# 2024 IIHF WOMEN'S WORLD CHAMPIONSHIP BID PACKAGE





# **INTRODUCTION**

USA Hockey has been selected by the IIHF to host the 2024 International Ice Hockey Federation Women's World Championship and will forward a host site to the IIHF for final approval.

Following site approval from the IIHF, USA Hockey will play host to the 10-team Championship, which will take place over a minimum 12-day period in March/April of 2024. In order to ensure the Championship is organized and operated according to IIHF requirements, USA Hockey has produced a set of guidelines to be followed by host cities and venues interested in bidding to stage this international competition.

The most recent IIHF Women's World Championship hosted in the U.S. was in 2017 at USA Hockey Arena in Plymouth, MI. In a thrilling end to the Championship, USA captured the gold medal in a sudden-death overtime win against Canada. Other U.S. cities that have hosted this prestigious event include Burlington, VT (2012), Minneapolis, MN (2001) and Lake Placid, NY (1994).

#### **Site Selection Committee**

Pat Kelleher – Executive Director Dwayne Dillinger – Vice President and International Council Chair Tony Driscoll – Assistant Executive Director of Marketing, Communications & Events John Vanbiesbrouck – Assistant Executive Director of Hockey Operations Katie Million – Director of Women's National Team Programs Madison Brown\* – Director, Events

\*Site Selection Committee primary contact. Madison Brown can be contacted at 719-538-1167 or MadisonB@usahockey.org.

#### **Bid Submission Due Date**

Bid submissions are due to USA Hockey no later than January 20, 2023, and should be sent to:

USA Hockey Attn: Madison Brown 1775 Bob Johnson Drive Colorado Springs, CO 80906 MadisonB@usahockey.org



# **BID SUBMISSION REQUIREMENTS**

To assist interested parties in their creation of a bid submission and ensure that all pertinent areas have been addressed, USA Hockey has provided specific hosting requirements in the following categories. Bid submissions must address, in detail, each of these focus areas.

- 1. Contract and Event Dates
- 2. Organizational Structure & USA Hockey Interface
- 3. Arena Requirements
- 4. Event Rights
- 5. Revenue
- 6. Host Expense Obligations
- 7. Accommodations and Transportation
- 8. Staffing and Volunteer Recommendations

Appendixes included in this RFP to aid in bid submissions are:

- A. Sample Game Schedule
- B. Team Meal Requirements
- C. Sample Bus Transportation Schedule

# CONTRACT

## **Expectation and Timeline**

At the time of the site selection, the Host must be willing to complete a term sheet with USA Hockey. From the term sheet, a legal contract with USA Hockey will be created by USA Hockey and must be signed at least 10 months prior to the start date of the Championship.

Jan. 20, 2023	Bid applications due to USA Hockey
February 2023	Site visits to potential host cities
March 15, 2023	Host site selected and notified
April 15, 2023	Contract finalized and signed by both parties

#### **Event Dates**

With final dates to be discussed and negotiated with the Host, this event should fall between March 22, 2024 – April 16, 2024. Competition will take place over a 12-day period with team arrivals 3-5 days prior to the start of the Championship for precamp. A sample game schedule can be found in Appendix A.



# **COMMUNITY OVERVIEW & RATIONALE FOR BID SUBMISSION**

In order for a community to be considered as a potential host of this championship, the bid must support the rationale for wanting to host the championship and be able to demonstrate its ability to meet minimum hosting standards as outlined below:

- The host community and proposed arena(s) must have demonstrated the ability to stage sporting events in a highly successful manner, both financially and logistically
- The host community and satellite community (if applicable) must have a sufficient population base from which to market the championship
- The host community must be in close proximity to a designated international airport and secure assistance from the airport for dedicated support through Customs and TSA. Maximum distance to the airport should not exceed two hours travel time.
- The host community must have a strong volunteer base with the business and hockey communities from which to draw on for leadership and staffing/volunteer support
- There must be no major international or national sporting events in the metropolitan area of the host community thirty (30) days prior to or following the championship
- The host community must show a connection and role with the support, growth and development of youth/girls hockey
- Special consideration will be given to sites that committee financial support from the local sports commission and/or convention and visitors bureau

The bid shall also contain unique characteristics of the host community and support how the community, arena(s) and surrounding region will be able to support and elevate the championship to a new level. Maps of the host community and satellite community (if applicable) that highlight locations of the key facilities (arenas, hotels and ancillary facilities) will also help provide clear insight.



# **ORGANIZATION STRUCTURE & USA HOCKEY INTERFACE**

As the IIHF member federation in the United States, USA Hockey is responsible, on behalf of the IIHF, for the staging and management of the Championship and will form a partnership to oversee the operation of the Championship with the Host.

To ensure the Championship is conducted in accordance with acceptable international standards, a host organizing committee will be structured to manage the hosting operation as follows:

## **Host Organizing Committee**

The Host Organizing Committee will represent the Host and USA Hockey in the day-today management of the hosting obligations. It will be responsible for the staging and promotion of the Championship and will be made up of the Host-Appointed USA Hockey Liaison, USA Hockey's AED of Marketing, Communications and Events, USA Hockey's Director of Events and other personnel, as necessary.

Recommended areas of focus requiring oversight and representation within the Host Organizing Committee include, but are not limited to:

- Marketing & promotions
- Hockey operations
- Arena operations
- Local sports commission/CVB
- Statistics
- Team services
- Accommodations & food service
- Ticketing
- Media
- Transportation
- Volunteer operations

## Host-Appointed Liaison to USA Hockey

The Host will be expected to appoint a dedicated event executive to assist with the management and coordination of the day-to-day preparations of the Championship, beginning at the time of Host selection. The appointed member will work directly with USA Hockey's director of events and provide regular updates.



# **ARENA REQUIREMENTS**

The host must secure and cover the expenses of a maximum of two (2) competition venues, with one designated as the primary arena, which will include medal-round games. Special consideration will be given to competition venues that have two (2) sheets of ice within one building. If there are two (2) separate competition venues, both arenas should be within 30 miles (or 30 minutes travel time) of one another.

The main arena should have a minimum seating capacity of 2500, while the secondary arena should have a minimum seating capacity of 500. The proposed arenas must be available to the Host exclusively and on a "clean" basis, beginning two days prior to the Championship and ending one day following the Championship. That is, the Championship must have exclusive advertising rights within the arenas including, but not limited to: dashers, bench boards, penalty boxes, and in-ice logos, and flexibility with incremental interior and exterior signage. All arena contracts entered into by the Host regarding the Championship will be subject to the prior approval of the Host Organizing Committee.

Although not an inclusive breakdown, the following minimum technical standards and event needs pertaining to the arenas must be met and outlined within the bid submission:

## **Hockey Operations**

- Dedicated support for the 10 teams in the Championship
- Daily practice ice for all teams and officials as required per IIHF sport regulations
- Dedicated locker rooms for all teams playing and/or practicing within the arenas, with private shower/bathroom facilities and secured storage and drying space; separate coaches areas, if possible
- For every game, a separate coaches meeting room for each of the two (2) participating teams, if applicable
- Dedicated locker room for game officials with private shower and bathroom facilities and secured storage and drying space; separate game-day officials locker room
- Game countdown clocks located in all team and officials locker rooms
- Ample space for team skate sharpeners and equipment repairs in close proximity to the locker rooms for each team
- Additional locker room or ancillary space with a bathroom to be used for doping control



#### Media, Broadcast & Statistics

- Minimum of 10 computers to accommodate the IIHF Hydra statistics system (5 per ice sheet/venue)
- Press box and/or other space on both rinks for stats personnel (minimum 3 positions on ice level, preferably in scorer's box, and minimum 5 positions in press box/other space)
- Suitable television/live stream and radio broadcast space, including a press box or platform for video recording/live streaming
- Suitable mixed zone space (for both rinks, if using two venues)
- Press box facilities in both rinks capable of hosting media representatives (20 at primary rink, 10 at secondary rink)
- Acceptable television camera position and arena lighting for live television broadcasts
- Small room on ice level for stats office (one in each rink, if using two venues)
- Acceptable room(s) for media workroom and media hospitality

## Hospitality

• One suite or hospitality space on main rink (with a view of the ice) with catering abilities that can accommodate VIPs, sponsors, IIHF staff and accredited officials; ancillary space on secondary rink a plus

## **Other Rights**

- Exclusive rights to distribute promotional and premium items at both arenas
- Right for IIHF, USA Hockey and event sponsors, at no expense, to have product displays in lobby and/or concourse areas

# **EVENT RIGHTS**

## Logos & Trademarks

The official event logo for the Championship will be developed and approved by USA Hockey and the IIHF. The expense of creating the event logo will be the responsibility of the Host. The use and/or application of the official trademarks and logos for the event are subject to the prior approval of USA Hockey.

#### **Broadcasting & Digital**

The IIHF and USA Hockey reserve and own the broadcast rights to include TV, radio, website, web content and web streaming. In this position, USA Hockey will work directly with the official IIHF/event television and radio broadcasts.



# REVENUE

The bid submission should include a financial overview reflecting, in general terms, all potential revenue channels associated with the hosting of the Championship. The bid should include, but is not limited to, the following categories:

## Ticketing

With IIHF and USA Hockey approval, the Host will be responsible for the management and oversight of all aspects of the ticketing process including, but not limited to: box office operations, pricing structure, ticket package offerings, ticket production, and distribution plan. As the rights holder of this Championship, USA Hockey will share the ownership rights to the ticket database with the Host. Host must include ticketing revenue projections within the bid submission.

Ticket Hold Requirements (per game):

- 150 tickets in the best available location of the main rink at no cost (IIHF)
  - $\circ$   $\,$  Final usage determined three (3) months prior to Championship
- 150 tickets in the best available location of the secondary rink at no cost (IIHF)
  Final usage determined three (3) months prior to Championship
- 29 tickets at no cost for each of the participating teams for the games in which they play, excluding Team USA And Team Canada
- 100 tickets at no cost for all games in which Team USA plays
- 60 tickets at no cost for all games in which Team Canada plays
- 100 tickets in one section (seat kills) for all games to serve as the participant tribune. These are intended only for the use of non-playing, participant teams, immediate team staff members and officials, and all should be located in the same section for every game
- TBD seat kills for photography and broadcast requirements, if applicable

## Suites, if applicable

- Revenue derived from all suite sales must be included as ticketing revenue back to the event budget
- If available, one suite will be provided to the IIHF at no cost for the duration of the Championship. Food and beverage costs will be the IIHF's responsibility
- If available, one suite will be provided to USA Hockey at no cost for the duration of the Championship. Food and beverage costs will be the responsibility of USA Hockey

## **Concessions and Catering**

The Host must include projections within the bid submission that outline the level of concession sales and suite catering revenues, if applicable, that will be achieved within the arenas and as part of ancillary events taking place in space owned and/or managed by the Host.



#### Merchandising

USA Hockey's merchandise partner will be responsible for creating the event merchandise plan, inclusive of purchasing, anticipated level of sales and revenue (with assistance from the Host) and determining retail prices. The Host will be responsible for selling the merchandise on consignment at the venue(s) and entering into a revenue share with the merchandise partner.

#### **Sponsorship Sales**

The Host can develop a sponsorship sales strategy to be included with the bid submission, including details of sample sponsor packages that will be proposed to local/regional companies.

The IIHF retains the sponsorship rights to all camera-visible inventory in both venues, however, other opportunities for sponsorship include, but are not limited to, the following: non-camera-visible dashers, non-camera-visible signage inside and outside the venue(s), sponsor booths and tabling, fan festivals, premium tickets, hospitality, Player of the Game Awards, social media, etc.

There are several category exclusive partners for this event and a full list can be provided to the host site after the site has been selected.

All local corporate sponsor packages are subject to the prior approval of USA Hockey.

#### Parking

If applicable, the Host must include projections within the bid submission that outline the level of parking revenues that can be attributed to the hosting of the Championship, both within the arena(s) and as part of ancillary events taking place in space owned and/or managed by the Host.

Special parking for up to 15 vehicles at the venue(s) must be made available to accommodate IIHF, USA Hockey and VIP needs, at no cost.

#### Grants

The host is encouraged to seek local, state and federal grants that recognize the multicultural celebration and help support the hosting of this international event.

#### **Special Functions**

The Host is encouraged and afforded the opportunity to create special functions that dually serve as opportunities to increase the celebration of the event by creating festival-like environments and generate incremental revenue. Fan/community engagement initiatives such as concerts, beer tents, outdoor activities and viewing parties hosted within the vicinity of the arenas have been successful at past events and are encouraged to enhance the bid proposal.



# PROPOSED BREAKDOWN OF EVENT EXPENSES, OBLIGATIONS AND OTHER RESPONSIBILITIES

This list is not inclusive of all costs associated with the event but gives a breakdown of the main expenses incurred with the hosting of this World Championship.

## **USA Hockey Obligations and Expenses Covered**

- Hotel and meal accommodations for 10 teams for the duration of the official Championship dates
- Daily bus transportation for 10 teams to/from team hotels and arena(s) and upon arrival to and departure from the U.S.
- Hotel accommodations for event officials and referees, IIHF staff and USA Hockey staff for the duration of the Championship
- Daily transportation for event officials and referees, IIHF staff and USA Hockey staff for the duration of the Championship
- Meals and per diem for event officials and IIHF staff
- Daily allowance for event officials
- Accreditation software and supplies
- Doping control expenses
- Signage, dashers and in-ice logos

## **Host Obligations and Expenses Covered**

- Building operations expenses, maintenance and security
- Staffing fulfillment and volunteer operations
- Ticketing system and supplies
- Laundry, locker room supplies and team services for teams and officials
  - Supplies include, but are not limited to: practice pucks, towels, basic hygiene products, light snacks outside locker rooms, bottled water, etc.
- Medical services for practices and games:
  - EMTs and ambulance on site for all games
  - Doctor on site for all games
  - Athletic trainer on site for all games
- Media services and work area needs
- Volunteer/staff apparel
- Designated meeting space at main venue or hotel for up to 50 persons to be used throughout the championship
- Provide the installation of in-ice logos, dashers and venue signage
- Provide support as required for planning opening and closing ceremonies
- Pre-event site visits and meetings



## **Shared Expenses and Responsibilities**

- Marketing and promotions
  - Both Host and USA Hockey will, in good faith, work to use their internal assets to promote the event, in addition to supplemental paid marketing
- Ice costs
- "Player of the Game" awards (2 per game)
- Participant gift bags

The line items included in the lists above are a broad overview of the main expenses of the event and not inclusive of all costs associated with the event.

# **ACCOMMODATIONS, TRANSPORTATION AND TRAVEL**

## **Accommodations and Meals**

The host will aid in securing hotel(s) for the Championship. A single hotel with the ability to house all teams, officials and staff is preferred, however, multiple hotels will be accepted. The bid should include custom quotes for both guest rooms and meals based on the room and meal requirements for teams, officials and staff below:

- Minimum 12 doubles and 6 singles per team (10 teams), with the ability to add additional rooms (potential to add 2-8 single rooms per team) for the duration of the championship, to include pre-camp dates
- 28 single rooms for officials for the duration of the championship
- 20-30 single rooms for IIHF and USA Hockey staff for the duration of the championship
  - o 5-10 complimentary suite upgrades
- One meeting/meal space for each team for the duration of the championship
  - o Setup to include rounds for up to 40 people per team
  - $\circ$   $\,$  Setup to include a projector and screen for each team  $\,$
- Three additional meeting spaces for the duration of the championship to accommodate the officials, IIHF staff and USA Hockey staff
  - Only breakfast will be served to these three groups
- Ability for hotel(s) to provide four meals per day (breakfast, lunch, dinner and snack) to each team every day (approximately 30-35 people per team)
  - All teams will schedule meals at different times due to the practice and game schedule. Hotel(s) must have the ability to accommodate early and late meals for all teams
- Host hotel(s) will be tasked with creating a standard menu template to distribute to teams well in advance of the championship, with the ability for teams to make small changes to the menu to accommodate cultural and regional food differences.
  - A description of menu requirements is included in Appendix B.



## **Bus Transportation and Box Trucks**

The host will assist in securing coach bus transportation for all teams for the duration of the championship as well as box trucks for team arrivals and departures. The bus company will be tasked with creating a shared bus schedule for all teams. A sample bus schedule is included in Appendix C.

#### **Shuttle Transportation**

The host will be required to provide shuttle services for team support staff, officials and other staff for the duration of the event. In addition, as part of the volunteer structure, the host should appoint personnel to oversee the scheduling and communication leading up to and during the event. Shuttle services include:

- To/from the event venue(s) and hotel(s) for team support staff (if team hosts are not tasked with providing shuttle transportation for their teams)
- To/from the event venue(s) and hotel(s) for the game officials for all practices and games (approximately 24 officials for practices and 6 officials for games)
- Additional shuttle needs for doping control officers, some event staff, etc.

#### Travel

Special consideration will be given to host sites that include airport Customs and TSA coordination in their proposals. This includes the ability of the host airport to designate private Customs lanes for arriving teams, officials and IIHF staff, as well as private TSA lanes for international departures.

# **STAFFING AND VOLUNTEERS**

In addition to typical arena operations and game staffing, the Host should be prepared to fill staffing and volunteer needs in the following categories:

#### **Team Hosts**

 1 team host per team for the duration of the championship (2 hosts can be assigned to one team to split responsibilities). Team Hosts will serve as the liaison between the team and organizing committee and will be required to attend all team practices and games and be a resource throughout the event.

## **Statistics**

- One local stats coordinator to oversee the overall stats operations for the event including training the stats crew. This position reports directly to the IIHF Results Manager(s) through the Championship
- A minimum of seven statisticians are required **for each game** to operate the IIHF Hydra system/assist in spotting for stats categories
- Two runners for each game to deliver stats before, during and after games; can be shared with media runner





#### **Game Presentation & Ceremonies**

- PA Announcer and music
- Promotional team and giveaways
- Video board, if applicable
- In-game host, if applicable
- Ceremonies coordinator/game director

#### **Team Services**

- Laundry personnel to facilitate daily laundry services for teams and officials
- Daily restocking of bottled water, fruit and other snacks, etc.
- Daily restocking of supplies and hygiene products

## **Doping Control**

- 1-2 female chaperones (18+) per game assigned, needed post-game only (schedule to be created prior to the Championship for staffing purposes)
  - o Possibility for up to 4 volunteers for medal-round games

## Transportation

(As mentioned in Accommodations, Transportation and Travel)

- Transportation coordinator, if applicable
- Shuttle/rental car drivers, if applicable
- Box truck drivers, for airport arrivals/departures

## Accreditation

 1-2 assigned persons to oversee the accreditation operations leading up to and during the event. This includes managing the input of staff, volunteers and guests' names and headshots, as well as printing and laminating all credentials prior to the Championship, and facilitate limited accreditation needs once the Championship begins through the final day of competition

#### Media

 Media coordinator(s): oversee the media workroom and mixed zone operations, gather media requests for practices and games and be a resource for media for the duration of the event



# **APPENDIX A**

## Sample Game Schedule

Below is a sample schedule created based on the IIHF Championship Regulations. The official game schedule will be created by USA Hockey based on the host site's available dates, with the final schedule approved by the IIHF and all participating federations.

Thursday, March 17    15:00    GER vs CZE    Arena 1      15:00    SUI vs JPN    Arena 2      19:00    USA vs FIN    Arena 1      19:00    DEN vs SWE    Arena 2      Friday, March 18    19:00    CAN vs CZE    Arena 1      19:00    HUN vs SUI    Arena 2      Saturday, March 19    15:00    GER vs USA    Arena 1      19:00    FIN vs CAN    Arena 1      19:00    FIN vs CAN    Arena 1      19:00    HUN vs DEN    Arena 2      Sunday, March 20    15:00    CZE vs USA    Arena 1      19:00    HUN vs DEN    Arena 2      Monday, March 21    15:00    CZE vs USA    Arena 1      19:00    DEN vs SUI    Arena 1      19:00    CZE vs FIN    Arena 1      19:00    DEN vs SUI    Arena 2      Indication (CAN vs GER    Arena 1      19:00    JPN vs HUN    Arena 2      19:00    JPN vs HUN    Arena 2      19:00    JPN vs GER    Arena 1      19:00    JPN vs CAN    Arena 1	<u>Date</u>	<u>Time</u>	<u>Game</u>	<u>Arena</u>
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15:00      SUI vs SWE      Arena 2        Monday, March 21      15:00      CZE vs FIN      Arena 1        15:00      DEN vs SUI      Arena 2        19:00      CAN vs GER      Arena 1        19:00      JPN vs HUN      Arena 2        Tuesday, March 22      15:00      FIN vs GER      Arena 1        15:00      JPN vs DEN      Arena 2        19:00      USA vs CAN      Arena 1        19:00      SWE vs HUN      Arena 1        19:00      Day Off      Arena 2		19:00	HUN vs DEN	Arena 2
Monday, March 21    15:00    CZE vs FIN    Arena 1      15:00    DEN vs SUI    Arena 2      19:00    CAN vs GER    Arena 1      19:00    JPN vs HUN    Arena 2      Tuesday, March 22    15:00    FIN vs GER    Arena 1      15:00    JPN vs DEN    Arena 2      19:00    USA vs CAN    Arena 1      19:00    SWE vs HUN    Arena 2      Wednesday, March 23    Day Off    Day Off	Sunday, March 20	15:00	CZE vs USA	Arena 1
15:00DEN vs SUIArena 219:00CAN vs GERArena 119:00JPN vs HUNArena 2Tuesday, March 2215:00FIN vs GERArena 115:00JPN vs DENArena 219:00USA vs CANArena 119:00SWE vs HUNArena 2Wednesday, March 23Day Off		15:00	SUI vs SWE	Arena 2
19:00 19:00CAN vs GER JPN vs HUNArena 1 Arena 2Tuesday, March 2215:00FIN vs GER JPN vs DENArena 1 Arena 215:00JPN vs DEN 19:00Arena 1 USA vs CAN SWE vs HUNArena 1 Arena 2Wednesday, March 23Day Off	Monday, March 21	15:00	CZE vs FIN	Arena 1
19:00JPN vs HUNArena 2Tuesday, March 2215:00FIN vs GERArena 115:00JPN vs DENArena 219:00USA vs CANArena 119:00SWE vs HUNArena 2Wednesday, March 23Day Off		15:00	DEN vs SUI	Arena 2
Tuesday, March 2215:00FIN vs GERArena 115:00JPN vs DENArena 219:00USA vs CANArena 119:00SWE vs HUNArena 2Wednesday, March 23Day Off		19:00	CAN vs GER	Arena 1
15:00JPN vs DENArena 219:00USA vs CANArena 119:00SWE vs HUNArena 2Wednesday, March 23Day Off		19:00	JPN vs HUN	Arena 2
19:00USA vs CANArena 119:00SWE vs HUNArena 2Wednesday, March 23Day Off	Tuesday, March 22	15:00	FIN vs GER	Arena 1
19:00SWE vs HUNArena 2Wednesday, March 23Day Off		15:00	JPN vs DEN	Arena 2
Wednesday, March 23 Day Off		19:00	USA vs CAN	Arena 1
		19:00	SWE vs HUN	Arena 2
Thursday, March 2411:30Relegation 1Arena 2	Wednesday, March 23		Day Off	
	Thursday, March 24	11:30	Relegation 1	Arena 2
15:00 Quarterfinal 1 Arena 1		15:00	Quarterfinal 1	Arena 1
15:00 Quarterfinal 2 Arena 2		15:00		Arena 2
19:00 Quarterfinal 3 Arena 1				
19:00 Quarterfinal 4 Arena 2		19:00	Quarterfinal 4	Arena 2
Friday. March 25 Day Off	Friday. March 25		Day Off	
Saturday, March 26 12:00 Relegation 2 Arena 2	Saturday, March 26	12:00	Relegation 2	Arena 2
12:00 Semifinal 1 Arena 1		12:00	Semifinal 1	Arena 1
16:00 Semifinal 2 Arena 1		16:00	Semifinal 2	Arena 1
Sunday, March 27 12:00 Relegation 3* Arena 2	Sunday, March 27	12:00	Relegation 3*	Arena 2
12:00 Bronze Medal Game Arena 1		12:00	Bronze Medal Game	Arena 1
16:00 Gold Medal Game Arena 1		16:00	Gold Medal Game	Arena 1

\*If Necessary



# **APPENDIX B**

#### **Team Meal Requirements**

Host hotel must have the ability to provide four meals per day (breakfast, lunch, dinner, snack) to each team (approximately 350-400 people total).

Athletes require more food than most hotel guests. Host hotel must ensure that an appropriate amount of food is available, as well as ensure that the selection accommodates cultural differences.

## **Preparation Considerations**

- Each meal should include a carbohydrate source and protein source
- Serve at least 2 entrée choices
- Serve at least 2 carbohydrate choices; to include pasta (at all meals)
- Self-serve foods should be available at all meals and snacks (ex. Breads, fruits, salad buffets, sandwich fillings, soup, etc.)
- A salad should be served at every meal
- A soup should be served at every meal
- Breakfasts should include hot and cold buffet

#### Sample Menu

	Breakfast	Lunch	Dinner	
Day 1	Bread selection	Salad buffet	Salad buffet	
	Fruit selection	Fruit selection	Fruit selection	
	Cereal selection	Bread selection	Bread selection	
	Oatmeal	Minestrone soup	Vegetable broth soup	
	Scrambled eggs	Pasta (spaghetti)	Pasta (fettucine)	
	Potatoes	Baked chicken breast	Meat marinara sauce (on side)	
	Ham	Broiled white fish	Pork tenderloin	
		White rice	Sweet potato wedges	
		Steamed broccoli	Brown rice	
		Sauteed green beans	Boiled mixed vegetables	
			Steamed asparagus	



# **APPENDIX C**

## Sample Bus Schedule

Below is the daily practice and game bus schedule from the 2022 IIHF U18 Women's World Championship over a 5-day period. The highlighted colors represent the different busses used.

DATE	Bus	To Arena	Practice Time	Team	Arena	To Hotel	Game Time	To Arena	To Hotel
	1	10:40	12:00 - 13:00	SWE	Arena 1	14:00			
		13:10	14:30 - 15:30	CAN	Arena 1	16:30			
	2	11:20	13:30 - 13:30	SVK	Arena 2	14:30			
Sunday,		13:50	15:00 - 16:00	SUI	Arena 2	17:00			
June 5	3	11:55	13:15 - 14:15	FIN	Arena 1	15:15			
		14:25	15:45 - 16:45	USA	Arena 1	17:45			
	4	12:35	13:45 - 14:45	GER	Arena 2	15:45			
		15:05	16:15 - 17:15	CZE	Arena 2	18:15			
	Bus	To Arena	Practice Time	Team	Arena	To Hotel	Game Time	To Arena	To Hotel
	1	7:40	9:00 - 9:30	FIN	Arena 1	10:30	16:00	13:40	19:30
		9:10	10:30 - 11:00	USA	Arena 1	12:00	20:00	18:40	23:30
	2	7:50	9:00 - 9:30	CZE	Arena 2	10:30	16:00	13:50	19:30
Monday,		9:20	10:30 - 11:00	GER	Arena 2	12:00	20:00	18:50	23:30
June 6	3	8:25	9:45 - 10:15	CAN	Arena 1	11:15	16:00	13:40	19:30
		9:55	11:15 - 11:45	SWE	Arena 1	12:45	20:00	18:40	23:30
	4	8:35	9:45 - 10:15	SVK	Arena 2	11:15	16:00	13:50	19:30
		10:05	11:15 - 11:45	SUI	Arena 2	12:45	20:00	18:50	23:30
	Bus	To Arena	Practice Time	Team	Arena	To Hotel	Game Time	To Arena	To Hotel
	1	7:40	9:00 - 9:30	SWE	Arena 1	10:30	16:00	13:40	19:30
		9:10	10:30 - 11:00	FIN	Arena 1	12:00	20:00	18:40	23:30
	2	7:50	9:00 - 9:30	GER	Arena 2	10:30	16:00	13:50	19:30
Tuesday,		9:20	10:30 - 11:00	SVK	Arena 2	12:00	20:00	18:50	23:30
June 7	3	8:25	9:45 - 10:15	CAN	Arena 1	11:15	16:00	13:40	19:30
		9:55	11:15 - 11:45	USA	Arena 1	12:45	20:00	18:40	23:30
	4	8:35	9:45 - 10:15	CZE	Arena 2	11:15	16:00	13:50	19:30
		10:05	11:15 - 11:45	SUI	Arena 2	12:45	20:00	18:50	23:30
	Bus	To Arena	Practice Time	Team	Arena	To Hotel	Game Time	To Arena	To Hotel
		TO Al Clia							
	1	8:40	10:00 - 11:00	SWE	Arena 1	12:00			
	1			SWE CAN	Arena 1 Arena 1				
	1 2	8:40	10:00 - 11:00			12:00			
Wednesday,		8:40 11:10	10:00 - 11:00 12:30 - 13:30	CAN	Arena 1	12:00 14:30			
Wednesday, June 8		8:40 11:10 <mark>8:50</mark>	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00	CAN SUI	Arena 1 Arena 2	12:00 14:30 12:00			
	2	8:40 11:10 8:50 11:20	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30	CAN SUI SVK	Arena 1 Arena 2 Arena 2	12:00 14:30 12:00 14:30			
	2	8:40 11:10 8:50 11:20 9:55	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15	CAN SUI SVK FIN	Arena 1 Arena 2 Arena 2 Arena 1	12:00 14:30 12:00 14:30 13:15			
	2 3	8:40 11:10 8:50 11:20 9:55 12:25	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45	CAN SUI SVK FIN USA	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1	12:00 14:30 12:00 14:30 13:15 15:45			
	2 3	8:40 11:10 8:50 11:20 9:55 12:25 10:05	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15	CAN SUI SVK FIN USA CZE	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2	12:00 14:30 12:00 14:30 13:15 15:45 13:15	Game Time	To Arena	To Hotel
	2 3 4	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45	CAN SUI SVK FIN USA CZE GER	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 2	12:00 14:30 12:00 14:30 13:15 15:45 13:15 15:45	Game Time 16:00	<b>To Arena</b> 13:40	<b>To Hotel</b> 19:30
	2 3 4 Bus	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35 12:35	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 Practice Time	CAN SUI SVK FIN USA CZE GER Team	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 2 Arena	12:00 14:30 12:00 14:30 13:15 15:45 13:15 15:45 <b>To Hotel</b>			
June 8	2 3 4 Bus	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35 12:35 <b>To Arena</b> 7:40	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 Practice Time 9:00 - 9:30	CAN SUI SVK FIN USA CZE GER Team	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 2 Arena	12:00 14:30 12:00 13:15 15:45 13:15 15:45 <b>To Hotel</b> 10:30	16:00	13:40	19:30
June 8	2 3 4 Bus 1	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35 <b>To Arena</b> 7:40 9:10	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 <b>Practice Time</b> 9:00 - 9:30 10:30 - 11:00	CAN SUI SVK FIN USA CZE GER Team SWE CAN	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 2 Arena 1 Arena 1	12:00 14:30 12:00 13:15 15:45 13:15 15:45 <b>To Hotel</b> 10:30 12:00	16:00 20:00	13:40 18:40	19:30 23:30
June 8	2 3 4 Bus 1	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35 <b>To Arena</b> 7:40 9:10 7:50	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 <b>Practice Time</b> 9:00 - 9:30 10:30 - 11:00 9:00 - 9:30	CAN SUI SVK FIN USA CZE GER GER SWE CAN SUI	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 1 Arena 1 Arena 1 Arena 1	12:00 14:30 12:00 13:15 15:45 13:15 15:45 <b>To Hotel</b> 10:30 12:00 10:30	16:00 20:00 16:00	13:40 18:40 13:50	19:30 23:30 19:30
June 8	2 3 4 <b>Bus</b> 1 2	8:40 11:10 8:50 11:20 9:55 12:25 10:05 12:35 12:35 7:40 9:10 9:10 7:50 9:20	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 <b>Practice Time</b> 9:00 - 9:30 10:30 - 11:00	CAN SUI SVK FIN USA CZE GER CAN SWE CAN SUI SVK	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 1 Arena 1 Arena 1 Arena 1 Arena 2	12:00 14:30 12:00 13:15 15:45 13:15 15:45 <b>To Hotel</b> 10:30 12:00	16:00 20:00 16:00 20:00	13:40 18:40 13:50 18:50	19:30 23:30 19:30 23:30
June 8	2 3 4 <b>Bus</b> 1 2	8:40    11:10    8:50    11:20    9:55    12:25    10:05    12:35 <b>To Arena</b> 7:40    9:10    7:50    9:20    8:25	10:00 - 11:00 12:30 - 13:30 10:00 - 11:00 12:30 - 13:30 11:15 - 12:15 13:45 - 14:45 11:15 - 12:15 13:45 - 14:45 <b>Practice Time</b> 9:00 - 9:30 10:30 - 11:00 9:45 - 10:15	CAN SUI SVK FIN USA CZE GER CAN SWE CAN SUI SVK FIN	Arena 1 Arena 2 Arena 2 Arena 1 Arena 1 Arena 2 Arena 1 Arena 1 Arena 1 Arena 2 Arena 2	12:00 14:30 12:00 13:15 15:45 13:15 15:45 <b>To Hotel</b> 10:30 12:00 11:15	16:00 20:00 16:00 20:00 16:00	13:40 18:40 13:50 18:50 13:40	19:30 23:30 19:30 23:30 19:30

