

# 2019 RBC Cup National Junior A Championship



## Hockey Canada Bid Guidelines



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## Introduction

Hockey Canada and the CJHL are now in the process of accepting bids for the 2019 RBC Cup, the National Junior A Championship.

The 2019 RBC Cup is scheduled to be held between the dates of May 11 - 19, 2019 with a tournament format including a single round robin schedule followed by two (2) semi-final games and a gold medal championship game for a total of 13 games.

The RBC Cup will be comprised of five (5) teams, the host team that will be joined by four (4) teams representing the following Regions.

- **EAST** – Fred Page Cup Champion – Central Canada Hockey League (CCHL), Ligue De Hockey Junior Du Quebec (LHJQ) and the Maritime Hockey League (MHL)
- **CENTRAL** – Dudley Hewitt Cup Champion – Ontario Junior Hockey League (OJHL), Northern Ontario Junior Hockey League (NOJHL) and the Superior International Junior Hockey League (SIJHL)
- **WEST** – Western Canada Cup – Champion & Runner-up – Manitoba Junior Hockey League (MJHL), Saskatchewan Junior Hockey League (SJHL), Alberta Junior Hockey League (AJHL) and British Columbia Hockey League (BCHL)

The attached document is a detailed information package for prospective Host Organizing Committees. The package contains information to assist potential host groups in building their bid documents for presentation, including an overview of Hockey Canada and Host Organizing Committee responsibilities.

If you have questions with the information detailed within the bid guideline package, please contact:

Dean McIntosh  
bids@hockeycanada.ca  
403-777-3643

*The 2017 RBC Cup will be hosted in Cobourg, ON on May 13-21, 2017. The event is being hosted in partnership with the Ontario Junior Hockey League, Ontario Hockey Association, the Town of Cobourg and the Cobourg Cougars Hockey Club.*

*The 2018 RBC Cup will be hosted in Chilliwack, BC on May 12-20, 2018. The event is being hosted in partnership with Tourism Chilliwack, Chilliwack Chiefs Hockey Club, BC Hockey, and the BCHL.*

## Site Selection Committee

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

Members:

- Hockey Canada Chair or Designate
- Hockey Canada President or Designate
- Hockey Canada Junior Council Chair
- CJHL President or Designate

Resources:

- CJHL Staff representative
- Hockey Canada Staff representative

The RBC Cup is a Hockey Canada event hosted in partnership with a Host Committee, the Host Member, Host Junior A Hockey League and the Canadian Junior Hockey League. The Host Organizing Committee for the RBC Cup will report to a Steering Committee consisting of the following representatives:

- Hockey Canada Representative designated by the President (Chair)
- Host Member President (or designate)
- CJHL President (or designate)
- Host Organizing Committee Chair
- Host League President

Resources:

- CJHL Staff representative
- Hockey Canada Staff representative

## Bid Application Process

The following bid guidelines have been developed by Hockey Canada strictly for the purpose of facilitating the selection of the site for the 2019 RBC Cup. 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 RBC Cup that are endorsed by the CJHL and the Member will be considered by the Site Selection Committee.

## Timelines & Process

### Step 1 - February 1, 2017 – Electronic circulation of bid guidelines

Hockey Canada will forward the bid guideline packages to all regional Members and the CJHL Office for open bid prior to February 1, 2017 at 5pm MT.

Bid guidelines will be circulated by the Member office to all Junior A leagues immediately upon receipt. The CJHL Office will circulate bids to all member teams.

**Step 2 –February 15, 2017 – Deadline for Junior A leagues to submit list of bid groups**

The respective league office will submit a letter to the Member and Hockey Canada no later than February 15, 2017 detailing what teams/communities from their league are moving forward with the bid process.

\*Prospective host communities must meet with their league and Member to ensure they support the bid plans and so that they may assist in building the bid.

**Step 3 – March 17, 2017 – Deadline for bids from the applicable league to be forwarded to CJHL Office**

The Junior A League office to submit bid(s) from their league to the CJHL Office no later than March 17, 2017 at 5:00pm MT. The CJHL to notify the League office no later than March 23, 2017 at 5:00pm MT of CJHL endorsed bids.

**Step 4 – March 27, 2017 – Deadline for endorsed bids from the applicable league to be forwarded to their Member office for endorsement**

The Junior A League office to submit bid(s) from their league to the Member office for endorsement no later than March 27, 2017 at 5:00pm MT. The Member office to notify the Hockey Canada office by the end of the day on all bids they have received.

Member office will then review the bids they have received and forward the final endorsed bid to Hockey Canada no later than the April 3, 2017 deadline.

**Step 5 – April 3, 2017 – Deadline for submission of final endorsed bid documents from the Member office to Hockey Canada**

All Members must submit the electronic copy of the Member-endorsed bid documents to Hockey Canada no later than April 3, 2017. If for some reason the document cannot be emailed please ensure Hockey Canada is contacted to coordinate delivery of the bid documents prior to the deadline.

The bid package can be shipped to Hockey Canada Suite 201, 151 Canada Olympic Road SW Calgary, AB T3B 6B7 to the attention of Ryan Robins.

All bids need to be accompanied by the application fee of \$2,500.00 payable to Hockey Canada. The bid application fee will be refunded to any group not short-listed for the in-person presentation.

**Step 6 – April 3 – May 21, 2017 – Review of bids & in-person presentations**

- i. The Site Selection Committee will review all Member and CJHL 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 bid review and to short-list applicants for in-person bid presentations.
- ii. The Site Selection Committee will 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 prepare their 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. The bid applicants should be aware that gifting of the Site Selection Committee, Hockey Canada Board of Directors, or Junior Council Members is not permitted.

**Step 7 – May 2017 – Hockey Canada Congress**

- i. Representative of the Site Selection Committee to present summary report and 2019 host site recommendation to Junior Council at Hockey Canada’s Spring Congress.
- ii. This report will be presented during a closed session of Junior Council, open to council members only.
- iii. This session will allow Junior Council members time to ask any questions they have in respect to the report or the respective bids. It will also allow time for the Site Selection Committee to confirm that due diligence and process have been followed.
- iv. Junior Council will consider the recommendation and if approved, will forward their recommendation through their council chair to the Hockey Canada board for formal approval by the Hockey Canada Board of Directors. In submitting their applications to host, the bid applicants have acknowledged that the decision to award the hosting of the 2019 RBC Cup rests solely with Hockey Canada through the Site Selection Committee as approved by the Hockey Canada Board of Directors.
- v. The recommendation from the Site Selection Committee to Junior Council is based on the information contained in the bid presentation and bid documents provided to them.
- vi. It is the responsibility of the Host Organizing Committee, Host Member, Host Junior A league and any other bid partners to begin fulfilling the obligations of the bid guidelines as well as the commitments laid out in the successful bid immediately upon being awarded the 2019 RBC Cup.
- vii. Host Organizing Committee and Host Member will submit signed copies of the event contract back to Hockey Canada prior to any formal public announcement regarding the 2019 host site being made.
- viii. A debriefing process will be made available to all unsuccessful bid applicants shortly following the announcement of the successful bid. A minimum two (2) members of the Site Selection Committee will take part in this process with interested groups.

## **Event Structure & Committees**

To ensure the event is conducted in the most successful manner possible, Hockey Canada will form a partnership to oversee the operation of the event with the Host Member 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 and make policy decisions regarding the event.

The members of the Steering Committee will be as follows:

- Hockey Canada Representative designated by the President (Chair)
- Host Member President (or designate)
- CJHL President (or designate)
- Host Organizing Committee Chair
- Host League President

Resources:

- CJHL Staff representative
- Hockey Canada Staff representative

The Event and Properties 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 2019 RBC Cup.

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

The structure of the Host Organizing Committee and the appointments to senior volunteer positions within the organization, including the Host 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 shall consist of an Operational body and a Disciplinary body. The Operational body is responsible for logistical and general operational matters relating to the Championship, and shall consist of:

- Hockey Canada Chair (or designate) (Chair)
- CJHL President (or designate)
- Event Referee-in-Chief
- League Commissioners from Qualifying Teams (or delegates)

The Disciplinary body shall be responsible for all disciplinary issue related to the Championship, and shall consist of:

- Hockey Canada Chair (or designate) (Chair)
- CJHL President (or designate); and
- Event Referee-in-Chief

### **Bid Presentation Documents - Overview**

All bid presentation documents must be prepared for submission to the Site Selection Committee ensuring that the following elements are included. Any bid submitted without the following details, 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 2019 RBC Cup
- ii. Site selection overview – found on page 26
- 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
- v. Financial plan – including budget projections
- vi. Detailed ticket sales strategy
- vii. Detailed sponsorship strategy
- viii. Detailed marketing/advertising plan
- ix. Legacy plan
- x. Operational plan – how your group is going to coordinate the execution of the RBC Cup
- xi. Marketing/sponsorship/grants
- xii. Arena/facilities
- xiii. Hotel accommodations
- xiv. Food services
- xv. Transportation
- xvi. Media services
- xvii. Accreditation/security
- xviii. Team services
- xix. Community events
- xx. Bilingual services
- xxi. Medical facilities/emergency services
- xxii. Insurance
- xxiii. Human resources/volunteer services
- xxiv. Tournament schedule

## **Site Selection Committee Considerations**

The bid presentation must contain certain components in order for the Site Selection Committee to make a detailed evaluation of the bid submissions. The following 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 2019 RBC Cup?

- i. Rationale supporting the bid by potential host community and region, highlighting 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 may 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 the plan to reach 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 the event and provide budget relief. Additionally, the sponsorship plan needs to recognize the sponsorship and branding requirements outlined in the Hockey Canada Canadian Junior Hockey League (CJHL) Partnership Agreement.  
Appendix J
- 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.
- vi. Detailed critical path on all key tasks the Host Committee will be attempting to accomplish in hosting the 2019 RBC Cup.

### **Financial Information**

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

- i. The bid documents must include a realistic financial forecast which demonstrates the level to which net proceeds can be achieved. A sample budget highlighting suggested line items can be found in Appendix A. An electronic copy of a budget template can be requested by emailing bids@hockeycanada.ca
- ii. The bid documents must include a comparison of budgets between the Host Organizing Committee's ideal budget and a break even budget.
- iii. Detailed legacy plan on how the Host Organizing Committee plans to share any potential profits post event, including identified beneficiaries and the process for distribution of funds, focusing on grassroots hockey initiatives and hockey infrastructure. A legacy plan template can be found in Appendix H.

### **Revenue Opportunities**

The financial information in the bid documents is to highlight how the Host Organizing Committee plans to maximize revenue opportunities in hosting the 2019 RBC Cup. A breakdown of opportunities is listed below:

- i. Ticket sales
- ii. Local sponsorship
- iii. Government grants & funding
- iv. Community grants & funding
- v. Merchandise sales (Percentage of sales from Hockey Canada merchandiser)
- vi. Program/Game day line up sales
- vii. 50/50 Sales
- viii. Special events/fundraising
- ix. Concessions
- x. Other sources as detailed in your bid documents

### **Host Organizing Committee – Financial Obligations**

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

#### **Bid Application Fee**

A \$2,500.00 bid application fee must be submitted with the bid. The fee will only be refunded if a bid is not short-listed for in-person presentations.

### **Host Organizing Committee Expense Guarantee**

A \$50,000.00 cheque or Irrevocable Letter of Credit from a Canadian Chartered bank must be filed with Hockey Canada immediately upon the successful awarding of the bid.

This money totaling \$50,000.00 will be held in trust by Hockey Canada with any interest accruing back to the Host Organizing Committee. It will be refunded to the Host Organizing Committee after the event, once it is confirmed that all outstanding bills and creditors have been paid in full by the Host Organizing Committee.

### **Profit Share**

The Host Organizing Committee is required to divide equally among each of the participating teams a minimum payment of \$25,000.00 to a maximum payment of \$50,000.00 based on the net profits of the event. Even if the event incurs a loss, the Host Organizing Committee is still obligated to provide the minimum profit share of \$5000 per team. All profits above \$50,000 shall be split between the Host Committee (2/3) and the CJHL (1/3). Please note that any profits received by the CJHL will be invested in a local / regional legacy that has a CJHL branding or connection approved by the CJHL. The details of the profit share formula are found in Appendix G. This is to be indicated in the event budget.

A cheque for the minimum amount of the profit share is to be given to the Hockey Canada representative on site at the start of the event. If the event is profitable the profit share would be made payable to the participating teams after it is ensured the teams have no outstanding payments for meals, hotel incidentals or damages.

## **Accommodations**

### **Visiting Teams**

The Host Organizing Committee must provide appropriate and acceptable hotel accommodations for all visiting teams participating in the RBC Cup. The Host Organizing Committee must provide and **pay** for 16 double rooms per team. It is also suggested that five (5) additional rooms be held for visiting teams, which if utilized will be paid for by the teams. The visiting teams are required to provide a guarantee for any additional rooms above the 16 provided, at least four (4) days prior to checking in.

### **Officials**

The Host Organizing Committee must provide appropriate and acceptable hotel accommodations for all on ice officials (11) and tournament Referee in Chief (1). The Host Organizing Committee must provide and **pay** for six (6) double rooms and one (1) single room for the officials and Referee in Chief.

### **League Reps**

The Host Organizing Committee must provide appropriate and acceptable hotel accommodations (single rooms) for all the participating team League Reps (5). These rooms should ideally be located with their teams if possible. The Host Organizing Committee is responsible to provide and **pay** for the five (5) rooms.

### **Other Accommodation Requirements**

The Host Organizing Committee must provide and **pay** for one (1) room for the Hockey Canada President or designate and one (1) room for the CJHL President.

The Host Organizing Committee must hold an additional sixty (60) rooms for Hockey Canada, Canadian Junior Hockey League, Sponsors, TSN, Merchandise, and Scouts/Media. These rooms need to be blocked off. The party occupying any such room shall be responsible for paying all room related costs.

### **Travel**

#### **Visiting Team Travel**

The Host Organizing Committee must pay for all team travel for arrivals on Thursday, May 9 and departures on Monday, May 20, to a maximum of 30 people per team, which shall include the following:

- Return ground transportation (in excess of 200km) from their home arena to the nearest airport, a maximum of \$5,000.00 to be paid out for this ground transportation between all teams travelling in excess of 200 km to the nearest airport.
- Return airfare to the competition city or closest airport that accommodates team travel including equipment for any teams that will be required to fly to the event.
- Return ground transportation to and from the competition city for any teams not flying, suggested transportation to accommodate full team travel is 56 seat coach.
- Local ground transportation for all event related activities including practices, games, meetings, banquet and any other special events the teams are requested to attend.

#### **Officials**

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 Member 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. If any officials choose to drive, their mileage claim will not exceed the most economical air fare to the RBC Cup site.

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

#### **League Reps**

The Host Organizing Committee must pay for all travel required for the participating team League Reps. This may include air travel or mileage depending where travel is required from.

Mileage will be paid out at the current Member rate for all League Rep mileage claims. If the League Rep chooses to drive, the mileage claim will not exceed the most economical air fare to the RBC Cup site.

Local transportation needs to be arranged for all League Reps including transportation to meetings, games, banquet, airport pick up and drop off, and other special events the League Reps are requested to attend.

### **Other**

The Host Organizing Committee must provide and **pay** for travel for the Hockey Canada President or designate and the CJHL President or designate.

## **Fees & per diems**

### **Visiting Teams**

The Host Organizing Committee must pay each participating team \$1,500.00 per day as a meal allowance. This allowance will be distributed each day to the participating teams through their League Rep. Team per diems will be paid based on their travel day right up to and including their travel day home. The amount on the travel days will depend on the teams travel schedule.

Any meals being paid for by the Host Organizing Committee directly, like the event banquet or possible meal plan will be deducted based on the following allowance per meal: Breakfast \$12, Lunch \$13, Dinner \$25, these are all per person based on the 30 person team contingent.

### **Officials**

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 Member regular Junior A playoff fees and should be paid out no later than the end of each game.
- Off-duty officials will serve as goal judges and be paid for all host team, semi-final games and championship finals. All non-host team games in the round robin may use local volunteers.
- Daily meal per diem to be paid to all on ice officials and Referee in Chief based on \$70 a day (Breakfast \$20, Lunch \$20, & Dinner \$30) and should be paid out at the first officials meeting. These rates are subject to increase at the discretion of Hockey Canada.
- Any host arranged meals like the banquet will be deducted from the overall per diem based on the current rate for that particular meal.

### **League Reps**

The Host Organizing Committee must pay the following fees to all participating team League Reps.

- Daily meal per diem to be paid to all participating team League Reps based on \$70 a day (Breakfast \$20, Lunch \$20, & Dinner \$30.) This should be paid out at the first tournament directorate meeting. These rates are subject to increase at the discretion of Hockey Canada.
- Any host arranged meals like the banquet will be deducted from the overall per diem based on the current rate for that particular meal.

**Other:**

The Host Organizing Committee must provide and **pay** per diems at the above rate for the Hockey Canada President or designate and the CJHL President or designate.

**Other Host Organizing Committee – Financial obligations****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 RBC Cup. 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 resurfacer (Zamboni) and any additional signage deemed to be “in camera” or in conflict with Hockey Canada’s national sponsor exclusivities.
- Any required signage at any secondary facilities including production, installation and removal costs associated with the required signage which will be decided upon by Hockey Canada
- Any costs associated with ensuring the facility meets the necessary specifications for television broadcast. Lighting, power, internet, camera positions, broadcast positions and any other costs that come out of the TSN site visit to ensure the venue is able to accommodate the broadcast. Broadcast minimum specs can be found in 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 is required to provide the following team service elements at their own cost:

- 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

- Daily towel service for all teams following practices and games
- Industrial fans, dehumidifiers, and heaters where necessary to assist in drying of team equipment between games and practices
- Access to drinkable water in venue, large bottle water service recommended
- Snack station for each team prior to practices and games. Supply list may include yogurt, bagels, granola bars, and 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.)

### **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 sponsor servicing expenses
- The production of opening ceremonies, ancillary events (fan zone, cabaret) and other in game ceremonies
- The RBC Cup awards and protocol programs
- Various event administration expenses, including but not limited to staffing, furnished offices, meeting rooms, salaries, IT needs and utilities
- Media services and related expenses as referenced in Appendix F
- Insurance – including content and event cancellation insurance
- Awards banquet and any costs associated with the hosting of the banquet. Including tickets for participating teams, officials, Member Reps, Hockey Canada staff, one table for RBC, sound system, program, and production costs
- Production of four (4) Host Organizing Committee rinkboards. Approximate costs are \$250.00 per board, with two (2) boards required for each position

### **Tickets**

The Host Organizing Committee must reserve and meet the following ticket requirements.

- Two-hundred (200) complimentary VIP Tickets will be provided to Hockey Canada for each game of the tournament. These tickets will be used for corporate partners and Hockey Canada volunteers.
- Two-hundred (200) regular tickets will be reserved by the Host Organizing Committee for each game for the participating teams. These tickets will be held up to 48 hours in advance of each round robin game for the competing teams to be able to purchase. The tickets held for the semi-final and final will be held up to 12 hours in advance depending on game times. If the competing teams do not purchase the tickets, any unsold tickets will be returned to the host for sale.
- Twenty (20) complimentary VIP Tickets will be provided to the CJHL for each game of the tournament. These tickets will be used by the CJHL and/or its member leagues for VIPs, corporate partners and volunteers.
- Identify a suitable space for the player tribune.
- Hockey Canada holds the right to negotiate a split on ticket revenue with the Host Organizing Committee.



## **Other**

Hockey Canada will arrange for a detailed visitation program with the 2018 RBC Cup hosts in Chilliwack, BC. 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 in Chilliwack to learn from firsthand experience what it takes to execute an RBC Cup.

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 information for this report upon being awarded the event. The final written report, in conjunction with the closing financial statement, are the final steps in hosting the RBC Cup, fulfilling the contractual obligations of the committee.

## **Hockey Canada – Financial obligations**

### **Hosting Grant**

Hockey Canada will provide a hosting grant in the amount of \$40,000.00 to the Host Organizing Committee based on the following payment schedule and Host Organizing Committee deliverables.

- \$20,000.00 (50%) 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 working budget.
- The second \$20,000.00 (50%) will be held in trust by Hockey Canada until the Host Organizing Committee submits their detailed final report, including a closing financial statement with confirmation all creditors have been paid. The final report is due to Hockey Canada within 60 days of the event's conclusion.
- Hockey Canada reserves the right to conduct a financial audit of the event, following the submission of the closing financial statement. This audit would be paid for by Hockey Canada. The final installment of the hosting grant would 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**

Hockey Canada is responsible for all travel, meal and accommodation costs for all Hockey Canada staff including any National Supervisors. This includes any costs incurred by Hockey Canada for site visits and planning meetings in the host community. As noted on page 12, the cost associated with the Hockey Canada President or designate is the event responsibility and does not fall under the Hockey Canada staff costs.

### **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 Committee members and other staff have proper accreditation for the event.

## **Visiting Teams**

The Host Organizing Committee must provide player access accreditation at no cost (to a maximum 30 passes per team). A maximum of 10 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 and are not meant for fans or family.

Players' passes will provide the teams access to watch games they are not competing in.

## **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.

## **League Reps**

The Host Organizing Committee is required to provide all League Reps with VIP Accreditation for the RBC Cup.

## **Hockey Canada**

Hockey Canada staff will require All Access Accreditation for the duration of the RBC Cup.

## **Souvenir Event Program**

If the Host Organizing Committee and Hockey Canada collectively agree to provide an official souvenir program for the RBC Cup, Hockey Canada will cover the cost of production and printing an official souvenir program for the RBC Cup. An agreed upon number of programs will be provided to the Host Organizing Committee with a mutually agreed upon number of pages for advertising being made available to local event sponsors.

## **Merchandise**

Hockey Canada owns all merchandise rights for the RBC Cup. A percentage of sales will be paid back to the Host Organizing Committee.

## **Awards**

Hockey Canada will provide and pay for the following awards for the RBC Cup.

- A minimum of 30 Gold and Silver 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 following trophies and awards to be presented at the RBC Awards Banquet:
  - Roland Mercier Trophy – Most Outstanding Player
  - Tubby Schmaltz Trophy – Most Sportsmanlike Player
  - Top Defenseman Trophy

- Top Goaltender Trophy
  - Top Forward Trophy
  - Top Scorer Trophy
  - RBC CJHL Player of the Year Trophy
  - RBC Junior A Scholarship Award
- The RBC Cup to be awarded to the winning team following the completion of the Championship game.
- A Championship ring subsidy of \$3,600.00 will be provided to the winning team to assist with purchasing championship rings.

### **National Partner Support**

Hockey Canada will support the RBC Cup with products from various national sponsors. This product allotment will be finalized by your event manager four to six months out from the event. In the past this has included Gatorade for all teams, Pepsi and water for volunteers, General Mills snacks for teams, TELUS phones and service, GMC vehicles for local transportation support, Esso gas cards, and Nike player gifting.

### **Host Member Obligations**

The Host Member's obligation is to support the delivery of the event. The Member has no financial obligations associated with the event.

### **Operational Plan – Key Considerations**

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 RBC Cup. 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's highlighting plans to secure local sponsorship for the RBC Cup. 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
- Hockey Canada's premier partners (currently Nike, RBC, Esso, TELUS and TSN) are the presenting sponsors of the RBC Cup. Their logos will need to be recognized in all advertising and marketing materials
- All local event sponsors must be non-conflicting and comply with the Hockey Canada sponsor guidelines
- The sponsorship plan should highlight all potential prospects as well as what levels they may fit into the sales plan. Other expected contributions such as in kind donations, contra agreements and service donations should be included in the bid presentation
- Contra and in kind agreements should focus on offsetting costs and expected expenses such as hotel rates, transportation services, facility subsidies, media partnerships, signage, printing, etc.

- Marketing plan to 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, signage and web and social media will be tied into the promotional plan. It should also incorporate the sponsorship plan and ticket sales plan
- A media plan to provide direction on what local media 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 to outline the strategy for pricing, service fees, 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 support the Host Organizing Committee’s marketing 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 RBC Cup. This will be the only logo utilized for the 2019 RBC Cup. Any usage of this logo along with the RBC, 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/rbccup](http://www.hockeycanada.ca/rbccup). 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 2019 RBC Cup. Hockey Canada will also build and manage social media networks through Facebook and Twitter to promote the RBC Cup. These will be the only social network mediums tied directly to the RBC Cup.

**Twitter**

@HC\_RBCCup  
@HC\_CoupeRBC

**Facebook**

Facebook.com/RBCCup  
Facebook.com/CoupeRBC

**Instagram**

@HockeyCanada

Hockey Canada will provide the digital ticketing system for the 2019 RBC Cup 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 the RBC Cup.

Hockey Canada will provide the digital 50/50 system for the 2019 RBC Cup. Upon approval of the digital 50/50 technology provincially, Hockey Canada’s supplier will retain the right to service all championship games. Hockey Canada will work with the host venue and Host Organizing Committee to coordinate equipment and licensing requirements.

## **Arena Facilities**

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

- Facility needs to be available on an exclusive basis for a period of two (2) days prior to the event and one (1) day following. For the 2019 RBC Cup facility exclusivity commences May 9 and concludes May 20, 2019.
- Venue schematic and proposed allocation of use overview.
- 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 resurfacers, video boards, power ring, and any additional advertising in camera view determined by Hockey Canada to be in conflict with its sponsors. 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.
- Media press box facilities capable of hosting a minimum of 20 media.
- Acceptable television camera positions and arena lighting for a live broadcast (min. 100 foot candle rating). Parking in the building or immediately adjacent will also need to be available for the broadcast truck.
- Acceptable space for media results and workroom.
- Acceptable space for VIP hospitality, room needs to accommodate a minimum of 150 people.
- Daily practice ice for teams and officials, while maintaining the highest quality ice for games each day.
- Exclusive dedicated dressing rooms with showers for all five (5) participating teams and all 11 game officials. Rooms need to be large enough to accommodate 22 players and allow good ventilation for drying equipment between games and practices.
- Pouring Rights for Hockey Canada’s beer supplier –Molson Coors Brewing Company
- Exclusive and free rights to the sale of merchandise and souvenir programs.
- Exclusive and free rights to distribute promotional items or fan premiums in venue.
- Right for Hockey Canada and local event sponsors (at no expense) to have product displays in the lobby or concourse areas.

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

## **Hotel Accommodations**

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

- A minimum of 180 hotel rooms should be available to house participating teams, officials, VIPs, 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 must meet Hockey Canada approval.
- Preferred rates should be negotiated for all out of town guests and dignitaries.
- Recommended that all participating teams be put on their own floor with a maximum of three teams staying at any one hotel.
- Upgraded accommodation should be held and made available to any special dignitaries travelling to the event.

## **Transportation**

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

- Dedicated individual coach transportation for each of the participating teams, including transfers from the designated airport that can accommodate team travel with equipment on arrival and departure.
- A minimum of a 56 seat coach with storage compartments should be considered for airport pick up and drop off. If not available, an equipment cube van will be required.
- If a team decides to travel on their own bus, that cost must be pre-approved by the Host Organizing Committee. This cost will not be greater than the quoted cost of the Host Organizing Committee's contracted transportation carrier.
- Local shuttle service for game officials, League Reps, media and VIPs 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, VIPs, officials, League Reps, Hockey Canada staff and tournament officials.

## **Media Services**

The Host Organizing Committee will be directly responsible for the servicing of all media working on the RBC Cup. 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 RBC Cup.
- 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 RBC Cup.
- Hockey Canada will provide the official event photographer for the RBC Cup. This photographer retains all rights with respect to retail sales of RBC Cup photos. Hockey Canada retains the rights to all the images from the RBC Cup 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 RBC Cup. All approved photographers will have to sign a legal waiver prior to receiving access to the venue.

### **Event Statistics**

- An electronic statistics/results system will be provided by Hockey Canada.
- The Host Organizing Committee will be required to provide dedicated volunteers to enter the real time stats.
- The Host Organizing Committee will also be required to have the necessary laptops, dedicated internet line or dedicated wireless access, printer and photocopiers to operate this system and provide timely results.
- Hockey Canada will provide on-site staff support during the event to assist the media servicing team with all elements during the event.

### **Webcasting**

Hockey Canada currently plans on webcasting all games of the RBC Cup. 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.

### **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.
- A final accreditation list entered into the accreditation template provided by Hockey Canada 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 consistent with a National Championship it is recommended that each team be assigned two (2) Team Hosts. These Team Hosts will be on call 24 hours a day to ensure their teams have everything they may require during the event. The Host Organizing Committee should ensure they have bilingual volunteers for these roles to service teams from French speaking areas of Canada.

Every team is to be treated equally by the Host Organizing Committee. This includes 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 RBC Cup 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 printed, 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 RBC Cup shall be made available in both official languages.
- The Host Organizing Committee and volunteer group will enlist a sufficient number of bilingual people to fill specific roles where bilingual requirements must be met.
- Event related directional signage with venues, hotels, arenas, must be bilingual.
- Written materials for the teams and visitors must be available in both official languages.
- A component of the opening ceremonies, closing ceremonies and all games must be bilingual. All ceremonies will require approval from Hockey Canada in advance to ensure compliance with this requirement.
- The RBC Awards Banquet must have a bilingual component.



## **Medical Facilities & 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, physiotherapy, 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 event cancellation insurance in the event that the RBC Cup or any other ancillary events must be cancelled for seen or unforeseen reasons. The Host Organizing Committee is also responsible for obtaining content insurance for all RBC Cup related supplies, awards, materials, and equipment shipped in advance and stored on site.

## **Human Resources & 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 are to undergo a criminal record/background check in partnership with your local police services.
- Potential plans around the hiring of a full-time event manager, associated timing, and roles and responsibilities of position.

## **Tournament Schedules**

Hockey Canada in cooperation with Junior Council will set and approve the official RBC Cup game schedule. This schedule will be finalized no later than at Hockey Canada's 2018 Winter Congress. A sample schedule can be found in Appendix B.

The RBC Cup 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.

## 2019 RBC Cup 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

**i) Main arena:** *\*Please attach floor plan/ blueprint with proposed dressing room layouts for teams, official, coaches rooms and medical rooms*

- a. Name: \_\_\_\_\_
- b. Capacity : \_\_\_\_\_ Seating: \_\_\_\_\_ Standing: \_\_\_\_\_ Number of Suites: \_\_\_\_\_
- c. Number of dressing rooms: \_\_\_\_\_ Average square footage: \_\_\_\_\_  
Square footage of smallest dressing room: \_\_\_\_\_
- d. Number of coaches rooms available: \_\_\_\_\_
- e. Number of meeting rooms: \_\_\_\_\_  
Average square footage of meeting rooms: \_\_\_\_\_
- f. Number of additional storage areas: \_\_\_\_\_  
Average square footage: \_\_\_\_\_
- g. Square footage of officials room: \_\_\_\_\_
- h. Medical room: yes \_\_\_\_\_ no \_\_\_\_\_
- i. VIP room: yes \_\_\_\_\_ no \_\_\_\_\_
- j. Press box: yes \_\_\_\_\_ no \_\_\_\_\_  
If yes: Size: \_\_\_\_\_ Number of seats: \_\_\_\_\_
- k. Volunteer room: yes \_\_\_\_\_ no \_\_\_\_\_

**ii) Secondary arena** *\*Please attach floor plan/ blueprint – if applicable*

- a. Name: \_\_\_\_\_
- b. Capacity : \_\_\_\_\_ Seating: \_\_\_\_\_ Standing: \_\_\_\_\_ Number of Suites: \_\_\_\_\_
- c. Number of dressing rooms: \_\_\_\_\_ Average square footage: \_\_\_\_\_
  - i. Square footage of smallest dressing room: \_\_\_\_\_
- d. Number of coaches rooms available: \_\_\_\_\_
- e. Number of meeting rooms: \_\_\_\_\_
  - i. Average square footage of meeting rooms: \_\_\_\_\_
- f. Number of additional storage areas: \_\_\_\_\_
  - i. Average square footage: \_\_\_\_\_
- g. Square footage of officials room: \_\_\_\_\_
- h. Medical room: yes \_\_\_\_\_ no \_\_\_\_\_
- i. VIP room: yes \_\_\_\_\_ no \_\_\_\_\_
- j. Press box: yes \_\_\_\_\_ no \_\_\_\_\_
  - i. If yes: Size: \_\_\_\_\_ Number of seats: \_\_\_\_\_

**b. Additional arena information:**

- a. Is there a dedicated merchandise space: yes \_\_\_\_\_ no: \_\_\_\_\_
  - b. Is there a dedicated box office that can be used for ticketing leading up to and during the event:  
Yes: \_\_\_\_\_ No: \_\_\_\_\_
  - c. Internet service provider: \_\_\_\_\_  
Hardline connection available for TSN/ FastHockey: yes \_\_\_\_\_ no \_\_\_\_\_  
Strength/ wireless capabilities/ security comments:  
\_\_\_\_\_
- 

**c. Hotel Accommodation**

- a. Are you able to provide a minimum 180 quality hotel rooms in reasonable proximity to your arena facility?  
Yes \_\_\_\_\_ No \_\_\_\_\_  
If no, please explain: \_\_\_\_\_

**Hotel provider #1:**

Name: \_\_\_\_\_ Applicable room rate: \_\_\_\_\_  
Reserved for (teams, Hockey Canada, officials) \_\_\_\_\_  
Number of available rooms: \_\_\_\_\_  
Number of meeting rooms: \_\_\_\_\_

**Hotel provider #2:**

Name: \_\_\_\_\_ Applicable room rate: \_\_\_\_\_  
Reserved for (teams, Hockey Canada, officials) \_\_\_\_\_  
Number of available rooms: \_\_\_\_\_  
Number of meeting rooms: \_\_\_\_\_

**Hotel provider #3:**

Name: \_\_\_\_\_ Applicable room rate: \_\_\_\_\_  
Reserved for (teams, Hockey Canada, officials) \_\_\_\_\_  
Number of available rooms: \_\_\_\_\_  
Number of meeting rooms: \_\_\_\_\_

**d. Meal Provision**

- a. Are team meals being provided at the hotel?  
Yes \_\_\_\_\_ No \_\_\_\_\_  
If no, please identify the providers and meal plan

**e. Transportation**

- a. Do you have dedicated transportation available for each team:  
Yes \_\_\_\_\_ No \_\_\_\_\_  
If no, please explain: \_\_\_\_\_
- b. Do you have volunteers available to shuttle\* officials, VIP's and staff when required: Yes \_\_\_\_\_ No \_\_\_\_\_  
If no, please explain: \_\_\_\_\_

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

## **RBC Cup Bid Guidelines Check List**

**The following items are required for any bid to be considered by the Site Selection Committee. Omission of any one of these items will result in an incomplete bid.**

- Mandate of Host Committee – what is your goal in hosting the RBC Cup
- Site selection overview – include as the first page of your bid submission
- Involve Member and League from day one of bidding process
- Highlight your relationship and partnership with Minor Hockey
- Facility agreement – include a copy of the potential facility agreement showing the facility is available and what type of business agreement your potential host group would be entering into with the facility, this should also outline how many seats are available to sell, seats, standing room, suites, etc..
- Hotel agreement – include a copy of the potential hotel agreement(s)
- List of current facility sponsors
- List of current host team sponsors
- Host team attendance figures over last 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 Committee Organizational Chart – who are your key members and what are their roles
- 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 RBC Cup, if not how do you plan to meet these?
- Complete the contact sheet outlining who the main contact(s) will be for the Host Organizing Committee.

# 2019 RBC Cup National Junior A Championship



## Appendices



## **APPENDIX A**

### **BUDGET REFERENCE**

#### **REVENUE**

Tickets  
Sponsorship  
Government Funding  
Hockey Canada Grant  
Program Sales  
Fundraising  
Ancillary Events  
Banquet  
Concessions  
50/50  
Volunteer Program  
Other  
TOTAL

#### **EXPENSE**

Air Travel  
Ground Transportation  
Per Diems  
Accommodations  
Facility Rentals  
Officials Cost (fees)  
Member Reps  
Operations  
Legal & Insurance  
Profit Sharing/Teams  
Protocol  
Special Events/Banquet  
Medical  
Laundry & Towel Service  
Volunteer Services  
Administration  
Advertising  
Promotional Materials  
Sponsor Servicing  
Media/Communications  
Bid Costs  
Travel to 2017 RBC Cup  
Other  
TOTAL

#### **ESTIMATED PROFIT**

**APPENDIX B**  
**SAMPLE SCHEDULE**

|              |                              |                                    |
|--------------|------------------------------|------------------------------------|
| Sat May 11   | 2 p.m.<br>7 p.m.             | Central vs West<br>Pacific vs Host |
| Sun May 12   | 2 p.m.<br>7 p.m.             | Central vs East<br>West vs Pacific |
| Mon May 13   | 7 p.m.                       | East vs Host                       |
| Tues May 14  | 2 p.m.<br>7 p.m.             | Pacific vs Central<br>Host vs West |
| Wed May 15   | 2 p.m.<br>7 p.m.             | East vs Pacific<br>Host vs Central |
| Thurs May 16 | 7 p.m.                       | West vs East                       |
| Fri May 17   | 6 p.m.                       | RBC Banquet                        |
| Sat May 18   | 2 p.m.<br>6 p.m.             | Semi-final #1 –Semi-final #2 –     |
| Sun May 19   | TBA<br>6:00 p.m.<br>proposed | Championship Game – (TSN)          |

Game time for Championship subject to change, pending television schedule

## **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 PROGRAMS, 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 February 1, 2017

| <b>Sponsor</b>      | <b>Level of Partnership</b> | <b>Areas of Exclusivity</b>   | <b>Event Exclusivity</b> | <b>Examples of Conflicting Brands</b>           |
|---------------------|-----------------------------|---|--------------------------|---|
| Nike Canada         | Premier                     | Hockey Canada National Team jersey, on-ice and on-bench apparel, performance apparel, athletic shoes  | Yes                      | CCM, Reebok, New Balance, Saucony, Under Armour |
| Esso                | Premier                     | Gas, lubricants, car wash, home heat  | Yes                      | Petro Canada, Shell                             |
| RBC Financial Group | Premier                     | Retail Banking (all services), insurance products & services (life & health, travel, auto) payment systems, RRSPs, financial planning and investing, etc.   | Yes                      | CIBC, Canada Trust, Cooperators, Nesbitt Burns  |
| 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, applications. | Yes                      | Bell, Roger AT&T, Aliant, Sasktel               |
| TSN/RDS             | Official Broadcaster        | Broadcasting, TV, webstreaming and Radio  | Yes                      | The Score, Sportsnet                            |



| Sponsor   | Level of Partnership | Areas of Exclusivity  | Event Exclusivity   | Examples of Conflicting Companies   |
|---|----------------------|---|---|---|
| Molson  | International        | Brewery (beer, malt-based beverages and cider)  | Yes   | Labatt, Sleeman, Big Rock, Budweiser  |
| General Motors  | International        | Vehicles (new and used)   | Yes   | Chrysler, Ford, Honda   |
| McDonald's  | International        | Quick service restaurant  | Yes   | Burger King, Subway, Tim Hortons  |
| General Mills   | International        | Hot and Cold Cereals, Mains & Sides, Yogurt, Novel (e.g. breakfast bars)                                      | Yes   | Post cereals, Kellogg's   |
| Boston Pizza  | International        | Casual Dining, Sports Bar and Home delivery pizza   | Yes   | Pizza Pizza, Pizza Hut  |
| Samsung   | International        | Consumer electronics, home appliances, computers, wireless/cellular devices                                   | Yes   | Sony, Hitachi, Toshiba  |
| Pepsi/Frito Lay   | International        | Salty snack foods, non-alcoholic beverages (excluding milk & hot coffee), isotonic beverages/sports nutrition | Yes   | Coke, Powerade, Humpty Dumpty, Old Dutch, PowerBar, Milk products as promoted as a recovery drink |
| Timber Mart   | International        | Home Improvement  | Yes   | Home Depot, Rona, Home Hardware, CTC  |
| Bauer Hockey  | International        | Skates, Gloves, Helmets, Neck and Facial protections, Sticks  | Yes   | CCM, Reebok, Easton, Warrior, Sherwood  |
| Canadian Tire, FGL (Sport Chek, National Sports, Sports Expert, Hockey Experts) | International        | Sporting Goods Retailer   | Yes   | Source For Sports, Jersey City, Sail, HBC, Wal-Mart, Sears  |
| Wrigley   | National             | Confectionary, Gum, Mint, Cough   | National Team and Hockey Canada events. First Rights IIHF | Dentyne, Halls  |
| Hankook   | National             | Tire Manufacturer and Retail  | National Team and Hockey Canada events. First Rights IIHF | Goodyear, Bridgestone   |
| Crown Royal   | National             | Spirits excluding wine  | Yes   | Canadian Club, Walker's, Gibson's   |
| Guspro/Blademaster  | Official Supplier    | Skate sharpening equipment , skate repair accessories, glove and boot dryers, boot ovens                      | First right of refusal of events                          | ProSkate  |
| Timex   | Official Supplier    | Timepiece   | Yes   | Casio, Esquire, Swatch  |
| Stoney Ridge  | Official Supplier    | Wine  | Yes pending availability                                  | Peller Estates, Mondavi   |
| Starwood Hotels and Resorts   | Official Supplier    | Hotels  |   |   |
| Jet Ice   | Official Supplier    | Ice Logos   |   |   |
| Renfrew Hockey Tape   | Official Supplier    |   |   |   |

## PROSPECTS BY CATEGORIES

Categories of sponsorship that do not conflict with Hockey Canada that you should consider when building your sponsorship plan.

|  |   |
|--|---|
| Accounting/Audit                                 | BDO, KPMG                               |
| After Market auto repair                         | NAPA, Mister Lube                       |
| Car Rental                                       | Discount, Budget, Avis                  |
| City/Provincial Transit                          |   |
| Construction                                     | PCL                                     |
| Consumer Electronics                             | Best Buy                                |
| Drug Store Retail                                | Shopper's, Rexall                       |
| 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)                                 |
| 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                 |
| 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                     |
| 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                             |
| 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    |

## ***APPENDIX D***

### **MINIMUM MEDICAL STANDARDS**

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

1. An onsite physician and at minimum an athletic therapist, preferably one with experience dealing with concussion injuries.
2. Local Emergency Services (Ambulance Services) onsite for all team games and *if possible* practices.
3. A registered massage therapist onsite or at a local clinic who will schedule certain times that players can access their services.
4. A Physiotherapist onsite or accessible through a local clinic who will schedule times that players can access their services
5. An on call emergency dentist or orthodontist who can be accessed by players if required.
6. A chiropractor who can be available to the players on short notice and through their local offices.

## **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 SERVICE 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**  
**RBC CUP PROFIT SHARING FORMULA**

The host committee is required to divide equally among each of the participating teams a minimum of **\$25,000** to a maximum of **\$50,000** based on the net profits of the event. A cheque for the minimum payment (**\$25,000** or **\$5,000** per team) is to be given to the Hockey Canada representative at the start of the event.

Payments will be made according to the following scale:

| <b>TOTAL NET PROFITS</b> | <b>TOTAL PAYMENT</b> | <b>PAYMENT PER TEAM</b> |
|--------------------------|----------------------|-------------------------|
| \$0 - \$25,000           | \$25,000             | \$5,000                 |
| \$30,000                 | \$30,000             | \$6,000                 |
| \$35,000                 | \$35,000             | \$7,000                 |
| \$40,000                 | \$40,000             | \$8,000                 |
| \$45,000                 | \$45,000             | \$9,000                 |
| \$50,000 +               | \$50,000             | \$10,000                |

**NOTE:** Any amount of net profit falling within the scale as shown, shall be pro-rated accordingly. Any event that may not turn any profit is still obligate to provide the minimum profit share of \$5,000.00 per team.

All profits above \$50,000 shall be split between the Host Committee (2/3) and the CJHL (1/3). The split of this revenue and the use of these dollars will be built as part of the legacy plan and must be approved by the Steering Committee.

None of Hockey Canada, any of the Members or the CJHL will be responsible for any financial shortfall that the National Championship might incur.

## ***Appendix H***

### **SAMPLE LEGACY PLAN OUTLINE**

#### **Legacy Fund 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 2019 event 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 I***

### **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 Regional 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 easily 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/Regional 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 J**  
**Hockey Canada - CJHL Partnership Agreement**  
**Sponsorship Inventory**

**Sponsorship**

- Other than as set out below, HC to retain all sponsorship rights at the National Championship
- 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/HC partnership
  - Banquet tickets for Member representatives and League Commissioners in attendance
  - 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 National Championship
  - Concourse level space (where available) to promote the CJHL, upcoming events, and/or CJHL sponsors
  - Posted playoff bracket
  - CJHL and Host League marks on all collateral material including:
    - Event Program;
    - Ticket stock;
    - Event posters;
- Incremental event pageantry
- CJHL sponsors at the National Championship will not conflict with HC sponsorships that are in place at the time CJHL sponsors are engaged

**Branding**

- The CJHL logo, HC logo and the co-branded logo to each have no less than 1/3 presence at every event. Each party is responsible for production of materials bearing its logo exclusively and will share costs of production of materials bearing the co-branded logo.
- HC and CJHL will work with host committees for logo/material placement in and around the host arena

## **2019 RBC CUP BID GUIDELINES 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 2019 RBC Cup.

**Host Committee Contact(s)**

| Name | Phone | Email |
|------|-------|-------|
|------|-------|-------|

**Host Member Contact(s)**

| Name | Phone | Email |
|------|-------|-------|
|------|-------|-------|

**Host League Contact**

| Name | Phone | Email |
|------|-------|-------|
|------|-------|-------|

All correspondence from Hockey Canada with respect to the 2019 RBC Cup bid process will be forwarded to the list provided.

**2019 RBC CUP  
BID GUIDELINES**

**FOR MORE INFORMATION  
PLEASE CONTACT:**

**HOCKEY CANADA**

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

**Ryan Robins**

Telephone: (403) 777-4591  
Fax: (403) 777-3635  
Email: [rrobins@hockeycanada.ca](mailto:rrobins@hockeycanada.ca)  
Web site: [www.hockeycanada.ca](http://www.hockeycanada.ca)

Email your completed bids to: [bids@hockeycanada.ca](mailto:bids@hockeycanada.ca)