



RUGBY
CANADA

BID GUIDELINES

**2017 SUMMER SERIES
MEN'S INTERNATIONAL RUGBY EVENT**

DEADLINE EXTENTION TO NOVEMBER 13th, 2016

TABLE OF CONTENTS

1) INTRODUCTION	Pg. 3
2) ABOUT RUGBY CANADA	Pg. 3
3) HOSTING OBJECTIVES	Pg. 4
4) SELECTION COMMITTEE	Pg. 4
5) BID APPLICATION PROCESS	Pg. 4
6) EVENT STRUCTURE	Pg. 5
7) HOSTING STANDARDS	Pg. 5
8) HOSTING OBLIGATIONS & REQUIREMENTS	Pg. 6
General Information	Pg. 6
Support and Partnerships	Pg. 6
Match Venue	Pg. 7
Medical Services	Pg. 9
Security	Pg. 10
Training Venues	Pg. 10
Teams Composition	Pg. 10
Accommodation	Pg. 11
Meals	Pg. 12
Laundry Services	Pg. 12
Team Liaison Officer (TLO)	Pg. 12
Transportation	Pg. 13
Volunteers	Pg. 14
Event Promotion & Ticket Sales	Pg. 14
Sports Presentation	Pg. 15
VIP Hosting	Pg. 15
9) LEGACY	Pg. 15
10) ENVIRONMENTAL SUSTAINABILITY	Pg. 15
11) FINANCIAL TERMS	Pg. 15
12) BID PROPOSAL CHECKLIST	Pg. 17
13) BID PROPOSAL EVALUATION CHART & SCORING	Pg. 18
APPENDIX A – World Rugby Pitch Markings & Measurements	Pg. 20
APPENDIX B – World Rugby Anti-Doping Control Station Layout	Pg. 21
APPENDIX C – Sample Weekly Menu (Team Canada 2016)	Pg. 22
APPENDIX D – Budget Template	Pg. 26

1) INTRODUCTION

Rugby Canada is now accepting bid proposals for hosting an international rugby match featuring Canada's National Men's Fifteens Team during its Summer Series of matches in June 2017.

The 2017 Summer Series is comprised of at least two (2) matches, as follows:

Saturday June 10 th , 2017	Canada vs. Georgia
Saturday June 17 th , 2017	Canada vs. Romania

Dates mentioned above are flexible +/- one (1) day; however dates indicated are most desirable. While interested hosts are welcome to bid for both events, only one (1) match will be awarded per host.

The following sections of this document will outline the hosting criteria and bid process for interested Host Organizing Committees

Each match of the 2017 Summer Series is a Rugby Canada event hosted in partnership with World Rugby, the Host Provincial Union, and a Host Organizing Committee.

Please submit any questions to events@rugbycanada.ca.

Endorsed bids are due by 5:00pm Eastern Time on ~~November 3rd, 2016~~. **Deadline extended to November 13th, 2016.**

2) ABOUT RUGBY CANADA

Rugby Canada is a non-for-profit National Sport Organization (NSO), which governs all aspects of the sport of rugby in Canada. Volunteer Board of Directors and a dedicated full time professional staff oversees the strategic direction and run the day-to-day operations of Rugby Canada.

Rugby Canada is a member union of World Rugby, the international governing body for the sport of rugby union. Like World Rugby, Rugby Canada consists of member unions in the form of Provincial Sport Organizations (PSOs), commonly referred to as Provincial Unions.

The membership of Rugby Canada is made up of 10 Provincial Unions that provide leadership for rugby in each province. Canada's three (3) territories are not presently members of Rugby Canada; however this is something that continues to be a priority for Rugby Canada moving forward.

Our Vision

Canadians unified **AsOne™** to challenge the world through Rugby.

Our Mission

To Inspire, develop, promote, govern and lead Rugby in Canada

Our Values

- Integrity
- Passion
- Solidarity

- Discipline
- Respect
- Sportsmanship
- Teamwork

While still considered a niche sport in Canada, the sport of rugby has seen a significant increase in participation and engagement within Canada over the last five (5) years. Of particular note is the sudden surge in popularity due to the success of Rugby Sevens (a variation of traditional rugby) at the Rio 2016 Summer Olympic Games.

Building off this momentum Rugby Canada is looking for a Host Organizing Committee that will help to elevate the event experience of its 2017 Summer Series and create new fans and participants for the sport.

3) HOSTING OBJECTIVES

- Showcase and elevate the sport of rugby
- Create excitement and enhance the brand of Rugby Canada
- Engage the community, leaving a lasting legacy
- Maximize exposure through media, broadcasting, social media and fan attendance.
- Generate revenue so that the event is financially viable and commercially successful

4) SELECTION COMMITTEE

- Rugby Canada Chief Executive Officer (CEO) or designate
- Rugby Canada Chief Commercial Officer (CCO) or designate
- Rugby Canada Director, Marketing & Communications
- Rugby Canada Senior Manager, Events
- Rugby Canada Coordinator, Events & Competitions

5) BID APPLICATION PROCESS

Rugby Canada reserves the right to make changes to the bid criteria at any point in time, as it deems necessary. Only applications endorsed by the Provincial Union in which the applicant is located will be considered.

Timelines

October 6th, 2016 – Electronic circulation of bid guidelines

Rugby Canada will distribute electronic copies of this document to the following groups for open bid on Thursday October 6th:

- Member Provincial Unions
- Canadian Sport Tourism Alliance (CSTA)
 - CSTA to distribute to its members

November 13th, 2016 – NEW Deadline for Submission of Endorsed Bid Applications

Bid applications are to be submitted to Rugby Canada no later than Thursday, November 11th, 2016 at 5:00 PM ET. Bid applications are to be submitted electronically via email to events@rugbycanada.ca.

If you are unable to submit your bid application via email you may arrange delivery to the following address before the deadline:

Rugby Canada
30 East Beaver Creek Road, Suite 110
Richmond Hill, Ontario L4B 1J2

November 14th to December 11th, 2016 – NEW Window for Review of Bids

Rugby Canada's Selection Committee (the "Selection Committee") will undertake its review of all bid applications. The Selection Committee may request additional information or answers to follow up questions at any time.

The Selection Committee may also decide to conduct in person site visits to confirm details or technical requirements as outlined in the bid application. Bid applicants will be given as much lead time as possible.

December 12th- 16th, 2016 – NEW Window for Rugby Canada Decision

Rugby Canada will send an event-hosting contract to the successful bid applicant. A signed copy will be due back to Rugby Canada prior to any public announcement being made.

6) EVENT STRUCTURE

Rugby Canada

Rugby Canada's Event Department (the "Events Department") will oversee the operation of the event and technical requirements, including the activities of the Host Organizing Committee, as well as making any policy decisions regarding the event.

The Events Department will lead the planning and support the preparations of the Host Organizing Committee.

Host / Local Organizing Committee

Reporting to the Events Department, the Host / Local Organizing Committee (the "LOC") will be responsible for the organization, administration and staging of the match.

The structure of the LOC and the appointments to senior volunteer positions within the organization, including the Chairperson, must be included as a part of the bid application. The positions will be subject to approval by the Events Department.

7) HOSTING STANDARDS

In order for the community to be considered as a potential host of a 2017 Summer Series match; the site must meet the following minimum hosting standards:

- The LOC must have a strong relationship with the PSO for rugby (Provincial Union). To be considered, a bid proposal must be endorsed by the Provincial Union.
- The LOC must demonstrate a strong affiliation with a youth rugby organization. A legacy plan with a youth component should be included in the bid proposal.
- The LOC must demonstrate the ability to stage a major national or international sports event in a highly successful manner both financially and logistically.
- The host community must have a population base of sufficient size for which the marketing and promotion of the event will be geared towards.
- The host community must have a strong volunteer base within the business and rugby community from which to draw on for leadership and expertise. The bid proposal must outline the plans for recruitment and training of volunteers.
- The host community must have a match venue/stadium, which would be suitable for playing the match, as well as two separate quality fields for teams' training.
- The LOC is encouraged to create excitement throughout the community. The bid proposal should include plans for community involvement, along with any other activities or ancillary events that will add value and a social atmosphere to the event.
- The LOC must have a strong business plan. The bid proposal must include a detailed budget, as well as strategies for ticket sales, sponsorship, marketing and advertising.

8) HOSTING OBLIGATIONS & REQUIREMENTS

General Information

- These requirements will help to create a solid foundation for hosting the event. With this foundation the LOC will have room to create and innovate to develop a better event with increased benefits for all stakeholders.
- Rugby Canada welcomes different types of proposals for the partnership arrangement and hosting model for the events. For more information regarding the event please refer to the remainder of this section.
- As part of the final hosting contract, Rugby Canada will retain complete ownership and oversight of the event and will be responsible for managing all aspects of the match in accordance with World Rugby requirements.

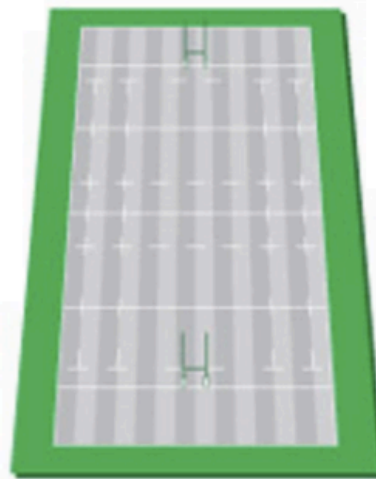
Support and Partnerships

- Rugby Canada will work with the LOC and PSO to develop the necessary human resources, both contracted and voluntary, to support the event.
- Rugby Canada will be pursuing Sport Canada Hosting Program support for each event and will serve as the primary point of contact for all discussions and agreements on support from the Federal Government.

- The LOC should be able to secure a commitment of public funding (provincial/municipal) toward supporting the event. Support includes both cash and/or VIK that will provide budget relief, such as rental and facility operational costs.
- All marketing rights to the event will be retained by Rugby Canada and World Rugby. Rugby Canada will lead the sales of all available sponsorship inventories for the event and will work with the LOC to promote commercialization opportunities for local sponsorship.
- Rugby Canada encourages bidders to share in the rewards and risks of hosting these events, including profit/loss sharing frameworks between the LOC and Rugby Canada for the hosting of the event.

Match Venue

- **Capacity:** The minimum capacity required is 5,000 spectators.
 - This can be a combination of permanent and temporary seating, as well as standing room.
 - Standing room must not make up more than 10% of the capacity.
- **Availability:** The venue must be ready in rugby configuration, and available exclusively to Rugby Canada and the LOC the day before the match, the day of the match, and the day after the match. Availability and exclusive use of the venue by Rugby Canada and the LOC must be guaranteed for the full 72-hour period.
- **Playing Field:** The main playing field must meet the following requirements:
 - **Standard size:**
 - Touchline to Touchline (sideline to sideline): **68m to 70m**
 - Goal Line to Goal Line: **94m to 100m**
 - Depth of In-goal Area (end zone): **6m to 20m**
 - Perimeter Area (pictured below): **4m or more** with no obstructions

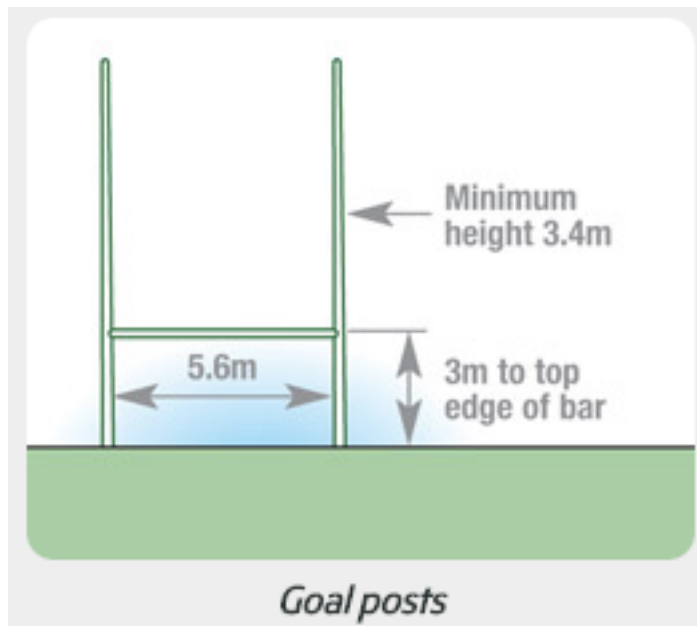


Perimeter area

- Please refer to **APPENDIX A** for a diagram, including measurements and field markings.
- **Surface:** High quality natural grass is the preferred surface for rugby; however artificial turf is acceptable as long as it has been tested by a World Rugby Accredited Test Institute and approved under World Rugby's Regulation 22. For more

information on this regulation and testing information please contact events@rugbycanada.ca

- **Lining & Markings:** The field must be lined as per World Rugby specifications (refer to **APPENDIX A**), and must be clear of any other markings or field painting, including advertising or logos. Where a field had permanent logos or markings for other sports, Rugby Canada is willing to work with the LOC on solutions where practicable (i.e. green paint over the other markings to disappear them).
- **Rugby Posts:** The main playing field must have a set of proper rugby specific posts (also called uprights) centered on each goal line. Specifications for the uprights are as follows:



- **Change Rooms:** Minimum of four (4) change rooms is required as follows:
 - **Two (2) for teams (1 per team), for each room:**
 - Large enough to accommodate up to 45 people
 - Additional space for physio/massage therapy treatments, as well as storage of their kit and equipment.
 - Ideal size is approximately: **81 sq. m or 900 sq. ft.**
 - Shower facilities, ideally with additional space for an inflatable ice bath (60" diameter)
 - **At least One (1) for match officials:**
 - Large enough to accommodate up to 8 people. Ideal size is approximately **18 sq. m or 200 sq. ft.**
 - Ideal to have a second change room for situations where there is a mix of male and female officials. This second room can be smaller.
 - Shower facilities
 - **One (1) for Anti-Doping Testing:**
 - The room must be secure and split into two areas: waiting area and processing room.

- The waiting area must be separated from the processing room so that conversations in the processing room cannot be heard from the waiting area.
 - The processing room must have a dedicated washroom that will be secured and not used for any other purpose throughout the event.
 - Please refer to **APPENDIX B** for diagram of ideal layout.
- **Additional Rooms and Operational Spaces**
 - Media working room (with wireless internet connection)
 - Tournament Office for LOC and Rugby Canada staff
 - Volunteer room
 - Sports presentation and entertainment room
 - Medical room for teams and officials
 - Separate from any fan first aid areas
 - Close to field of play, ideally near to team benches
 - Bright lighting for stitching
 - Two (2) treatment beds
 - Space for HIA testing area (3m straight line taped on floor)
 - Sharps bin
 - Running water is ideal but not required
 - Broadcast operations
 - Secure storage area
 - **Hospitality:** A dedicated VIP area with controlled easy and exclusive access for World Rugby and Rugby Canada VIP guests. Catering must be available for this area.
 - **Team Coach and Analysts Positions** (1 per team)
 - Must be near center, elevated positions overlooking the field
 - Capacity for 4 persons and analyst equipment (laptops, monitors, etc.)
 - Must have access to power and a clear path/connection to broadcast so that the broadcaster can connect various camera feeds to the analysts equipment
 - Coaches and analysts must be able to enter and exit this position easily, as they will come down to the change room at half time and need to get back up again ahead of the second half kick off
 - **Parking:** There must be dedicated and free parking for staff, officials, teams and volunteers onsite. Additionally, there must be suitable onsite or local parking for spectators and/or a suitable shuttle transportation service.
 - **Site Build-out Requirements:** Should the match venue require buildout to meet capacity or other operational requirements for match day, please outline what build-out will be required and the plan for execution. This item should also be reflected in the budget.

Medical Services

Player welfare is a top priority for both World Rugby and Rugby Canada. In addition to the medical room specifications outlined earlier in this document, the following medical provisions must be in place at the match venue for the teams and officials:

- One (1) ACLS ambulance for on field injuries must be onsite near pitch side with 2 trained paramedics (easy, quick access to the pitch)
- First aid provisions for spectators and volunteers (such as, St. John's Ambulance)
- Ice must be available onsite for teams medical staff and the match day medical staff use
- An additional 60 kg per team (120 kg total) must be onsite for team ice baths post match

Please note: Rugby Canada will also appoint a Level 2 Immediate Care in Rugby certified Match Doctor, and at least 2 other medical specialists to act as the Match Day Medical Team.

Security

Another key component to player and spectator welfare is the safety of the venue. As such, the LOC must:

- Ensure that the venue is fully compliant with safety and security regulations
- Prepare and deliver a security crisis management plan including all appropriate and required safety measures
- Professional security personnel are preferred to volunteers in security roles

Training Venues

- **Fields:** Teams are not permitted to train at the match venue until the day before the match; as such alternate fields are required for training. Teams often have similar training schedules; with two-a-day on field sessions, as such two separate training locations with full sized rugby fields are required. Additional field requirements are:
 - Each field used for training must be lined for rugby in accordance with World Rugby's Law 1 The Ground (see APPENDIX A)
 - Surface must be safe and in good condition
 - Must have rugby posts
 - Must be full sized or close to the measurements of the match venue field.
- **Equipment:** Each team will require rugby training equipment for all of their on field training sessions as follows:
 - 1 Scrum Machine
 - 12 Tackle Shields (sometimes referred to as "wedges" or "hit shields")
 - 6 Tackle Bags (sometimes referred to as "cylinders")
 - All equipment must be in good condition and good working order
 - All equipment must be full sized for adults (no youth equipment)
- **Gym/Fitness Facilities:** Each team will require fitness training sessions at a local gym and fitness facility. Once again, due to teams schedules overlapping it is required that each team be assigned their own gym/fitness facility to use. Requirements are as follows:
 - Two (2) gym/fitness facilities (1 per team) each with:
 - 4-6 lifting platforms
 - Variety of free weights
 - Crossfit gym facilities are recommended
- **Pool:** Teams will use a pool for recovery and hydrotherapy training sessions. If there is a pool in the teams' hotels this will usually suffice. Where there is not pool in a team's hotel, an alternative pool location near to the hotel must be identified for their use. Indoor/heated pools are ideal.

Teams Composition

- **Each team will be made up of the following persons:**
 - 26-30 Players
 - 7-14 Team Staff / Management
 - 1 Team Manager

Accommodations

Each team will require hotel accommodation in a 3-star hotel or better for 6-7 nights, departing the day after the match. Teams must stay at separate hotels. Please note that Meeting Encore will be facilitating hotel site selection and contract negotiation.

Requirements for accommodations are as follows:

- **Location:** The hotel must be near to the match venue and training venue for the team. Hotel should not be more than 15-20 minute drive to match and training venues, where possible. While not a requirement, hotels located near other activities, entertainment and amenities are preferred.
- **Room Requirements for each team (minimum):**
 - Double rooms (2 queen beds) for players – all double occupancy
 - Single rooms (1 king or queen bed) for team staff / management
 - A suite for the Team Manager
 - The bedrooms for all team members should be together all on one floor or across two adjacent floors, wherever possible.
 - High speed Wi-Fi internet access is required in all rooms
- **Banquet Space Requirements for each team:**
 - **Team Meal Room**
 - Set up in rounds of 8 (not 10) for minimum 35 people
 - Teams will eat all three meals each day in this room. The meal service will be buffet style.
 - **Team Meeting Room**
 - Set up classroom or theatre style for minimum 35 people
 - High speed wireless internet and one hard wired internet connection
 - 1 Projector screen
 - 2 Flip charts with markers
 - If banquet room is large enough to accommodate both, the Team Meal and Meeting rooms can be combined into one room.
 - **Treatment Room**
 - Room large enough to accommodate 2-3 treatment beds (massage beds) near to running water (for hand washing).
 - The treatment room will also need to be stocked with:
 - 1 table for holding the team's therapy supplies (tapes, lotions, etc.) and towels
 - A small supply of pillows, bath towels and hand towels each day
 - A bedroom with the bed and large furniture removed works really well for this. Ideally located next to the bedroom for the team's physiotherapist.
- **Other Hotel Room Requirements:**
 - **Match Officials**
 - 5-8 people
 - Mix of double and single occupancy
 - **Event Staff**
 - 10 to 12 people
 - Mostly double occupancy

- If possible, a one or two bedroom suite with large common area is ideal for one of the rooms.
- The exact number of rooms and room nights needed is subject to change
- Rugby Canada will manage and provide rooming lists for teams, officials and staff

Meals

Teams will require three (3) high performance meals per person each day. These are to be served buffet style in the Team Meal Room at the hotel.

Teams will provide specific menu requirements that must be followed. The Team Manager and Rugby Canada must approve the final menus and its costs. Meal rates must be provided on a per person basis broken down by Breakfast, Lunch and Dinner cost.

A sample menu from Team Canada is enclosed as **APPENDIX C** for reference.

Please note that in addition to nutrition, portion size is always a major concern. Players of this caliber will eat 2-3 times more than the average person.

On game day, teams and on-field match officials are entitled to additional food in their locker rooms as follows:

- Match Officials
 - Fresh whole fruit (bananas and apples) – pre game
 - 6 sandwiches or wraps – half time
- Team Canada
 - Fresh whole fruit (bananas and apples) – pre game
 - Candy – pre game
 - Variety of pizzas – post game
 - Chicken fingers – post game
- Visiting Team
 - To be confirmed with the Team Manager. We must accommodate within reason. Expect similar requests to Team Canada

Laundry Services

Each team will need laundry service for their training jersey, shorts, socks and undergarments, as well as on game day for their match jersey, shorts, socks and undergarments. This service should be provided each night with laundry being picked up from the team hotel at 7:00pm each night and returned to the hotel no later than 7:00am the next morning.

Team Liaison Officer (TLO)

Each team will require the assistance of a dedicated Team Liaison Officer (TLO) for the duration of their stay in the host community. The TLO will stay with the team at their hotel and be available to the team at all times.

The TLO is the main point of contact for each team during their stay in Canada, and will act as the point of contact between Rugby Canada (the event organizers) and the touring teams. The purpose of the TLO role is to ensure an enjoyable experience for the teams and to provide local knowledge.

The TLO is appointed as a representative of Rugby Canada for the duration of a Team's stay in the local community. The TLO is required, on behalf of Rugby Canada to work **with** the Team Manager and **not for him/her**, but to act as his/her host and to assist in whatever way is necessary to ensure that all reasonable needs of the Team are met.

A TLO must keep confidential anything they observe, hear and/or are provided (both printed and verbal) by the team at all times.

- **Requirements & Characteristics of the Team Liaison Officer (TLO):**
 - Availability – A TLO is expected to be available at all times throughout the team's stay in the local community
 - Must have a government issued Canadian drivers license (or equivalent)
 - Solutions Oriented – ability to work through challenging situations
 - Knowledge of local area
 - Extensive local contact list;
 - Organized
 - Respectful
 - Languages – English & Visiting Team's first language preferred
 - Cell phone
 - Ground transportation will be provided by Rugby Canada

It is often beneficial to have two (2) TLOs for each team to share the duties as some teams can be more demanding than others. Only one (1) hotel room per team is provided for TLOs. If two (2) TLOs are appointed to one team, then they must share a double room or one TLO must stay at home and not at the hotel.

Transportation

- Each team will require a coach bus to transport them as follows:
 - Airport transfers (pick up and return)
 - Daily team training sessions (up to 2 per day)
 - Daily team gym sessions (if required)
 - Captain's Run Familiarization (day before the match only; to and from the match venue)
 - Game Day (to and from the match venue)
 - Note: the coach bus must have A/C
- Each team will also require one (1) seven-passenger van or SUV for their TLO to drive for the duration of the team's stay. Stow-and-go vans, with seats that collapse into the floor, are preferred.
- Rugby Canada Staff will require up to four (4) seven-passenger vans for the duration of their stay. Stow-and-go vans, with seats that collapse into the floor, are preferred.
- Match Officials will require up to two (2) seven passenger vans for the duration of their stay.
- Rugby Canada staff may also require a one-ton truck to house and transport its event apparel, equipment and supplies.

Volunteers

The success of any event hinges on the hardwork and dedication of its volunteers. Volunteers will be involved with this event from the development of the bid proposal right through to the conclusion of the event.

The LOC must have a plan for recruitment, training and recognition of volunteers. Volunteer positions may include some or all of the below roles. Please note this is not an exclusive list of volunteer roles, and each plan should be tailored to the specific community and bid proposal.

- **Sample Volunteer Roles:**
 - Volunteer Manager
 - Ticket Sales (in advance and on game day at the match venue)
 - Will Call Ticket Collection
 - Ticket Scanners
 - Team Services Help
 - Ushers
 - Merchandise Sales Help
 - Scorekeeper
 - Promotions Help (hand out programs / giveaways)
 - Fan Zone
 - On Field Activations Help
 - Parking attendants
 - VIP Area(s) Host / Hostess
 - Broadcast Services help
 - Media & Photographer Check in
 - Set Up Crew
 - Tear Down Crew

Event Promotion & Ticket Sales

The LOC must establish an events promotion and ticket sales plan targeting both the rugby and non-rugby communities in the area. The plan should align with the goal of having a sell out for the game, and may include:

- Group Sales plan
- Hospitality Suite Sales plan
- Poster / marketing material distribution plan
- Local advertising

Rugby Canada will work with the LOC to make players available (where possible) for approved promotional events/activations during the week leading up to the match.

Rugby Canada will complement the LOC's initiatives with its own marketing and promotions plan

Rugby Canada's ticket system partner is Ticket Rocket. Please note that for events where the venue does not have exclusivity with a particular ticket sales platform (such as Ticketmaster), Ticket Rocket will be utilized as the ticket sales platform.

The LOC should propose a ticket sales strategy, including ticket levels and pricing.

Sports Presentation

The LOC will be expected to work with Rugby Canada on all aspects of event and sports presentation, including a fan zone, entertainment, contests, fan engagement and other aspects of the event experience.

VIP Hosting Plan

The LOC should have a plan for how to host any VIP guests at the event on match day. These guests could include political dignitaries, Rugby Canada board members or Senior Executives, Provincial Union Board Members or Senior Executives, top-level sponsors, etc.

9) LEGACY

Developing a lasting legacy for rugby at the local level is important to Rugby Canada and World Rugby. The LOC should develop a comprehensive legacy plan.

Rugby Canada encourages the community to consider hosting a Honda Rookie Rugby event as a part of their legacy planning. More information on Honda Rookie Rugby can be requested from Rugby Canada or found by visiting <http://rookierugby.ca/en/>.

10) ENVIRONMENTAL SUSTAINABILITY

It is important that we limit the environmental impact of the event. Please outline any environmental sustainability policies and procedures for the event.

11) FINANCIAL TERMS

Rugby Canada is open to considering varying proposals for the financial terms and partnership between Rugby Canada and the LOC.

With that said, it should be noted that preference will be given to proposals that outline a share in both risk and reward.

The following sections outline the various sources of revenue and expenses for which the event will be responsible.

Revenue Generation

The Event will need to generate adequate revenues in order to fulfill all of the Hosting obligations. Revenue can be generated from the following sources:

- Ticket Sales
- Hospitality Suite / Tent Sales
- Grants / Funding partners
- Local Sponsorship
- Parking, Concessions and other ancillary items
- 50/50 and other gaming fundraisers

This is not necessarily an inclusive list and other potential revenue sources may be added by the LOC based on the unique nature of each community and bid proposal.

- **Key Funding Partners:**
 - Funding partners are an important part of the revenue picture. The LOC should work closely with their local tourism bureau to help with the formulation of the bid, and a plan for securing additional funding for the event. Partners may include:
 - Tourism bureaus – local, regional and provincial
 - Local municipality
 - Regional and Provincial governments
 - Rugby Canada will work to secure funding from Sport Canada (federal government); however as with all funding requests this is not guaranteed.

- **Merchandise and Souvenirs:**
 - Rugby Canada retains the right to all merchandise and souvenir sales for the event (expenses and revenues). No other retailer may be onsite without express written consent from Rugby Canada. This is a separate item from the event budget.

- **Sponsorship**
 - In addition to securing funding from the public sector, it is equally important to secure support in the form of cash or VIK sponsorship from the private sector. The LOC must establish a plan for procuring local sponsorship support.
 - Due to Rugby Canada's existing relationships, the following categories are not available to sell to new potential sponsors:
 - Beer (current partner: Guinness)
 - Logistics & Shipping (current partner: DHL)
 - Performance Wear & Apparel (current partner: Under Armour)
 - Farm Machinery (current partner: Kubota)
 - Air-Travel Provider (current partner: CTMS)
 - Equipment & Balls (current partner: Gilbert)
 - Formal Wear (current partner: Maxwell's)
 - Performance Headphones (current partner: PSB Speakers)
 - Rental Car (current partner: Enterprise)
 - Protein Beverage (current partner: Canada's Dairy Farmers)
 - Available sponsorship categories are subject to change without notice.

Event Expenses

The Event is responsible for the following hosting costs:

- Flights for Event Staff (up to 9 from Toronto, 3 from Victoria, 1 from Ottawa)
- Accommodations for Teams, Officials and Event Staff
- Meals for Teams, Officials and Event Staff
- Ground Transportation for Teams, Officials and Event Staff
- Nightly laundry for teams (jersey, shorts, socks and undergarments)
- Facility fees for training sessions and match day (field rentals / stadium fees / conversion fees / gym sessions / equipment rentals / etc.)
- Marketing and Promotions (including creative design)
- Shipping and Event Admin
- Sports Presentation and entertainment

- VIP Hosting on game day for special guests to be confirmed
- Rentals and infrastructure build-out for the match venue where required (tents, temporary sands, fencing, portable toilets, tables, chairs, etc.)
- Volunteers (apparel, food and beverage, recognition)
- Medical Services
- Staff and LOC apparel

Rugby Canada and World Rugby will pay for the cost of flying teams and officials to the host city, as well as the cost of accommodations for the Head Referee.

Budget

All bid proposals must include a budget. A Budget Template is enclosed as **APPENDIX D**, and outlines some anticipated cost estimates based on past experience. The Budget will be managed by Rugby Canada in partnership with the LOC.

12) BID PROPOSAL CHECKLIST

The following is a summary of all the items that must be included in or submitted with your bid proposal:

- Letter of Endorsement by Provincial Sport Organization (PSO) for Rugby**
- Introduction – introduce the bid and explain the LOC’s goals and vision**
- LOC Structure (Org Chart and Roles)**
- LOC Hosting Experience**
- Community Overview**
- Detailed Business Plan, including:**
 - Ticket & Suite Sales Plan
 - Marketing & Promotions Plan
 - Local Sponsorship Plan (include grants or funding from other key partners)
 - Budget
 - Proposed Financial Terms & Partnership Arrangement with Rugby Canada
 - Critical Path outlining key tasks and milestones
- Detailed Operational Plan, including**
 - Match Venue overview (include floor plans where possible)
 - Training Facilities and Equipment overview
 - Accommodation, Meals and Laundry
 - Transportation
 - Volunteers
 - Medical Services
 - Sports Presentation & Entertainment
 - VIP Hosting
- Legacy Plan**
- Environmental Sustainability**

Throughout the bid proposal, don’t forget to include what makes your bid and community unique from others.

13) BID PROPOSAL EVALUATION CHART AND SCORING

The following pages profile the evaluation categories, key sub-categories and scoring for assessing the bid proposals.

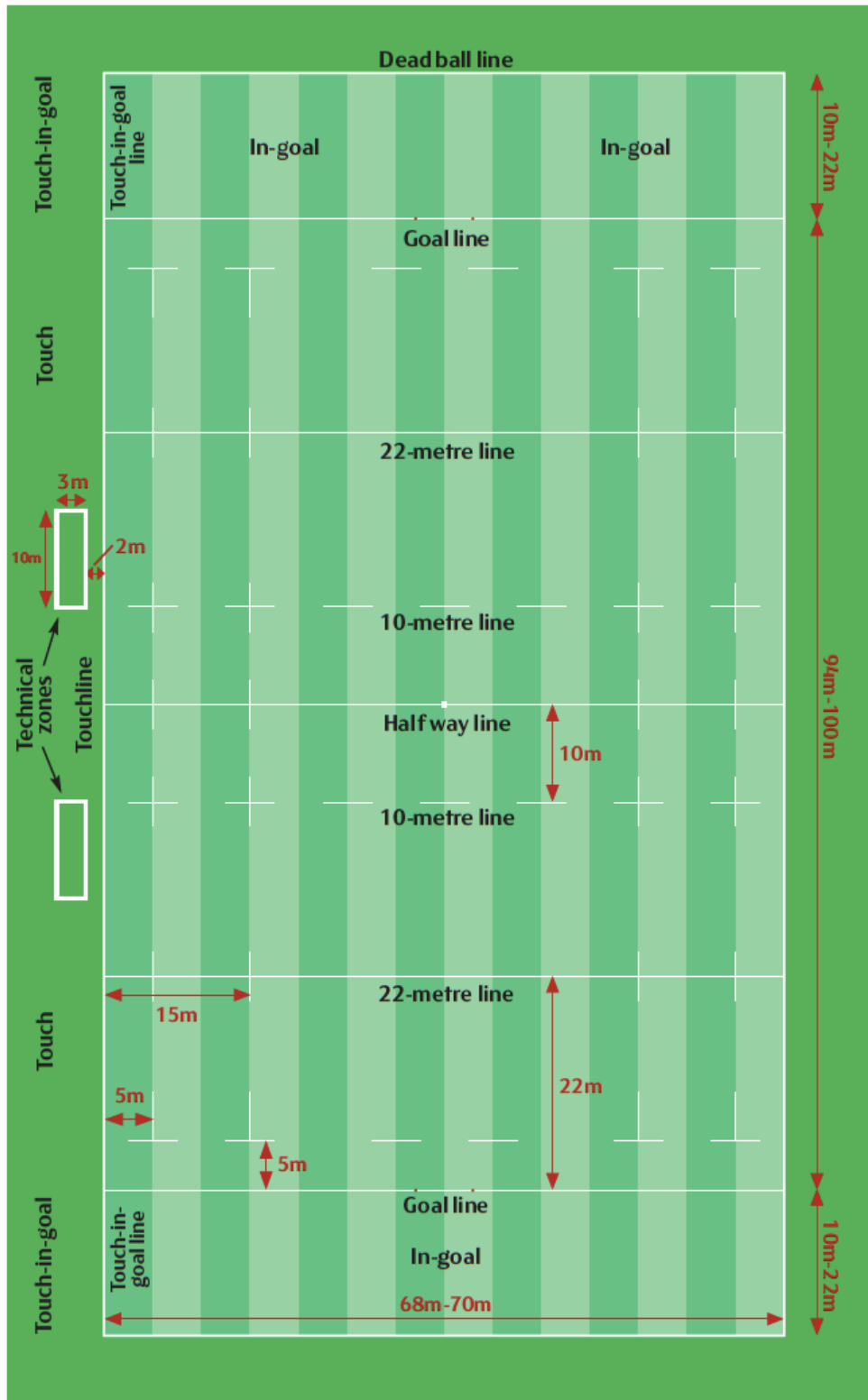
The Bid Evaluation Committee completes this evaluation based on the following elements:

- A review of the submitted bid proposals;
- A review of answers to follow up questions posed by Rugby Canada; and
- Where applicable, on site visits

CATEGORY	KEY SUB-SECTIONS	POINTS
Match Venue	Field of Play Standards Compliance	200
	Location	
	Capacity	
	Existing Infrastructure	
	Operational Spaces & Facilities	
	Accessibility	
	F&B Service	
	Cost	
Training Venues Includes: <ul style="list-style-type: none"> ▪ Training Fields ▪ Gym/Fitness Facilities ▪ Pool Facilities 	Standards compliance	100
	Field quality, size, lining and posts	
	Equipment	
	Separate venues for each team	
	Location	
	Ancillary Facilities (non-field of play)	
	Cost	
Accommodation	Standards Compliance	150
	Comfort, size and quality	
	Location	
	Amenities	
	Banquet Spaces	
	Rates / cost	
Meals	Flexibility	100
	Experience providing meals for athletes	
	Rates / cost	
Laundry	Pick up/drop off service	50
	Overnight service	
	Type and quality of services offered	
	Rates / cost per pound (lbs)	
Transportation	Standards Compliance	100
	Efficiency of plan	
	Rates / costs	
Tournament Management	LOC Vision	200
	LOC Structure & Hierarchy	
	Hosting Experience	
	Community support, engagement & capacity	
	Stakeholders clearly identified	
	Volunteer plan	

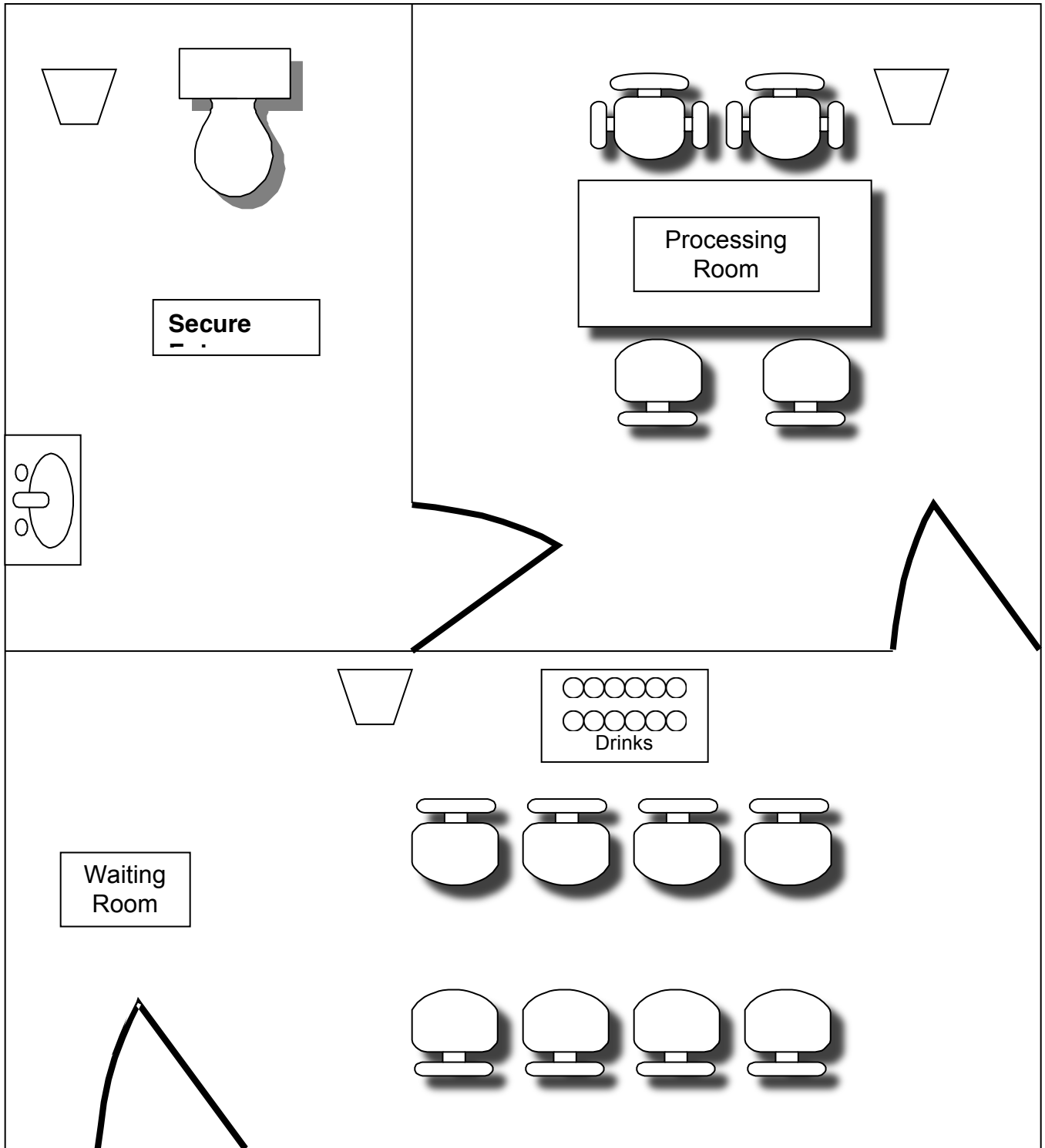
Legacy	Evident benefits & lasting impact on community	150
	Youth component	
	Local cultural ties	
	Costs	
Environmental Sustainability	Reduction of event footprint on environment	50
	Costs	
Partnership & Financial Terms	Risk share	200
	Profit share	
	Clear mutual benefits	
Medical Services	Minimum standards compliance	200
	Medical Facilities at Match Venue	
	Other medical services available	
	Emergency Action Plan	
Sports Presentation	Fan Zone	100
	Entertainment	
	Video Board	
	LED and/or ribbon boards	
	Scoreboard and Clock	
VIP Hosting	Proposed Hosting space at Venue	50
	F&B plan	
	Rates / costs	
	Other	
Marketing & Promotions	Strategy and objectives	150
	How the strategy will drive sales	
	How the strategy supports the LOC's vision	
	Creativity	
	Reach	
Revenue	Assessment of Budget revenue	200
	Confirmed sources of funding	
	Ticket sales strategy	
	Revenue generation plan	
	Sponsorship capacity	
Expenses	Assessment of Budget expenses	200
TOTAL POINTS AVAILABLE		2200

APPENDIX A – World Rugby Pitch Markings & Measurements



Note: Minimum depth of In-goal area (goal line to deadball line) has changed to 6m from 10m.

APPENDIX B – World Rugby Anti-Doping Control Station Layout



 **Secure Entrance**

APPENDIX C – Sample Weekly Menu (Team Canada 2016)

DAY 1 – ARRIVAL DAY		
		Dinner
		All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
		2 x Meat Options:
		BBQ Ribs
		Fresh Tuna Steak
		At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
		Bean Salad (mix of beans and veg)
		Brown Pasta Salad
		Fresh Fruit Platters for Dessert
		Water, Tea/Coffee, Skimmed Milk

DAY 2		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice	2 x Meat Options:
Fresh whole fruit & Bananas	2 x Meat Options:	2 x Meat Options:
A variety of low fat Yoghurts	Tandoori Chicken (skin removed before cooking)	Grilled chicken breast with brown rice & low fat mushroom sauce
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omllette station	Beef sirloin fillet	Salmon with chefs sauce choice
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
Bowls of mixed nuts	Pasta dish with low-fat sauce	Wok fried mixed veg strips with egg noodles splashed with soya sauce
Jugs of water, tea & coffee, Milk	Couscous salad	Garlic roast potato wedges with chopped parsley and rock salt
	Fresh whole fruit	Fresh Fruit Platters for Dessert
	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 3		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings- (smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice	
Fresh whole fruit & Bananas	2 x Meat Options:	2 x Meat Options:
A variety of low fat Yoghurts	Sliced smoked chicken	Cajun spiced chicken stir fry
	Smoked Salmon w. capers & lemon	BBQ rump of beef steaklets
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
	Orange and carrot salad with fresh mint & toasted coconut shavings	Low fat stir fry w. noodles
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Mashed Potato	Low fat potato salad
Bowls of mixed nuts	Fresh whole fruit	Fresh Fruit Platters for Dessert
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 4		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings- (smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice	
Fresh whole fruit & Bananas	2 x Meat Options:	2 x Meat Options:
A variety of low fat Yoghurts	Low fat beef lasagna	Tandoori spiced grilled beef fillet skewers w. peppers, onions, apricots
	Chicken drumsticks	Sliced roast leg of pork
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
	Pasta salad (low fat dressing)	Tuna pasta salad w. lemon pepper vinaigrette
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Steamed baby potatoes	Mashed potatoes w. parsley
Bowls of mixed nuts	Fresh whole fruit	Fresh Fruit Platters for Dessert
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 5		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings- (smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice 2 x Meat Options:	All Dinners: Chefs Soup choice 2 x Meat Options:
Fresh whole fruit & Bananas	Grilled lemon peppered fresh cape salmon fillets	Chicken drumsticks
A variety of low fat Yoghurts	Lean Chicken breasts	1 x red meat option (chef's choice)
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
	Curried rice & egg salad w. low fat mayo and raisins	Chefs choice pasta dish
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Low fat beef mincelasagna w. carrots, mushrooms & celery	Potato salad & mashed potato
Bowls of mixed nuts	Fresh whole fruit	Fresh Fruit Platters for Dessert
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 6		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings- (smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice 2 x Meat Options:	All Dinners: Chefs Soup choice 2 x Meat Options:
Fresh whole fruit & Bananas	Turkey breast	Sliced, slow cooked ham
A variety of low fat Yoghurts	Minute steaks (pan fried)	Beef sirloin fillet
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
	Chef's choice pasta dish	Plain baked potato
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Potato wedges (mix of potato & sweet potato)	Rice pilaf
Bowls of mixed nuts	Fresh whole fruit	Fresh Fruit Platters for Dessert
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 7 – Game Day		
Breakfast each day	Lunch (pre-game)	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings- (smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	All Dinners: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)
Variety of spreads eg peanut butter, jam, honey	2 x Meat Options: Grilled fresh fish fillets Chicken breasts	Deep fried chicken & waffles
	Mashed potatoes	Variety of pizzas
Fresh whole fruit & Bananas	Baked beans	
A variety of low fat Yoghurts	Scrambled (not powder) & Boiled eggs (leave unpeeled)	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	Variety of breads: Multigrain, whole meal, white	Chef's choice side options
	Porridge (small amount)	
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Potato wedges (mix of potato & sweet potato)	
VARIETY OF BREADS: Multigrain, whole meal, white	Low fat pasta & grilled chicken breast dish in non-creamy base + spaghetti w. meat sauce	Sticky toffee pudding and ice cream for dessert
Bowls of mixed nuts	Fresh whole fruit	
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	Water, Tea/Coffee, Skimmed Milk

DAY 8 – Departure Day		
Breakfast each day	Lunch	Dinner
Variety of breakfast cereals-high fibre, low sugar (museli & weetbix); also porridge made with milk and water, steel cut oatmeal	All Lunches: Build your own salad bar, MYO filled sandwiches & wraps with variety of low fat fillings-(smoked chicken shavings-tuna fish etc) & variety of at least 3 steamed vegetables (e.g. broccoli, green leafy veg, pumpkin, cauliflower, carrots)	
Variety of spreads eg peanut butter, jam, honey	All lunches: Chefs Soup choice	
Fresh whole fruit & Bananas	2 x Meat Options: BBQ pulled pork	
A variety of low fat Yoghurts	Build your own meatball sub	
2 x Egg Options from: Scrambled (no powder), poached & boiled eggs (leave unpeeled), Button mushrooms, omlette station	At chef's discretion: variety of sauces (eg. Mushroom, relish, tomato, BBQ)	
	Baked potato wedges	
1 x Meat option from: Lean bacon, turkey sausage & Smoked Salmon	Tropical Salad	
Bowls of mixed nuts	Fresh whole fruit	
Jugs of water, tea & coffee, Milk	Water, Tea/Coffee, Skimmed Milk	

APPENDIX D – Budget Template

Revenue		<i>Funding sources may include grants, F&B, parking, 50/50, etc.</i>	
Ticket Sales	\$		
Suite Sales	\$		
Other Funding 1	\$		
Other Funding 2	\$		
Other Funding 3	\$		
Etc.	\$		
Total Revenue	\$		
Expenses		<i>Provide details/summary of expenses where appropriate</i>	
Administration	\$		
Flights for RC Staff	\$		Toronto x 8, Victoria x 3, Ottawa x 1
Ground Transport - Coach Bus	\$		
Ground Transport - Vans/SUV rentals	\$		Add buffer for refuelling
Accommodations - Canada	\$		7 nights
Accommodations - Visitors	\$		7 nights
Accommodations - Officials/Staff	\$		Officials avg. 3 nights, Staff avg. 6 nights
Meals - Canada	\$		7 days
Meals - Visitors	\$		7 days
Meal per diems - Officials/Staff	\$	4,800.00	\$50 per person, per day
Laundry Service for teams	\$		
Training Venues	\$		
Volunteers (apparel, recognition)	\$		Must wear a UA t-shirt (\$20.28 each)
Game Day Back of House F&B	\$		Volunteers, staff, teams, officials, media
Match Venue	\$		Include field conversion costs
Infrastructure & Rentals	\$		
Hospitality and Hosting	\$		
Ambulance (ACLS + 2 paramedics)	\$		
Medical Services	\$		Match Doctor fee typically \$500
Marketing & Promotions	\$		
Sports Presentation	\$		
Legacy Program	\$		
Other	\$		
Total Expenses	\$		
PROFIT/(LOSS)	\$		