHL and Hockey Canada logo to be shared as agreed between Hockey Canada and CJHL.
- Hockey Canada and CJHL will work with the Host Organizing Committee for logo/material placement in and around the host arena

Bid Submission Contact Sheet

Please fill out the contact sheet below with all people your bid group would like included on information with respect to your bid for the World Junior A Challenge.

Host Organizing Committee Contact(s)

Name:	Role/Position:
Phone:	Email:
Name:	Role/Position:
Phone:	Email:

Host Member Contact(s)

Name:	Role/Position:
Phone:	Email:
Name:	Role/Position:
Phone:	Email:

Host League Contact(s)

Name:	Role/Position:
Phone:	Email:
Name:	Role/Position:
Phone:	Email:

All correspondence from Hockey Canada with respect to the World Junior A Challenge bid process will be forwarded to the list provided.

Questions & Inquiries

For more information, please contact:

Hockey Canada
Calgary, Alberta
Suite 201
151 Canada Olympic Road SW
T3B 6B7

Dave Hysen
Manager, Events & Properties

or

Jeff Beck
Senior Manager, Events & Properties

Telephone: (403) 777-3616
Fax: (403) 777-3635
Email: bids@hockeycanada.ca
Website: www.hockeycanada.ca

Canadian Junior Hockey League
Calgary, Alberta
Suite 2400
525 – 8th Ave SW
T2P 1G1

Brent Ladds
President, CJHL

Telephone: (519) 212-0456
Fax:
Email: ladds@cjhlhockey.com
Website: www.cjhlhockey.com