



Canadian Sport Tourism Alliance



SPORT EVENT BID

TEMPLATE

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About the Author

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As an administrator, Bob has a proven track record in a wide variety of senior management positions within the Canadian sport system over the past twenty-five years, including serving as the Chief Operating Officer for three National Sport Organizations and several major sporting events and bid initiatives in the Ottawa area.



Bob is an involved community leader who believes in the fundamental value of sport in a healthy and vibrant society. In this regard, he has been and remains very active in the local sports community, working to promote Ottawa and Canada's Capital Region through sport. Bob has been involved in many initiatives to bring major sporting events to the Ottawa area including the Ontario Games, Canada Games, Commonwealth Games and various single sport provincial, national and international championship events. Most recently, he was the General Manager of the 2009 IIHF World Junior Championship (WJC) in Ottawa, the most successful WJC event ever and the biggest, most successful single sport event ever held in the Province of Ontario.

Currently, Bob acts as a consultant to various organizations and stakeholders in the sport tourism industry and is also an instructor in the Sport Business Management Program at Algonquin College. In his spare time, Bob serves as the President of the Ottawa Fusion Volleyball Club, one of the top volleyball clubs in Ontario.

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SPORT EVENT BID TEMPLATE (SEBT)

I. Introduction

The Canadian Sport Tourism Alliance (CSTA) defines sport tourism as any activity in which people are attracted to a particular location as a sport event participant, an event spectator, or to attend sport attractions or business meetings.

As awareness grows about how *sport tourism* can contribute significantly to a Host Community, the attraction and hosting of sport events and related activities is becoming an increasingly sophisticated, strategic and tactical pursuit. As a result, in an effort to increase their capacity to attract and host sport events, many communities have established or are in the process of establishing specific sport tourism infrastructures to take a planned, coordinated and strategic approach to compete more successfully in this marketplace.

To help communities better understand *sport tourism* and become more actively involved in this emerging tourism market segment, the CSTA has developed the Sport Tourism Planning Template as part of its resource library. Please visit the CSTA web site at www.canadiansporttourism.com for further information.

In Canada today, *sport tourism* represents the fastest growing grassroots economic development initiative involving municipal, sport and tourism partners. There are now an estimated 200,000 sport events which occur annually in Canada, and Statistics Canada estimates that domestic sport travel in Canada is valued at \$3.4 billion annually and growing.

The types of sport events that are referred to above include the following :


1. Multi-Sport and Major Games
2. Amateur and Professional sport leagues and events
3. Amateur single sport events
4. Manufactured or created sport events
5. Intercommunity sport events

Although there is an increased emphasis on manufactured or created sport events as communities try and carve out a niche in the sport tourism marketplace, the vast majority of sport events are still awarded through some type of bid process managed by the rights holder of the event.

The purpose of this Sport Event Bid Template (SEBT) is to provide potential Host Communities and/or municipal partners (Convention and Visitors Bureaus, Economic Development Agencies, Parks and Recreation Departments, Sport Councils, Colleges/Universities, Chambers of Commerce, etc.) with a resource that details all of the key elements to develop a winning bid document for sport events of any size at the local, provincial, national or international level.

Although a single bid document template resource is next to impossible to create due to the wide ranging requirements of rights holders, the template format that is provided uses a comprehensive checklist for success and a tool kit or menu of information that can be accessed and customized for use to fit any bid situation. To complement the SEBT, a best practices component is also available under the SEBT section of the CSTA website. This has been achieved by providing access to copies of various bid documents that have been integral parts of successful bid initiatives over the past several years.

In addition to the bid document template resource, the first section of the SEBT also provides some good, useful bid process information for potential Host Communities in the following areas: Benefits of Hosting Sport Events, The Rights Holder, The Bid Process, Risk Management Tool Box and Critical Success Factors.



The CSTA has also created a variety of leading edge industry tools that complement this template. For example, the CSTA has developed a Sport Events Directory which provides profiles on a variety of sport events, including an ongoing updated list of sport events that are available for bid. Please visit the CSTA web site at www.canadiansporttourism.com for further information.

In order that we keep the SEBT current and sensitive to the needs of the marketplace, please provide us with feedback on the effectiveness of the SEBT so that the template can be revised and improved accordingly...thank you!

II. Benefits of Hosting Sport Events

To better understand why communities are so interested in increasing their capacity to attract and host sport events, one must first clearly comprehend the wide range of significant benefits that can potentially accrue to a Host Community.

These benefits may include, but are not limited to, the following:

- Legacies – financial, infrastructure, sport development, educational, environmental, promotional, etc.
- Economic Impact – economic activity, GDP, jobs, taxes
- Hosting Expertise – build a resumé to demonstrate a community’s hosting capacity
- Volunteerism and Leadership Development – increased human resource capacity
- Community Partnerships – sport, business, government and community
- Community Profile and Visibility – regional, provincial, national, international
- Community Quality of Life and Spirit – lasting ‘halo’ effect on the community and its residents

III. The Rights Holder

Rights holders are defined as those governing bodies of a specific sport or multi-sport event / games that hold the rights to a certain number of sport events and related activities.

These rights holders are also responsible for overseeing the bid process for any of its sport events, including the awarding of the event to a Host Community, and the subsequent overall management of the event itself.

Rights holders for amateur sport in Canada include, but are not limited to, the following organizations:

- Multi-Sport Organizations
 - Canadian Olympic Committee
 - Canadian Paralympic Committee
 - Commonwealth Games Canada
 - Canada Games Council

- Canadian Special Olympics / Provincial Affiliates
- Provincial Games Organizations
- Canadian Interuniversity Sport (CIS) / Provincial Affiliates
- Canadian Colleges Athletic Association (CCAA) / Provincial Affiliates

- Single Sport Organizations
 - National Sport Organizations
 - Provincial Sport Organizations
 - Local/Regional Sport Organizations

There are also sport events that don't fall under the auspices of the above-noted organizations, but are specific to like-minded people and organizations that are also the rights holders. These are usually multi-sport events such as the following examples:

- Ethnic Games
- Gay Games
- Military Games
- Police and Fire Games
- Transplant Games

IV. The Bid Process

The bid process to host a sport event can be a comprehensive and lengthy process depending on the size and scope of the event. It can also include several components, such as the submission of a bid document or documents, an in-person bid presentation or presentations, and one or more site visits by representatives of the rights holder.

Since rights holders are responsible for overseeing the bid process for any of its sport events, it is expected that the rights holder will provide sufficient documentation to interested host communities that clearly lays out the bid guidelines for any of its sport events. This documentation usually includes the following information: an outline of the bid process and timelines; the background, history and vision of the event; bid requirements and hosting standards; the Host Community selection process and evaluation criteria; and, available reference documents and materials from previous events.

In order for an interested Host Community to be successful in its bid to host a sport event, it must be proactive and strategic in its approach. This includes properly assessing and indentifying events to bid on, preparing bid documents and bid presentations as required, as well as coordinating the overall bid process. To accomplish this task, a bid organization is often formed by the interested Host Community, with representation from the various necessary stakeholder groups that must partner for the bid initiative.

To assist bid organizations in their quest for a successful bid initiative, two resources are provided below. Firstly, a bid process risk management tool box is provided to ensure that all the required legal, financial and operating safeguards are in place for the bid organization to properly assess, plan, manage and control potential issues and liabilities. Secondly, a listing of the critical success factors compiled from a variety of rights holders is provided so that bid organizations can use them as guiding principles for their bid initiatives.





V. Risk Management Tool Box

The following summary or bid process risk management tool box provides an overview of the issues that need to be addressed by a bid organization in developing and implementing an appropriate risk management program for its bid initiative. This tool box can be used as required for small to large complex bids. These same issues will also need to be addressed by the Host Organizing Committee if the bid is successful.

1. Organizational Structure

- How is the bid organization going to be structured to effectively operate and avoid personal liability issues – incorporation or not? Can an existing legal entity be utilized for this purpose and submit the bid on behalf of the bid organization?
- What type of organizational governance will be put in place to clearly define roles and responsibilities – letters patent, constitution, bylaws, organizational chart, etc.

2. Operational Issues

- Comprehensive operational policies and procedures need to be developed and implemented to create organizational standards.

3. Financial Management

- What is the financial philosophy of the bid organization – profit, non-profit, charitable?
- Realistic and achievable budgets need to be finalized for the bid organization.
- Ensure the bid organization is funded well enough to carry out their tasks for the full duration of the bid process.
- Ensure the bid organization has good accounting services and resources in place.

4. Legal Compliance

- The bid organization must know the regulatory environment that they are operating within at all levels (municipal, provincial, federal).
- Ensure the bid organization has good legal services and resources in place.
- Ensure all contracts are reviewed by the bid organization's legal counsel.

5. Insurance Coverage

- Identify all risks that the bid organization is exposed to and obtain the appropriate insurance coverage to mitigate this risk exposure (e.g. comprehensive general liability insurance, automotive liability insurance, Directors' and Officers' liability insurance, etc.).
- Ensure all insurance coverages and contracts are reviewed by the bid organization's legal counsel.

6. Alternate Dispute Resolution (ADR)

- Build arbitration/mediation processes into all legal agreements and contracts that the bid organization enters into to try and avoid the court of law if at all possible.

7. Politics, Ethics, Morality

- The bid organization must effectively manage the political environment it operates in on an ongoing basis.
- Establish a code of conduct for the bid organization to establish expectations for organization behaviour, including dealing with any conflicts of interest that may arise.

8. Communications Network

- The bid organization must establish effective, efficient and open communication linkages with all stakeholder groups.



9. Crisis Management and Response

- The bid organization must develop and implement an operational plan to deal with worst case scenarios.
- Response mechanisms must clearly detail who has the authority to say what to whom.

10. Critical Path

- The bid organization must establish a critical path for the on-time completion of all key deliverables in the bid process.
- Project management tools may be used for this purpose to ensure there is one strategic document in place for the bid organization to follow.

11. Transition Planning

- Detailed plans must be put into place for the transition from bid organization to Host Organizing Committee if the bid is successful.


12. Exit Strategy

- If the the bid competition is lost, all bid organization agreements must be terminated and plans to wrap up its operations implemented.
- No room for sour grapes – you may have to deal with the rights holder again (“I’ll be back”).

VI. Critical Success Factors

The following summary provides a listing of the critical success factors for bid processes compiled from a variety of rights holders. This information is provided so that bid organizations can use them as guiding principles for their bid initiatives.

- A targeted and proactive approach is a must. Plan your bid well in advance and according to the requirements and timelines of the bid guidelines established by the rights holder.
- Good research/networking during the bid process is very important. Do your due diligence and try to access transfer of knowledge documentation for the event (e.g. previous bid efforts, debriefing sessions, site visits, etc.)
- Effective human resource, financial, information technology and time management is critical. This includes the procurement, allocation and efficient use of adequate resources in each of these areas.
- It is essential to have a clear strategy and game plan that is built around the rights holders’ needs and decision-making process. Differentiate your bid from the competition by understanding the most important success factors for the rights holder and then design a bid strategy that meets and/or exceeds these expectations.
- Be humble in your dealings with the rights holder. For example, use past bid organization’s successes and failures to help build your bid. Do not come across as a bid organization that “knows it all.”
- Don’t be afraid to ask questions. The most successful bid organizations are the ones that have contacted the rights holder during the bid process to review any questions they have had around the bid guidelines/process and established a good, working relationship.
- Prepare a bid checklist. Review the bid guidelines in detail multiple times and prepare a checklist of everything that should be included. Review this checklist with your bid partners prior to and during the building of your final bid proposal. Make sure that all bid requirements are met and/or exceeded in the final bid plans.

- 
- ❑ Government partnerships are critical to a successful bid and event. As a result, bids need to demonstrate firm government partnerships. Since getting government commitments takes time (e.g. council/ministerial approvals), make sure they have enough advance notice to deal with all requests. Be strategic in what you ask the government for and who to ask.

Rights Holders Top Ten List

In addition to the previous listing of the critical success factors for bid processes compiled from a variety of rights holders, the following summary provides a top ten list of what rights holders are typically looking for from bid submissions.

10. Motivation to Host

- Provide clear and compelling reasons why the bid organization is bidding for the event (e.g. legacy plan).
- Outline the bid organization's plans to build and grow the event and rights holder's brand. Remember, the winning community and eventual Host Organizing Committee are only borrowing the event from the rights holder for a certain period of time and should plan to return it in better shape than received.

9. Host Community

- Detail the Host Community's history in attracting and staging successful events ("the Host Community resume").
- Detail the involvement from key people in the proposed Host Organizing Committee structure – what is their level of expertise and experience, and can they roll with changes as need be (this may also be required for the key members of the bid organization).
- Detail the level of community commitments and support for the event.

8. Partnerships

- Clearly detail the nature and extent of all partnerships in the bid initiative, and what their respective roles and responsibilities will be in the case of a successful bid.
- These partnerships can include governments (Municipal, Provincial, Federal), corporations, sport organizations (local, provincial, national, international), and other community groups required to create an event environment.

7. Host Competition Venue(s)

- Provide the number of competition venues and field of play areas as detailed in the bid guidelines that meet minimum technical standards for the event's competition, practice and warm-up requirements.
- Convenience and accessibility to other venues is a consideration.
- Provide value added benefits to the athletes/teams where possible.

6. Marketing and Communications

- Outline an integrated Marketing and Communications Plan that supports the event sales plans and has the ability to capture the marketplace.
- Detail any unique and proven marketing tactics to generate excitement and create a great environment for the participants.

5. Business Plan

- Include a comprehensive Business Plan that will serve as the primary guide for the Host Organizing Committee and the financial operation of the event if the bid is successful (the level of detail required will vary depending on the expectations of the rights holder).
- The rights holder has an expectation that bid submissions will ensure that their financial projections are realistic and achievable, with a focus on revenue validity.
- Outline the legacy plan the Host Community hopes to implement if the bid is successful.



4. Operational Plan

- Provide a detailed Operational Plan outlining all the operational aspects of the event as required by the bid guidelines established by the rights holder (the level of detail required will vary depending on the expectations of the rights holder).
- The development and implementation of an efficient and effective Operational Plan that seamlessly delivers all of the required services to the event participants is critical to the success of the event.

3. Servicing the Athletes/Teams

- Provide an overview of the special athlete/team services that will be provided to ensure that the athletes/teams have the opportunity to produce a best ever performance and achieve success in the competition (the level of service needs to match the level of competition and standards set by the rights holder).
- Remember that the rights holder's reputation is on the line and that everyone within the bid organization/Host Organizing Committee need to know this is a critical priority.
- Go the extra mile to provide gold medal service!

2. Atmosphere and Participant Experience

- The bid submission must establish a distinguishing feature(s) to separate it from the competition and make the event a memorable experience for all participants.
- Create activities outside the competition(s) that involve the greater community

1. Enjoy the Experience

- Make sure everybody has fun!
- Celebrate the bid initiative experience and, if successful, the event hosting experience.
- Use the experience to further expand current and/or build new partnerships in the community for the benefit of sport.
- Plan properly and work with the rights holder – it will be great!

VII. The Bid Document

As noted previously, the rights holder should have developed resource documentation for each of their sport events that are awarded through a bid process, including the bid guidelines for each event. Bid guidelines are developed to assist bid organizations and potential Host Communities with the preparation of their bid submission to ensure that the event is organized and operated according to the standards established by the rights holder. The bid submission should provide a clear indication to the rights holder how the potential Host Community would successfully host their event.

In addition, rights holders should be able to provide supplemental resource materials to potential Host Communities in support of their bid guidelines such as: a sample of the event hosting agreement, previous event budgets and financial statements, a sample of previous event marketing and sales (sponsorship & ticketing) plans, event television regulations (if applicable), event branding and logo guidelines, previous event images, etc.

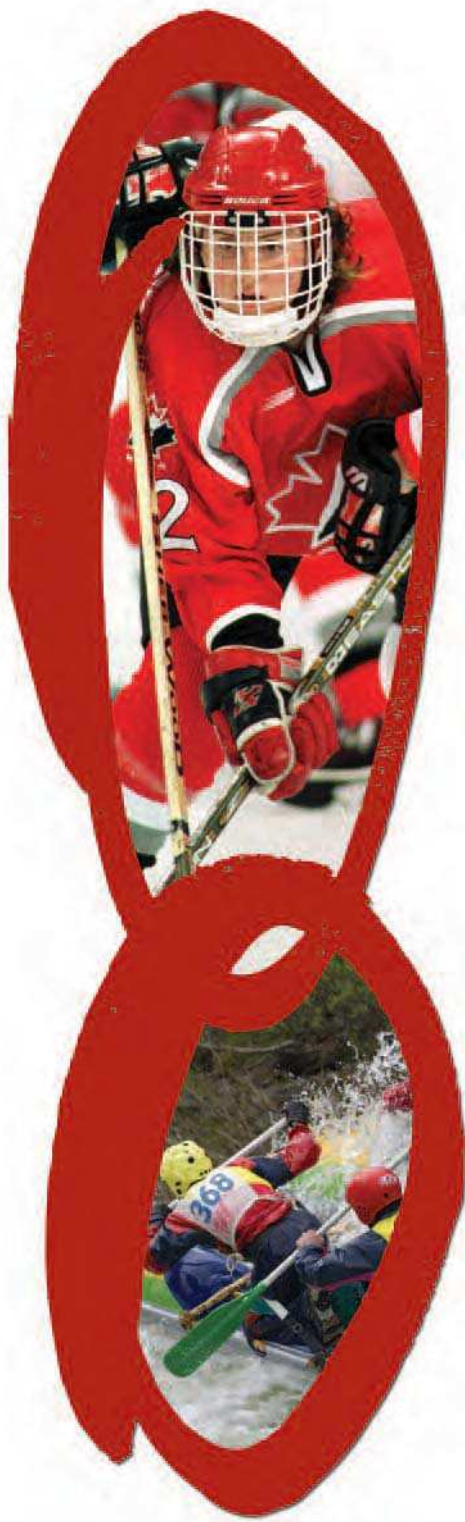
The focal point of any bid application is the bid document. In the process of selecting a template to follow in putting the bid document together, the bid organization usually has two options. One option is to complete the bid application template or follow the table of contents format provided by the rights holder. The other option, if available, is that the bid organization may design its own bid document template to detail how it will address each of the key assessment areas and hosting standards established by the rights holder.



In this instance, the SEBT provides the following bid document template tool that outlines recommended Sections and Sub-Sections, and can be used as a resource in putting together a winning bid document. Within each Sub-Section, General Hosting Standards or expectations of rights holders are detailed along with Recommended Bid Content to address these standards or expectations. These recommendations provide both perspective and textual scope for the development of a comprehensive bid proposal, and can be selected and customized to meet the requirements of the bid organization and the rights holder at the same time.

Note: Upon awarding of the event, the rights holder usually requires that the bid organization or the Host Organizing Committee (in whatever form of organization it operates) enter into a Hosting Agreement with the rights holder to stage the event in accordance with all of the terms, conditions, rights and obligations as determined by the rights holder. The bid document is usually attached as an Appendix to the Hosting Agreement to ensure that any and all commitments and obligations detailed in the bid document are fulfilled by the Host Organizing Committee. The Host Organizing Committee may also be required to sign contribution agreements with government funding partners that specifies in detail the terms and conditions governing their funding.





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SECTION A – INTRODUCTION

1. INTRODUCTION

General Hosting Standards:

- ❑ This section provides an opportunity to present an executive summary of the key points in the bid document. One of the key principles of successful bid submissions is to clearly point out the competitive advantages and strengths of the Host Community early and often, strategically continuing with this messaging throughout the bid document.
- ❑ The rights holder may require a letter of introduction and/or application form to be completed as part of the bid requirements, which may include financial commitments and an agreement to meet the required hosting standards as detailed by the rights holder in their bid guidelines.

Recommended Bid Content:

- Include the completed letter of application and/or application form signed by the bid organization leader(s) as required by the rights holder (if applicable).
- Provide the motivation to host the event and rationale supporting the bid by the Host Community and surrounding region.
- Outline the Host Community's plans for the event, reasons for bidding and anticipated benefits (legacies) from hosting the event, including any benefits (legacies) that may accrue to the rights holder.
- Briefly outline who your group is, why you are bidding, what you hope to achieve with the event and some of your strengths. All of these areas have opportunities to elaborate further in the bid document.
- If required, outline at a minimum, the commitment to abide by the Hosting Standards established by the rights holder; covering any realized deficit from the event and the commitment to contribute a minimum level of operating and/or capital funds to the event.

SECTION B – COMMUNITY OVERVIEW

1. COMMUNITY PROFILE

General Hosting Standards:

- ❑ The bid submission should contain an overview of the Host Community and surrounding region, as well as any unique community characteristics that may enhance the bid.
- ❑ Relative to the size, challenges and complexities of hosting the event, Host Communities must have a sufficient population base from which to market and service the event.
- ❑ The rights holder may require the Host Community to have host site(s) and venue(s) for the event in close proximity to a designated host airport.

Recommended Bid Content:

- Provide an overview of the history, geographic location, population, demographics, weather profile (climatic conditions specific to the event), etc. of the Host Community.
- Depending on the event, the weather profile may have to include detailed information such as temperature, humidity, precipitation, altitude, air quality, etc. as detailed in the bid guidelines.
- Provide an overview of the characteristics of the Host Community, including attractions, recreation and tourist activities, etc.
- Transportation networks (airport, train station, light rail transit, major highways and urban arterial routes, public transit). Provide specific details about the capacity of the designated host airport and its ability to handle the travel volumes expected for the event.
- Include a map(s) of key locations, sites and venues with a detailed listing of distances and travel times between each.



2. GOVERNMENT SUPPORT / PARTNERSHIPS

General Hosting Standards:

- Depending on the nature of the event, it is expected that Government Partnerships will be a key part of any bid submission. This includes support from local, regional, provincial and/or federal governments and their respective agencies.
- The nature and extent of all Government Partnerships must be fully disclosed, and roles and responsibilities clearly detailed.

Recommended Bid Content:

- Provide the full details for all Municipal, Provincial, Federal government support (cash and/or services-in-kind) that has been confirmed and will be in place for the event.
- Include letters of commitment / support from all of the Government Partners of the bid proposal confirming and detailing their respective commitments. Depending on the bid guidelines, this may also include providing an official copy of the signed Resolution from City Council indicating support for the bid, acceptance of the hosting standards and any financial contributions and obligations, such as an operating deficit guarantee.
- Describe what actions are proposed to ensure and maintain fluid and productive relations with each level of Government Partner.

3. COMMUNITY SUPPORT / PARTNERSHIPS

General Hosting Standards:

- The Host Community must clearly indicate what level of support exists within the community and surrounding region to create a successful hosting environment for the event.

Recommended Bid Content:

- Provide the full details for all of the various community stakeholder groups (educational partners, private sector partners, sport partners, etc.) support that has been confirmed.
- Include letters of commitment / support from all of the key community stakeholder groups of the bid proposal confirming and detailing their respective contributions.
- Describe what actions are proposed to ensure and maintain fluid and productive relations with all of these community stakeholder groups.

4. COMMUNITY ACHIEVEMENTS

General Hosting Standards:

- Host Communities must have a proven track record in staging major provincial, national or international events in a highly successful manner with a focus on excellence in the areas of athlete/team services, business and operational plans, and legacies.

Recommended Bid Content:

- The so-called “Community Resume” is a critical part of any bid document as it helps the rights holder understand the hosting capacity of the Host Community.
- List major sporting and non-sporting events that have been staged by the Host Community over the past 10-15 years (local, regional, provincial and national – include numbers of volunteers and participants, attendance figures, profit/loss information, economic impact numbers, etc. where possible).



SECTION C – HOST ORGANIZING COMMITTEE OVERVIEW

1. HOST ORGANIZING COMMITTEE

General Hosting Standards:

- ❑ The Host Community must have a strong leadership base within their business and sport community from which to draw on for leadership of the Host Organizing Committee, which will be responsible for the planning, organizing and staging of the event.
- ❑ The proposed legal, governing and operating structure of the Host Organizing Committee and the appointments of the Chairperson(s) and all senior level volunteer positions may be subject to the prior approval of the rights holder.
- ❑ The Host Organizing Committee is responsible for developing its own strategic statements and objectives, as well as indicators that can be used as benchmarks to measure the success of the event.
- ❑ All partnerships established as part of the bid initiative and their impact on the operations of the Host Organizing Committee must be detailed for the rights holder.
- ❑ Plans that are in place for a transition from the bid organization to the Host Organizing Committee must be detailed for the rights holder.

Recommended Bid Content:

- Outline the proposed legal, governing and operating structure for the event including a comprehensive organizational chart, with detailed roles and responsibilities for the leadership team of the Host Organizing Committee, inclusive of staff and volunteers.
- Provide a list of the key individuals committed to assume leadership roles within the Host Organizing Committee, including the position of Chairperson(s), with brief biographies/profiles of each indicating their respective levels of expertise and experience. The collective composition of the leadership team should reflect a healthy cross-section of business, community, institutional and sport leaders, and include gender equity and diversity, where possible. There should also be a good mix of visionaries, senior executives and doers, and people should be allocated to roles and responsibilities that match their strengths.
- Outline the vision, mission, values, goals and objectives, as well as measurable success indicators for the Host Organizing Committee. All of these strategic statements must align with those of the rights holder and their expected outcomes with the hosting the event.
- Outline the Host Organizing Committee's relationships with all of the event's stakeholder groups, including the strength of all partnerships.
- Outline the plans that are in place for a transition to a Host Organizing Committee in the event of a successful bid. This should include the proposed location of the Host Organizing Committee headquarters and its immediate operational requirements.





SECTION D – BUSINESS PLAN

The Bid Document should include a comprehensive Business Plan that will serve as the primary guide for the Host Organizing Committee and the financial operation of the event if the bid is successful.

There are some exceptions to this rule. Due to the size and complexity of certain events (e.g. Canada Games, Commonwealth Games, Pan-American Games, Olympic and Paralympic Games), detailed business plans are not required as part of the bid submission but are developed as part of the Host Organizing Committee's strategic planning process in preparation for the event after a successful bid. However, in most bid processes, the rights holder does have an expectation that a comprehensive Business Plan is developed and presented as part of the bid submission.

1. FINANCE

General Hosting Standards:

- ❑ The rights holder has an expectation that bid submissions will ensure that event financial projections are realistic and achievable, with a focus on revenue validity. Without revenue certainty, planning becomes much more difficult for the Host Organizing Committee.
- ❑ Some rights holders require the completion of budget spreadsheets and/or worksheets according to customized templates they have developed for the bid process. All assumptions and explanations that go along with the spreadsheets and/or worksheets must also be included.
- ❑ The bid submission may have to provide a certified guarantor who agrees to underwrite any operating deficit from the event or the minimum financial guarantee for the event ensuring the event does not incur a loss. A deficit management plan may also be required by the rights holder.

Recommended Bid Content:

- Provide a proposed event operating budget as outlined in the rights holder's bid guidelines, which details all projected revenues and expenses associated with the staging of the event along with any related assumptions and explanations, as well as an event capital budget (if applicable). All forecasted revenues and expenses should be validated with Host Community specific references. A good principle to follow is to be as aggressive as possible with these projections, while ensuring that they are realistic and achievable.
- Detail the nature and extent of all financial partnerships, including both the private and public sectors.
- Every effort to maximize the cost efficiencies surrounding the staging of the event should also be taken into account in the bid document. For instance, the Host Organizing Committee's ability to obtain financial support in the areas of advertising and promotion, accommodations, food and beverage services, transportation services, venues and other subsidies could significantly enhance the financial success of the event.
- Use the budget template (spreadsheets and/or worksheets) provided by the rights holder as required. Some rights holders will provide comprehensive customized budget template tools along with their bid guidelines.
- If required by the bid guidelines, provide a certified guarantor who agrees to underwrite any operating deficit from the event or the minimum financial guarantee for the event ensuring the event does not incur a loss, and include a deficit management plan if necessary.



2. SALES / REVENUE GENERATION

General Hosting Standards:

- ❑ Rights holders require bid submissions to outline the Host Organizing Committee's plans to achieve the necessary self-generated revenue targets for the event. These plans typically must include a list of the confirmed sources of operating and/or capital funding along with any previous experiences and/or market research that reinforces the proposed plan. Although the two major components of self-generated revenues are typically ticket sales and sponsorship sales, there may be the opportunity for several secondary sources of self-generated revenues as well.
- ❑ The ticket sales plan must outline the strategy for the pricing, packaging, sales and distribution of tickets, as well as the time lines for key deliverables of the ticket sales plan for the event. The ticket sales plan should also include references to other events hosted in the Host Community and surrounding region specifically validating price points and sales targets. It should also be noted that typically the rights holder must approve the event ticket sales plan before it is implemented if the bid is successful.
- ❑ The sponsorship sales plan must outline the strategy for the pricing, packaging and sales of sponsorship opportunities, as well as the time lines for key deliverables of the sponsorship sales plan for the event. The proposed sponsorship sales strategy should integrate the rights holder's existing sponsor program and solicit sponsors while respecting any category exclusions resulting from any current sponsor partnerships in place. The sponsorship sales plan must also include a breakdown of potential inventory that the Host Organizing Committee intends to sell. It should also be noted that typically the rights holder must approve the event sponsorship sales plan before it is implemented if the bid is successful.
- ❑ The Host Organizing Committee is also responsible for identifying and producing secondary sources of self-generated revenues for the event. Typically this includes any merchandising and licensing programs, plus any fundraising programs that may be implemented for the event (e.g. 50/50 program, silent and live auctions, special projects, donation program, grants program, etc.). The bid submission may also have to acknowledge that the rights holder has the exclusive rights to develop any merchandising and licensing programs for the event, and that the Host Organizing Committee cannot license any products, materials or intellectual property to a third party without the approval of the rights holder.

Recommended Bid Content:

- The proposed sales plans should include a complete list of the confirmed sources of operating and/or capital funding along with any market research that reinforces the plan. The bid submission should also list the Host Community's other large-scale fundraising experiences and history.
- The ticket sales plan must outline the strategy for pricing, packaging, sales and distribution along with applicable time lines. The event must be priced in such a way to ensure the event's tickets are family affordable. This will allow spectators of all ages the opportunity to experience the event. At the same time, the ticket pricing and packaging must be structured to enable the Host Organizing Committee to achieve the revenue projections as set out in the bid submission.
- The sponsorship sales plan must outline the strategy for the pricing, packaging and sales of sponsorship opportunities along with applicable timelines. The bid submission should also outline the plans for the Host Organizing Committee to develop and finalize the rights and benefits packages for sponsors in collaboration with and approved by the rights holder.
- The sponsorship sales strategy should detail as to include when and which corporations will be approached, what they will be offered for their investment and include a breakdown of potential inventory that the Host Organizing Committee intends to sell. The bid submission should also include a pricing matrix outlining the revenue to be generated by each sponsor together with the expense of servicing such sponsors. Other projected sponsor contributions, such as in-kind donations and services, should also be detailed in the bid submission.

- Provide the details on the proposed licensing and merchandising plans for the event. This may include in-venue, mail order, Internet e-commerce and any other forms of sales. A detailed licensed product strategy should form part of the overall event Business Plan and include a forecast of gross sales. The strategy should also include an overview of an advertising and promotional component to support the sales of licensed product.
- It should be noted that the rights holder may also require that the bid submission confirm that all venues are free and clear of any encumbrances as it relates to the vending, sale, distribution, advertising and promotion of event related licensed product; that no other party be permitted to conduct sales or distribute licensed products, or non-event licensed merchandise in the venue(s) at any time during the event; that each venue offer the opportunity to utilize existing vending retail space, should such facilities exist, at no additional cost to the event; that all venue contracts accurately reflect the vending and merchandising rights of the rights holder in order to ensure no breach of any contractual or other obligation to any third party entered into by the rights holder.
- Provide an outline any fundraising plans that the Host Organizing Committee may implement for the event. This may include such initiatives as merchandising and licensing programs, plus any fundraising programs such as a 50/50 program, silent and live auctions, special projects, donation program, grants program, etc.

3. MARKETING AND COMMUNICATIONS

General Hosting Standards:

- ❑ The Host Organizing Committee must create and implement an integrated Marketing and Communications Plan as part of its overall Business Plan for the event. In some instances, the Host Organizing Committee may also have to work with the rights holder's Agency of Record in developing the final Marketing and Communications Plan that incorporates research, mass media buy, advance purchase and placement and evaluation of the plan.
- ❑ The Marketing and Communications Plan must be integrated with the sales strategies, projected results and milestone dates for the proposed self-generated revenues program of the event. This plan must also recognize the rights and benefits of any existing sponsors of the rights holder.
- ❑ The Marketing and Communications Plan should address the following key components: advertising and promotion, media and public relations, publications, signage and pageantry, and any other key elements as required by the rights holder.
- ❑ The Host Organizing Committee may also be required to design and implement community and/or schools programs in conjunction with any resources that have been developed by the rights holder for this purpose.
- ❑ The Host Organizing Committee may have to produce an event specific Graphics Standard Manual under the supervision and with the approval of the rights holder. This may include the development of an event mark in partnership with the rights holder that matches the rights holder's corporate branding and builds equity.
- ❑ The Host Organizing Committee may have to ensure that all event publications, materials and signage are produced consistent with the rights holder's graphic policy. The rights holder may also provide direction in regards to what publications must be produced and in what numbers.
- ❑ The rights holder usually has the sole right to all photography and video at all venues for the event, and usually must approve all photography and video credentials for the event. The Host Organizing Committee must provide access to each of the venues for photography and video as determined by the rights holder.
- ❑ The rights holder may have the responsibility to create and maintain an event website as part of its overall branding plan. In these circumstances, the Host Organizing Committee may have to populate the website with content as required by the rights holder. In some cases, the Host Organizing Committee is responsible for developing and managing an event website that is linked with the rights holder's website and url address.

Recommended Bid Content:

- Outline a comprehensive marketing and communications framework to provide guidelines for the marketing plan of the Host Organizing Committee (target markets, objectives, key messages, strategies). This framework should address market research, overall objectives and goals, branding and creative developments, the use of an Agency of Record, target audiences, etc. Identify any strategies, tactics and vehicles to be applied.
- The bid submission should also include the proposed advertising and promotion plans, as well as media and public relations plans. Part of these plans may include community and school programs.
- Media and public relations plans should be detailed, including all key media campaign elements. These plans should describe anticipated contributions from local/regional media leading up to the event, as well as the overall budget for advertising and promotional activities. It is usually expected that the Host Organizing Committee will be in a position to secure advertising contributions from local/regional Internet, print, radio and television media.
- Outline any community relations plans targeted to the Host Community and surrounding region to generate awareness for the event and make it possible to recruit the required number of volunteers, educate the corporate community about event sponsorship opportunities and encourage ticket sales and media interest.
- Outline any plans to design and implement a schools program in conjunction with any resources that have been developed by the rights holder for this purpose. Other initiatives may include a mascot program and a speakers bureau program utilizing event alumni as speakers.
- Signage and pageantry program – an overall branding/official trademarks plan should be established for the event and detailed in the bid document to direct a consistent and positive image, as well as to continue to foster the growth of the event.
- Photography and video plans – outline the plans to provide all of the photography and video requirements of the rights holder as detailed in the bid guidelines.
- Publications plans – outline the plans to create, produce and distribute all of the event publications as detailed in the bid guidelines by the rights holder.
- Website plans – in situations where the Host Organizing Committee is responsible for overseeing an event website, outline the plans to create and maintain the event website. The bid guidelines may provide some direction as to what content must be included in the event website, but usually it includes event information, sponsor recognition, sport technical information and various links to the rights holder's website, as well as daily news updates and sport reports/results during the event.





4. HUMAN RESOURCES

General Hosting Standards:

- The Host Community must have a strong volunteer base from which to draw on to meet the number of volunteers required for the event.
- With the increasing demands of organizational strength and financial success for events, the rights holder may also request a proposed staffing plan to be included in the bid proposal detailing the hiring process, timelines and defined roles and responsibilities.
- The rights holder may also require that the Host Organizing Committee implement screening for every staff person and volunteer that is matched to the level of risk for each specific position in accordance with the standards specified by the right holder.

Recommended Bid Content:

- The Human Resources plan should clearly identify the number of volunteers and staff to be recruited and the schedule of engagement of both groups.
- Outline the plans for recruiting, training, co-ordinating, assigning and recognizing the number of volunteers required for the event as established by the rights holder.
- A volunteer screening program may also be a requirement of the rights holder. If this is the case, the bid presentation must include the Host Organizing Committee's plans in this area, including a criminal record check and potentially a child abuse registry check for those individuals working directly with youth during the event.
- Outline the plans for recruiting and hiring event staff as required.

5. LEGACY PLAN

General Hosting Standards:

- The Host Organizing Committee must develop, as part of its Business Plan, a Legacy Plan that enhances support for sport and entrenches the brand of the rights holder in the Host Community and surrounding region on an ongoing basis.
- The proposed Legacy Plan should include both non-financial legacy and financial legacy components, for the benefit of sport and the Host Community.

Recommended Bid Content:

- Provide an overview of the Legacy Plan for the event, including both Financial and Non-Financial Legacy components.
- The Financial Legacy Plan should clearly identify and project the funding sources for the financial legacy. The rights holder may have certain terms and conditions that have to be followed in the management of these funds, which may include athletes, coaches, officials, volunteer and sport development.
- The Non-Financial Legacy Plan should include legacy components such as facilities, sport development, equipment, education, promotional, etc.
- In regards to any facilities legacy, the bid presentation must ensure that the capital plans and agreements for new and upgraded venues clearly define the post-event ownership, responsibility for ownership and that the Host Organizing Committee will have no ongoing operational or financial responsibility for these venues. It should also be noted that the facilities legacy may include naming rights as stipulated by the rights holder.
- The distribution of all remaining assets such as sports equipment and materials, medical equipment, office equipment, consumable supplies, computer hardware and software, as well as intellectual property (if applicable) should also be addressed.

6. ECONOMIC IMPACT

General Hosting Standards:

- ❑ The rights holder may require that the bid submission demonstrate the degree to which the staging of the event will impact economically on the Host Community and surrounding region, both on a short and long term basis.

Recommended Bid Content:

- The bid submission should outline plans to conduct either one of or both a pre-event and post-event economic impact study related to the hosting of the event using the Sport Tourism Economic Assessment Model (STEAM) developed by the Canadian Sport Tourism Alliance (CSTA). The CSTA has developed STEAM to specifically project the economic impact that the staging of a sport event may or has generated within a Host Community.
- The rights holder may also require either one of or both a pre-event and post-event economic impact study of the event be done as part of the bid requirements for the event.
- In the case where an economic impact study is required, bid submissions must include a customized economic assessment summary of the key findings of the STEAM analysis, including assumptions and plans as required.

7. CRITICAL PATH

General Hosting Standards:

- ❑ As part of the proposed Business Plan, the bid submission should outline a critical path detailing key activities that the Host Organizing Committee will undertake in planning, organizing and staging the event on behalf of the rights holder in the case of a successful bid.

Recommended Bid Content:

- Detail the critical path for the Host Organizing Committee and the organizing, planning and staging of the event. The critical path should include a listing of the key components and activities, when they will be completed and who is responsible, from the time period of when the successful Host Community is announced by the rights holder through to the completion of the event.
- Of particular importance in the critical path is the transition stage from bid organization to Host Organizing Committee. This should be a seamless transition and well detailed in the bid submission.
- The bid submission may also include the use of project management software to highlight the Host Organizing Committee's approach for the planning, monitoring and staging of the event.





SECTION E – OPERATIONAL PLAN

In addition to the event Business Plan, the bid submission also must provide a detailed Operational Plan outlining all the operational aspects of the event as required by the bid guidelines established by the rights holder.

The development and implementation of an efficient and effective Operational Plan that seamlessly delivers all of the required services to the event participants is critical to the success of the event. For this to occur, all of the participants' servicing requirements need to be detailed and looked after to ensure that best ever performances can be achieved.

1. SPORT TECHNICAL

General Hosting Standards:

- The Host Organizing Committee may have the ability to propose the dates of the event to the rights holder. If this is the case, compelling reasons for the proposed dates must be given.
- The Host Organizing Committee must organize the competition program for the selected sport(s) of the event as required by the rights holder and detailed in the technical packages provided for each sport within the event.
- The Host Organizing Committee will also have to develop the sport event schedule in conjunction with the rights holder or its sport technical representative(s).
- The Host Organizing Committee may have to provide all or some of the materials and equipment required for competition, practice and warm-up in all sports as defined by the sport-specific venue(s) and equipment requirements established by the rights holder.
- The Host Organizing Committee must recognize the authority of the rights holder to appoint and train all major technical officials. The Host Organizing Committee must recruit and train all minor technical officials such as line judges, scorers and times as identified by the rights holder or its sport technical representative(s).
- The Host Organizing Committee may have to confirm that there will be no major national or international sport events in the Host Community and surrounding region for a period of time prior to and following the event.
- The Host Organizing Committee may have to be prepared to host test events for all sports prior to the event where additional hosting experience would be beneficial.
- The Host Organizing Committee may have to collect and publish final results and other related statistics on the official event website. In addition to this responsibility, the Host Organizing Committee may also have to provide the equipment and personnel to set up and manage one or more Results Centres supported by a reporting system that ensures receipt of accurate and timely results.

Recommended Bid Content:

- The goal of the Host Organizing Committee's Sport Technical Plan is to create a first class sport competition environment that will allow the athletes to showcase their best qualities and performances. The way to do this is to ensure a level competition, the integrity of the results and a level of care and comfort at the competition venues for the athletes, coaches, managers and officials that is second to none.
- If given the opportunity by the rights holder, provide the proposed dates of the event and rationale for the proposal.
- Provide a confirmation of the proposed sports in the event and the rationale for the proposal (if applicable).
- Provide the proposed event schedules (competition, practices and warm-ups) as required by the bid guidelines (if applicable).
- Provide a summary of the equipment and supplies requirements for each of the sports in the event and how these requirements will be met as required by the bid guidelines (if applicable).

- Provide a summary of the technical officials program for the event. This is usually developed in conjunction with the rights holder or its sport technical representative(s) and addresses the issue of a sufficient number of experience technical officials in the Host Community and surrounding region to service the event.
- Provide details of how any protests will be handled during the event competitions as required by the bid guidelines (if applicable).
- If required by the bid guidelines and the rights holder, provide a confirmation that there will be no major national or international sport events in the Host Community and surrounding region for required period of time prior to and following the event.
- If required by the bid guidelines and the rights holder, outline the plans to host a test event(s) for all sports prior to the event where additional hosting experience would be beneficial.
- If required by the bid guidelines and the rights holder, provide an overview of how the competition results program will be designed and implemented for the event. The objective of this program should be to provide timely and accurate information to all of the various event stakeholder groups as required. This may include the plans to collect and publish final results and other related statistics on the official event website, and to set up and manage one or more Results Centres supported by a system that ensures receipt of accurate and timely results.


2. HOST COMPETITION VENUES

General Hosting Standards:

- The Host Organizing Committee must provide the number of competition venues and field of play areas as detailed in the bid guidelines that meet minimum technical standards for the event's competition, practice and warm-up requirements. The rights holder or its sport technical representative(s) has final authority to approve any and all host venues and fields of play.
- These minimum standards may also include access to computerized ticket sales and distribution services, suitable radio and television broadcast facilities, interview and press conference areas, media press box facilities, concessions, merchandising, other commercial operations, speakers, public address system, scoreboards, etc.
- Usually, the rights holder requires that all event competition venues and ancillary facilities be available on an exclusive basis to the Host Organizing Committee at least a few days prior to and after the event.
- The rights holder may also require that all competition venues be available on a "clean" basis, where the Host Organizing Committee is permitted to cover all existing advertising/signage as required in each venue, including any building naming rights signage, should it be deemed by the rights holder to be in conflict with any of the rights holder's sponsors. This may include that all competition venues must also be free of any displays that compete with any of the existing sponsors in the venue.
- The Host Organizing Committee must select sport venues within reasonable proximity of the accommodations locations for the event, as stipulated by the rights holder.
- The Host Organizing Committee must ensure sport venues are accessible to wheelchair users and persons who are mobility impaired.

Recommended Bid Content:

- Provide a detailed description of each of the venues required for the event's competition, training and warm-up requirements (as applicable). The type of information required should be detailed by the rights holder in the bid guidelines and typically includes, but is not limited to, location, a description of the venue, existing services on site for the participants, availability, upgrades required (permanent construction, temporary fit-out, equipment and supplies), etc. The rights holder may also provide customized forms and/or templates that need to be completed for each venue as part of the bid submission.
- Provide venue standards, layouts and photos as required by the bid guidelines and the rights holder.
- Detail the set-up requirements (time, resources, fit-out) that will be needed for each venue.

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- Outline the details of any venue contracts that will impact the hosting of the event. It should be noted that all venue contracts entered into by the Host Organizing Committee and fulfilling the obligations of the bid guidelines may be subject to the prior approval of the rights holder and may have to be included with the bid submission.

3. ATHLETE/TEAM SERVICES

General Hosting Standards:

- ❑ The most significant recognition from athletes/teams competing at events is their appreciation of the efforts of the Host Organizing Committee in providing very effective and essential athletes/team services to ensure that the athletes/teams have the best opportunity to participate and achieve success in the competition.
- ❑ The Host Organizing Committee is responsible for the coordination of all aspects of athlete/team services during the event, including the provision of team liaisons/hosts if applicable.

Recommended Bid Content:

- Outline the essential and any special additional services that will be provided for the benefit of the athletes and coaches participating in the event. This may also be extended to the technical officials in the event but the focus should be on the athletes/teams.
- The bid submission should detail the plans to provide team liaisons/team hosts for each of the participating teams (if applicable). Typically these team liaison/teams hosts are required to meet their respective teams on arrival for the event and provide 24/7 support until their post-event departure. At least one of the team liaisons/team hosts is required to speak the language of their designated team.

4. ACCOMMODATIONS

General Hosting Standards:

- ❑ The Host Organizing Committee is responsible to meet all of the accommodations requirements as detailed by the rights holder in the bid guidelines. These requirements may include providing accommodations in hotels of acceptable national/international standards with full-service food and beverage services on-site, and ensuring that the proposed accommodations be within a reasonable proximity and travel time of the competition venue(s).
- ❑ The quality of the event's accommodations will significantly affect athletes', coaches', managers' and other participants' overall impression of the event and the Host Community. More importantly, the quality of the accommodations can make an important contribution to an athlete's performance, just as the absence of quality can detract from athletic performance.
- ❑ The Host Organizing Committee must provide accommodations with proper, complete and quality services for all the athletes, coaches, managers and other participants, as detailed by the rights holder. These services may include, but not be limited to, medical services, laundry, entertainment activities, coaches lounge, computer lounge with Internet access, event information centre and storage space.
- ❑ In the case of a multi-sport games event where an Athletes Village environment is used, the Host Organizing Committee may also have to establish an event operations centre and/or Mission Centre at the main location of the event's accommodations. If this is the case, the Host Organizing Committee will also have to provide ancillary services for these centres including, but not limited to, offices, work stations with computers, high speed Internet access, printers, telephone lines, fax lines, photocopiers, meeting rooms, lounges, etc.
- ❑ The Host Organizing Committee may also have to reserve a number of rooms, including suites, for certain event stakeholder groups as determined by the rights holder. This requirement may apply for VIPs, media and broadcast representatives, sport technical representatives, major officials, medical personnel, etc.

Recommended Bid Content:

- Provide a detailed description of all the proposed accommodations by event stakeholder group, including the details of any accommodation facilities contracts that will impact the event. The rights holder may require that preferred accommodation rates be negotiated during the bid process and any finalized accommodation contracts be included with the bid submission.
- If an Athletes Village environment is required, provide information on the full range of services that will be provided in the Athletes Village including location and configuration, accommodations and food services, medical services, mission and athletes services, entertainment and activities, etc. as required by the rights holder.
- The accommodations facility selected for VIPs should be able to provide upgraded accommodations for the rights holder's dignitaries and sponsors, in accordance with the event protocol guidelines.
- Consideration should also be given to providing affordable accommodations for parents, family members, friends and other spectators of the event. The bid submission should outline the plans to communicate the complete list of event accommodations available for athletes' families and visitors, well in advance of the event.

5. FOOD AND BEVERAGE SERVICES

General Hosting Standards:

- The Host Organizing Committee is responsible to meet all of the food and beverage requirements as detailed by the rights holder in the bid guidelines.
- These requirements may include providing full-service food and beverage services on-site in accommodations of acceptable standards and ensuring that the proposed accommodations be within a reasonable proximity and travel time of the competition venue(s) and/or on-site at each of the competition venues as required.

Recommended Bid Content:

- Provide a description of all the proposed food and beverage services by event stakeholder group, including the details of any food and beverage services contracts that will impact the event. The rights holder may require that preferred food and beverage service rates be negotiated during the bid process and any finalized contracts in this service area be included with the bid submission.
- The description should include what the minimum seating capacity is for the food services area and the meal production capacity per hour. Meal times should also be flexible to meet service the needs of the participants and their competition schedules, including food services being available between scheduled meal hours.
- Outline the plans to provide a food preparation area, food storage and refrigeration facilities adequate for the required food services. Menus must be planned and meal preparation must be supervised by qualified personnel and must respect the rights holder's policies about food served to the event participants.
- Outline the plans to provide food at competition venues for athletes, coaches, managers and other participants who are unable to access the food services area at the main accommodations facility due to competition or practice schedules.





6. TRANSPORTATION SERVICES

General Hosting Standards:

- The Host Organizing Committee is responsible for the movement of all event stakeholder groups as per the requirements in the bid guidelines.
- The Host Organizing Committee is responsible for the design and implementation of a multi-layered transportation network to service the needs of these various stakeholder groups as required.
- The Host Organizing Committee may also be required to provide a certain number of cars, cargo vans, passenger vans and other vehicles for a preferred rate to certain event stakeholder groups as designated by the rights holder.

Recommended Bid Content:

- The bid submission must provide the details of the proposed plans for the movement of all event stakeholder groups as per the requirements in the bid guidelines.
- Outline the plans to organize a system for the timely transportation reserved for athletes, coaches, managers and other participants between the event's accommodations and the competition/training/warm-up venues or sites where athlete services are provided, including transport accessible for athletes with a disability as required. This may include dedicated coach bus transportation for the event's participants, including transfers from the designated host airport on arrival and departure, as well as the movement of all related sports equipment and materials.
- Outline the plans to provide dedicated cars/vehicles for designated event participants as required by the bid guidelines.
- Outline the plans to provide special local shuttle service for VIPs, media and officials as required by the bid guidelines.
- Outline the plans to provide cargo vans or trucks, as required, to transfer equipment for the event participants as required by the bid guidelines.
- Outline the plans to provide emergency transportation assistance from all venues as required.
- Outline a daily transportation itinerary for all event participants and officials in accordance with the event schedule (if applicable).
- Outline the plans to provide appropriate complimentary VIP and special guest parking in close proximity to the main entrances of all of the events venues (if applicable).

7. REGISTRATION AND ACCREDITATION

Required Hosting Standards:

- The Host Organizing Committee is responsible for providing a registration and accreditation system for the event, which usually includes a registration package and identification card, for all stakeholder groups as required by the protocol guidelines for the event.
- The Host Organizing Committee may have to use and manage the existing registration and accreditation system provided by the rights holder and partner with the technology service provider for this system as directed by the rights holder.
- The Host Organizing Committee may also have to provide photo identification accreditation according to the accreditation categories and the respective levels of access for each category as defined by the rights holder.



Recommended Bid Content:

- Provide the details of the plans for registering and accrediting all event stakeholder groups as per the bid guidelines, including the details for the proposed Accreditation Centre(s) (locations, hours of operations, capacity, resources, etc.).
- The registration and accreditation plans should ensure that the Host Organizing Committee will have sufficient materials, equipment, human resources, hours of operation and space to process the total number of registrations/accreditations required prior to and during the event, including during peak periods.

8. SECURITY SERVICES

General Hosting Standards:

- A security system plan must be established by the Host Organizing Committee to ensure that all event participants and spectators are provided with adequate security for their health and welfare. This plan should be focused on the principles of high visibility and quick response, and may have to be approved by the rights holder and the appropriate police authorities before implementation.
- The Host Organizing Committee may also have to provide security and access control services at all accommodation locations, venues and ancillary facilities used during the event.

Recommended Bid Content:

- Provide an overview of the plan to handle all security requirements for the event participants and spectators as per the event bid guidelines. This plan should include providing for the privacy, property and personal safety of all event participants within the event's venues and while traveling within official event vehicles.
- Outline the plans to provide training for all volunteer security personnel and an orientation session for all paid security personnel to ensure readiness for any situation.
- Outline the plans to establish, in conjunction with the rights holder, local fire, police and Emergency Measure organizations, an emergency plan that includes scenarios for evacuation, bomb alert, fire and other emergencies for all sport and on-sport venues. This should include a crisis management plan approved by the rights holder.

9. INFORMATION TECHNOLOGY

General Hosting Standards:

- The Host Organizing Committee must understand the role and scope of emerging technologies and how to apply technological solutions to solve operational issues or create additional value for the event.
- The effective utilization of current and available information technology by the Host Organizing Committee is critical to the success of the event.
- The Host Organizing Committee should engage professional expertise as necessary to execute the information technology plan, including access to an event enabling solution for participant/volunteer registration and accreditation, sport results and scheduling, media services, etc.
- The Host Organizing Committee will have to provide an information technology network of workstations/computers and printers in sport and non-sport venues to support event staff, event operations centres, media and broadcast centres and others as determined by the rights holder. This may also include providing cell phones and pagers to a designated number of event stakeholders as required by the rights holder.



Recommended Bid Content:

- Provide an overview of the plans to provide the required information technology equipment and services for the event, including the acquisition, set up and management of all IT devices (e.g. computers, printers, telephones, cell phones, two-way radios, etc.) and related infrastructure (e.g. land line telephone lines, Internet access, etc.).
- If required, detail the plans to provide an efficient telephone and radio system that will connect all event operations. The proposed event centralized communications system should include all sport and non-sport venues, accommodations, event operations centre(s), results centre(s), media centre(s), dispatch headquarters and venue sites, as well as mobile radio for all official event vehicles.

10. VENUE MANAGEMENT / OPERATIONS

General Hosting Standards:

- The Host Organizing Committee is responsible for the efficient management of all event venue operations.
- The Host Organizing Committee must provide temporary ancillary facilities such as tents, fencing, shade structures, warming huts, stands and other utilities based on the seasonal requirements of the event.
- The Host Organizing Committee must ensure functional accessibility to all venue areas (e.g. spectator seating, field of play, podium, Opening and Closing Ceremony stage, etc.).
- The Host Organizing Committee must provide composite field of play and sponsor signage at every venue consistent with the rights holder's recognition and sponsorship programs.
- The Host Organizing Committee must work with the rights holder's signage manufacturers in order to maintain the level of signage, pageantry and fabrication standards for the event and to ensure that equity is built over time for the rights holder.

Recommended Bid Content:

- Provide an overview of the plans for venue operations and management that addresses each of the following key components: game management, game presentation, on-site medical services, on-site officials services, practice/warm up facilities, on-site athlete/team services, etc.
- Detail the plans to provide temporary ancillary facilities such as tents, fencing, shade structures, warming huts, stands and other utilities based on the seasonal requirements of the event.
- Detail the plans to ensure functional accessibility to all venue areas, to provide composite field of play and sponsor signage at every venue, and to design and implement a signage and pageantry program commensurate with the level of the event.

11. MEDIA SERVICES

General Hosting Standards:

- The Host Organizing Committee is responsible for providing all of the media equipment and service requirements as detailed by the rights holder in the bid guidelines.
- The Host Organizing Committee is also directly responsible for the servicing of all domestic and international media (as applicable), including the host radio and television broadcasters approved by the rights holder.

Recommended Bid Content:

- The bid submission must provide the details of the proposed media services plan (pre-event, during event, post-event), including the servicing of all accredited media during the event as per the bid guidelines.
- Media work room and results room – outline the plans to provide a media workroom/results room at all competition venues, including information technology equipment and services to be provided.

- Media hospitality – outline the plans to provide food and beverage services for media at all competition venues, as well as souvenir gifting for all accredited media.
- Media interview / press conference areas – outline the plans to provide an area for post-competition formal press conferences, as well as mix zones depending on the layout of the competition venue.
- Media seating area – outline the plans to provide a media or press box seating area and related services at each competition venue, including providing television monitors throughout in order to provide in-house feeds and/or cable (if applicable).
- Detail the location, size, space, equipment and services of the proposed Media / Press Centre(s) in accordance with the bid guidelines. The Host Organizing Committee must also plan to provide human resources as required at each venue.
- Detail the location, size, space, equipment and services of the proposed Results Centre(s) in accordance with the bid guidelines. The Host Organizing Committee must also plan to provide human resources as required at each venue.
- Detail the location, size, space, equipment and services of the proposed Broadcast Centre in accordance with the bid guidelines (if applicable).
- Provide a detailed list of all available local media resources (Internet, print, radio and television) that may be leveraged to support the event.

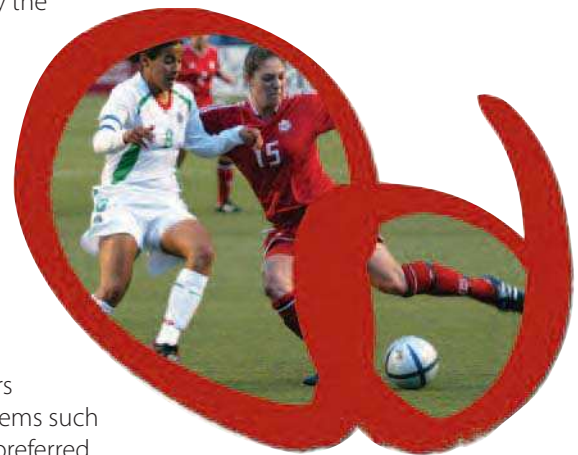
12. HOSPITALITY AND PROTOCOL

General Hosting Standards:

- ❑ The Host Organizing Committee is responsible for coordinating all hospitality and protocol arrangements for the event in accordance with the guidelines established by the rights holder. This ensures that activities such as the event's awards/medal presentations program, special functions and receptions, and its hospitality program and services are conducted in accordance with the rights holder's expectations.
- ❑ In order to facilitate access to the various hospitality areas, the Host Organizing Committee is also responsible for providing the appropriate levels of accreditation to all of the various VIP stakeholder groups in accordance with the guidelines provided by the rights holder.

Recommended Bid Content:

- Provide an overview of the plans for the event's hospitality and protocol program to meet the requirements as established by the rights holder. These plans should also address the level of services to be provided and any specialized training of staff and volunteers to handle this requirement.
- Detail the plans for the event's awards/medal presentation program. This should include any special plans to enhance the requirements of the rights holder in this area (e.g. medal design, special presentation setup, etc.)
- Detail the plans to provide the required VIP program services. This should include plans to provide items such as a gift package, special receptions, transportation services, preferred seating at venues, special events, etc.
- Detail the plans to provide the required Family and Supporters program and services. This should include plans to provide items such as a gift package, special receptions, transportation services, preferred seating at venues, special events, etc.





13. CEREMONIES AND SPECIAL EVENTS

General Hosting Standards:

- ❑ The Opening Ceremony sets the tone for the entire event and must be inspiring. The Closing Ceremony should celebrate the accomplishments of the event's athletes and volunteers. Therefore, the Host Organizing Committee must design and organize professional quality Opening and Closing Ceremonies in a venue with the required seating capacity and technical capabilities as determined by the rights holder. This may include the engagement of a professional producer/director and the provision to supply all technical support for the entertainment to be included in the Opening and Closing Ceremonies.
- ❑ The Host Organizing Committee may also have to ensure that the sites for the Opening and Closing Ceremonies have reserved parking space for multiple mobile tractor-trailer units.
- ❑ The Host Organizing Committee is encouraged to promote the hosting of the event as broadly as possible throughout the Host Community and surrounding region. This will create an opportunity to expand the community participation beyond the event's ticket holders.
- ❑ The Host Organizing Committee may also be required to implement an artistic component to the event to complement and support the competitive sport program.

Recommended Bid Content:

- Provide an overview of the plans for the Opening and Closing Ceremonies including such information as locations, dates and any other preliminary details. Detailed plans for the Opening and Closing Ceremonies are not usually required until the Host Community is confirmed.
- Provide an overview of the plans for the event's Awards/Medal Ceremonies including such information as timing, locations and any other preliminary details.
- The plan for special events should be outlined in general terms in the bid submission, remembering that the first priority of the Host Organizing Committee is to focus on providing the event's participants with an environment for best-ever performances. This should include plans for community involvement, together with any special events or social activities which would add a festival-like atmosphere to the hosting of the event.

14. MEDICAL FACILITIES AND EMERGENCY SERVICES

General Hosting Standards:

- ❑ The Host Organizing Committee is responsible for dealing with all medical matters related to the event.
- ❑ The Host Organizing Committee may also be required by the rights holder to sign a multi-party agreement with the rights holder and the Canadian Centre for Ethics in Sport (CCES) that details the operational procedures involved with anti-doping controls at the event. Although anti-doping control is the responsibility of the CCES, the Host Organizing Committee must bear operating costs such as testing facilities, chaperones, administrative support and material for this service as specified in the multi-party agreement.

Recommended Bid Content:

- Provide an overview of the plans for dealing with all medical matters related to the event as required by the bid guidelines, including having services available on-site at all competition venues.
- Describe the medical facilities, resources and the emergency services in the Host Community. This may include a main medical clinic for the event, located within walking distance of the main accommodations location, with sufficient enough space for reception, administration, record keeping, private examinations, physical and massage therapy, taping, pharmacy and a multiple bed infirmary. Resources may include a required number of athletic therapists, physicians, nurses, dentists, etc.

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- Detail the plans to provide a medical room at each competition venue with some of the same attributes, including ambulance service to be available at the venues of high-risk sports as identified by the rights holder and air evacuation service where the venue of a high risk sport is isolated.
 - Provide an overview of the emergency action plan for the event. This may include establishing a working relationship and, if necessary, secure signed agreements for special services with local health board medical services providers and the local hospitals.
 - Provide an overview of the plans to work with the Canadian Centre for Ethics in Sport (CCES) in the design and implementation of the anti-doping controls at the event as per the bid guidelines (if applicable).

15. BILINGUAL LANGUAGE SERVICES

General Hosting Standards:

- The Host Organizing Committee is usually required to acknowledge that the official languages of the event are English and French and undertakes to serve the members of the public, athletes, coaches, managers, officials and other event participants in both languages and provide services to the public in both official languages. Without limiting the foregoing, the Host Organizing Committee must also comply with Canada's Official Languages requirements.
- The Host Organizing Committee is usually required to provide event services in both official languages (English and French), and any other languages as required by the rights holder. The bid guidelines will provide specific details as to what service requirements will be in place for the event.

Recommended Bid Content:

- The bid submission must provide details as to the plans to accommodate the delivery of services in both official languages (and any other languages if applicable) in all aspects of the event, as per the requirements outlined in the bid guidelines.
- Typically, services to be addressed include translation, all promotional material and information intended for the general public (media releases, press conferences, logos, posters, souvenirs, etc.), media and public relations services, event documentation (official program, accreditation cards, tickets, etc.), event signage, event website, public address announcements, Opening and Closing Ceremonies, etc.


16. ENVIRONMENTAL SERVICES

Required Hosting Standards:

- Rights holders are now requiring that bid submissions demonstrate a commitment to environmental sustainability, being environmentally responsible in all business practices, and reducing the environmental footprint of the event. The rights holder may also have developed guidelines that the bid organization must or may have to commit to, which could even include how the bid submission and process are conducted.
- The Host Organizing Committee should develop a comprehensive plan for a "Green" event and ensure best efforts to create a positive environmental legacy without compromising the success of the event.
- If new venue construction is required for the event, the Host Organizing Committee may have to conduct environmental impact studies as required by and in accordance with existing Provincial and Federal legislation.

Recommended Bid Content:

- The bid submission should include an outline of the plans to provide the required environmental services for the event. The proposed plan should be supported by policies and procedures to assist in the implementation of the plan, including adequate educational, training and communication resources to ensure full compliance by the Host Organizing Committee.

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- Some of the typical environmental components that should be considered in any fully integrated proposed environmental management program include: conservation of biodiversity and landscape, pollution management, waste management (reduce, reuse, recycle), energy efficiency, materials and purchasing, and water resource management.

17. WAREHOUSING, STORAGE AND PROCUREMENT

General Hosting Standards:

- The Host Organizing Committee is responsible for the procurement of all required general equipment and goods based upon its operational requirements to successfully stage the event.
- The Host Organizing Committee is responsible for the efficient management of a significant inventory of supplies and products for the staging of the event as detailed by the rights holder in the bid guidelines.

Recommended Bid Content:

- Outline the plans to secure the required storage space requirements for the event as per the bid guidelines, including the length of time this space will be required.
- These plans should detail the operational characteristics of the storage space such as the number of loading bays and forklifts, pallet racking capabilities, hours of operation, security system, etc.
- The bid presentation should also include the plans for an inventory management system.

18. RISK MANAGEMENT

General Hosting Standards:

- The Host Organizing Committee is responsible for ensuring that all the required legal, financial and operating safeguards are in place to properly assess, plan, manage, and control potential event issues and liabilities.
- The Host Organizing Committee must obtain a variety of insurance coverage commensurate with the risks involved in the planning, organizing and staging of the event, some of which may be required by the rights holder. This coverage may include, but not be limited to, public liability, motor vehicle, comprehensive general property, Directors & Officers liability, and worker's compensation insurance.
- The Host Organizing Committee may also be responsible for securing event cancellation insurance in the event that the event or any portion of the event must be cancelled for seen or unseen reasons.
- The Host Organizing Committee is also responsible to secure contents insurance for all event related supplies, materials and equipment stored on-site in the event's warehouse location.
- The rights holder also typically requires the Host Organizing Committee to develop and implement an Emergency Response Plan and/or Crises Management Plan for the event.

Recommended Bid Content:

- Outline the plans to secure the necessary insurance coverage for the event, including any requirements of the rights holder as per the bid guidelines. This coverage may include, but not be limited to, public liability, motor vehicle, comprehensive general property, Directors & Officers liability, worker's compensation, cancellation, and contents insurance.
- Provide an overview of the plans to develop and implement an Emergency Response Plan and/or Crises Management Plan for the event.



SECTION F – CONCLUSION / SUMMARY

As noted in the Introduction Section of the Bid Document template, one of the key principles of successful bid applications is to clearly point out the competitive advantages and strengths of the Host Community as often as possible, strategically continuing with this messaging throughout the bid document.

This section provides a final opportunity to clearly demonstrate and imaginatively present to the rights holder a summary of why the hosting of the event should be awarded to the Host Community.

SECTION G – APPENDICES

The last section of the Bid Document should be allocated for any Appendices that may be required to supplement the bid submission as per the bid guidelines. Appendices may include, but are not restricted to, budget spreadsheets or worksheets, organizational charts, maps, venue layouts, letters of commitment and support from significant government, corporate and/or community partners, etc.



SECTION H – ADDITIONAL CSTA RESOURCES

The CSTA promotes the growth of the \$3.4 billion a year sport tourism industry in Canada by facilitating the development of partnerships between events rights holders and host communities, and by promoting Canada internationally as a preferred destination for hosting sport events.

OUR PRODUCTS AND SERVICES:

Canadian Sport Tourism Alliance



Sport Tourism Planning Template

This template is designed to provide communities with a step-by-step planning framework to assist them to develop a sport tourism action plan. The template contains a variety of worksheets to assist communities to quantify assets such as their facility inventory, accommodations capacity, hosting history and organizational capacity. The template can be adapted for use by municipalities of all sizes, from major metropolitan areas to smaller communities.

Canadian Sport Tourism Alliance



Sport Tourism Economic Assessment Model (STEAM)

STEAM is a leading edge economic impact assessment tool that predicts the economic impact of a sport event on a community. It is the first web-based tool of its kind in the world specifically designed for use in the sport tourism industry and has become the standard for use in communities across Canada.

Canadian Sport Tourism Alliance



STEAM PRO

STEAM PRO is an enhanced version of the STEAM model, designed to empower organizers of sport events with the tools and technology to conduct surveys on-site at events. The package includes a customized survey for your event on Techneos Entryware Pro software, a quantity of Palm PDA's to conduct the surveys, a copy of a Survey Field Manual, a Surveyor Training Module and access to the STEAM PRO model for inputting data collected at your event.

Canadian Sport Tourism Alliance



Sport Events Directory

This web-based tool contains profiles of a variety of provincial, national and international sport events that are open and available for bid. The Directory helps events rights holders generate multiple bids for their events. It also provides potential host communities with a time saving, strategic planning resource to identify sport events that create the best fit for their community.

Canadian Sport Tourism Alliance



Business Plan Template

Developed in partnership with Organisationsports, the Business Plan Template is designed specifically for bid groups or organizing committees that seek to set out a comprehensive business plan with a view to hosting a sport event at the regional, provincial, national or international level. Comprised of a Microsoft Word file and a budget structure presented in Microsoft Access format, the template supplies all the necessary information and work tools to prepare a complete business plan and budget for sport events of any size.

Canadian Sport Tourism Alliance



Sport Event Bid Template

The Sport Event Bid Template provides potential host communities with a resource that details all of the key elements to develop a winning bid for sport events of any size. The template contains a comprehensive checklist that can be adapted and customized for use in any bid situation. A best practices component is also included that provides access to copies of various bid documents that have been part of recently successful bid processes.

For information about membership and benefits, please visit the Membership section of our website.

www.canadiansporttourism.com