

Warrior 2007 ILF World Indoor Lacrosse Championship Final Report

Halifax's interest to host the 2007 World Indoor championship dates back to 2003. At that time Steve Brown a local lacrosse community leader, contacted the Halifax Metro Centre and some of us in the community to start discussing the idea. Our vision was; "to set a new standard by which all past and future world hosted indoor lacrosse championships will be measured.

The participants, fans, volunteers and media will view it as the most successful Lacrosse Championship in history. Canadians from all regions as well as visitors from far away will talk about the legendary hospitality that is Atlantic Canada.

The players and participants will not only talk about the excitement and tension of playing in the world's premier indoor lacrosse championship, but they will also remember the warm hospitality of the Halifax fans. The lacrosse fans will talk about the continuous excitement of all the events surrounding the tournament and of the exceptional lacrosse they witnessed in Halifax. The media will talk about the superb facilities for hosting the event and they will also remember the professionalism and technical capabilities of their hosts".

The bar was set high and by every measure, this Championship has been a tremendous success. More than 25,000 in attendance, the players, team managers and officials have all passed along their congratulations and compliments on a very well run Championship. Halifax's volunteers are the best in the world and once again their support and participation was a key part to the success. Securing a broad reaching television broadcast deal with little or no cost to the Championship was a major success. The 847,000 viewers in Canada and an estimated same number across Europe is a first for the sport. The local and international media coverage of the event was greater than ever and the 75 registered media at the Championship was an encouraging sign of a growing interest in the sport. The education legacy program was a particular success and should serve as a strong model for local development in years to come. The development of both an International Steering Committee and the Aboriginal Advisory Council was also key elements in the success.

The Warrior 2007 ILF World Lacrosse Championship was also a financial success. The box office, Sponsorship Committee, Education Committee and staff generated sufficient revenues to cover all cost and contribute net proceeds back to the International Lacrosse Federation, the Canadian Lacrosse Association and Lacrosse Nova Scotia.

Ticket revenues of \$190,000 exceeded projection of \$130,000. Fifty Schools and 18 corporate sponsors participated in the Adopt a School Program which brought more than 2000 youth to watch games and netted the Championship over \$20,000. This legacy project of the cross disciplinary School curriculum (lacrosse, Canadian History, and Canadian native studies) module will be passed on the local lacrosse governing body to continue.

Total gross retail merchandising sales during the world lacrosse championship was \$30,000 and an additional \$15,000 in merchandising sales was generated by the volunteers who manned and serviced the sale of the team specific merchandise.

Organizing structure

There were two principal objectives of bidding, and hosting the 2007 ILF World Indoor Lacrosse Championships. First, was as a step in the development of the game locally and regionally in our area. There is little doubt that there is greater awareness of the sport in general and of the exceptional caliber of International competition for lacrosse.

The second objective of bidding, and hosting the Championship was to assist, if successful, the international lacrosse community with a documented model of operations, procedures and timing of a championship that could be modified to local conditions for future World Lacrosse Championships.

Host Organizing Handbook

This complete document on how the local committee structured itself includes job descriptions for all positions and references the ILF regulations. Also includes the generic budget categories, timelines, and goods and services lists which should be helpful to a future championship.

Regulations

We have attempted to consolidate the ILF's regulations governing the World Indoor Championship. Several recommendations from the Halifax Committee were used to manage the Music and Awards for these indoor Championships. It is recommended to the ILF that these be approved and made part of the Bid Documentation.

The Halifax Bid and the Bid Budget were thought by the Halifax Committee to form the basis of the hosting agreement. As it turned out, the ILF has specific hosting agreement conditions that differ from the original submission. Clarity of certain ILF regulations which added additional expense such as Drug Testing should be added to the Bid Documents. It is recommended that the details of the ILF Hosting Agreement need to be made part of the Bidding Documents.

Canadian Regulations

The requirement to enter into a Hosting Agreement with Canadian Lacrosse Association is was not something the Halifax Bid committee knew existed during the bidding process. It was not until after the ILF awarded the Championship to Halifax that the HOC was informed a CLA agreement was required.

It is not unreasonable for the CLA to be reimbursed for its initial contribution should the event be profitable. However, in future it is recommended to make it clear to potential bidders what the requirements are to the CLA.

Timing of event

Back to back World Field (2006) and World Indoor (2007) cause some difficulties for the World Indoor championships.

It was more difficult for national governing bodies to put the effort necessary into the second championship before the first was completed. Even after completion of the 2006 World Championship, the daunting task of raising the necessary funds or contracting out the team to a management group and then their challenge of raising funds required the Halifax Committee to make the Championship as in expensive as possible. Several examples are the sponsorship agreement between the Championship and the local hotel for the referees which meant that the nations would not be required to cover the referees costs. Volunteers gladly billeted one national team for 5 days to assist them is their preparation costs.

As the ILF is well aware, there are challenges facing the professional players and teams in the National Lacrosse League and the Major Lacrosse League. From the Halifax Host Organizing Committees perspective, the May dates best suited the community. It turned out to be the one week off between the end of the National League final and the start of the Major Lacrosse League, the end of the hockey season in Halifax and prior to the start of the annual entertainment series in the Halifax Metro Centre.

It is recommended that the ILF consider moving one for the championships so they take place two years apart.

Team confirmation

The Event Manager spent considerable time ensuring that the Nations were going to register. The ILF regulation to commit to participate 12 month prior to the championship was not adhered to. The final teams were confirmed just 8 month prior. It is recommended that the ILF secure the final number of competing nations not less than 12 months prior.

Budgets and Finances

Halifax Host Organizing Committee was particularly conservative in projecting ticket sale revenues. With limited market awareness of lacrosse, professional advise on conservative projections from the arena and Events Halifax was particularly important.

Cash flow was a considerable problem caused in large part by counting on Canadian and Provincial government funding commitments. With no access to ticket revenue prior to the event, only grants and sponsorship revenues were available to cover the ongoing costs. It was very difficult for the host committee to finance the ongoing costs of planning and organizing a world championship.

In Halifax there is a unique quasi –governmental organization named Events Halifax, a subsidiary company of Trade Centre Limited, that exists to assist in the bid preparation and the local coordination of numerous large scale sporting and entertainment events. Events Halifax and Trade Centre Limited assisted the Halifax Host Organizing Committee in the preparation of the bid, provide office space, marketing and operational support throughout the preparation and delivery of the event. At the time when cash flow requirements could not be met staff had not been paid for 3 months, Trade Centre assumed the financial responsibility to ensure that staff and suppliers would be paid. This commitment was based on verifiable future revenues, not including ticket sales.

A number of Committees and teams had some difficulty with the potential of their budget increasing to covers costs that it was not clear the Host Organizing Committee was responsible to pay for. For example, the referees wished to be in Halifax 2-3 days prior to the Championship. It was assumed by them that their accommodations and food would be paid for by the HOC. Conversely, the HOC assumes that the afternoon prior to the championship is the start of their financial responsibility.

Similar challenges were faced by the expectations of volunteers for clothing, the teams for merchandise to give-away for promotional purposes and the referees for equipment and clothing. As the Indoor Championships continue to develop in the years ahead better clarity is needed to provide for these items.

The final accounting figures are for the cash revenues and expenditures, net of all taxes. Trade Centre Limited reported all the revenue and expenses. As a government agency this means that we did not incur the normal expenses on paying the Harmonized Sales Tax (14%) on the services and things we needed to run the championship. The value of this to the Championship is estimated at \$25,000.

Also, this accounting does not include services or materials donated or sponsored. Such as referee hotel rooms, referee food, (\$18,000) volunteer food (\$2,000), volunteer clothing (\$6000), office space (\$22,000), office phone(\$1,000), some advertising (\$29,000), television broadcasts, computers, a significant discount on truck transportation.

Professional staff

The success of Halifax is based on a single paid professional event manager and two student apprentices for 12 weeks and considerable commitment from Committee Chairs. Paid work started 19 months prior (1/2 time) at 8 months prior full time salary was paid until 1 month after the Championship.

Planning

A planning day was held with the Committee Chairs, facilitated by an event planning professional. This was paid for by the committee. The schedule that was developed is included in the final report documents as Critical Path (original).xls.

Recommendations

Other successful Championships have been built on the prior successes. It is recommended that at any given championship there be a meeting at which the previous championship Event Organizer(s) meet with the current and up coming Championship Event Organizer(s). This program, used in Halifax for other sport national and international championships is called the Observer Program.

For example, at the 2008 Championship, the 2007 and 2010 Event Organizers meet. This meeting would be hosted by the ILF at the 2008 Championship. The local Host Organizing Committee is responsible for the agenda and meeting location and the previous Event Managers travel and accommodations expenses. The upcoming Championship participation is at their cost.

Steering Committee

The Halifax Host Organizing Committee organized and chaired a bi-weekly discussion between the committee and the ILF. It is recommended that this Committee become part of the Bid Requirements.

The Steering Committee is responsible to supervise the conduct of the Championship from a technical standpoint, to ensure that the event is operated in accordance with ILF regulations and standards.

RESPONSIBILITIES

- Advise the Host Organizing Committee on all matters related to the event
- Advise on any disputes that arise during the Championship
- Involvement with the player awards
- Approve the opening and closing ceremonies as well as the pre-game, post-game, and between period procedures throughout the Championship
- Approval of award design
- Verify all team members qualified to play in the Championship
- Appoint game supervisors for each game of the Championship
- Advise on any off-floor events that involve the teams participating in the Championship
- Manage the competition, as specified in the ILF Bylaws, Regulations, and Official

Playing Rules

The membership was;
ILF, Chair Competition,
ILF Chair Indoor Competition,
Local Committee Chair
Hosting Nation President
Referee-in-Chief,
Event Manager

From time to time other people were invited to participate.

Broadcasting

The success of future World Lacrosse Championships and the revenue needed to develop the sport is contingent on electronic media revenues. These broadcast and narrowcast agreements, along with international sponsorship and marketing rights, should be under the control and management of the ILF and ideally, negotiated in advance of the championship, the terms of which become part of the bid process.

Images

All the available photos taken at the 2007 WILC have been included on DVD to the ILF office along with a copy of all 20 game DVD's.

Canadian Lacrosse Hall of Fame

Approximately 60 items including jerseys, story boards, pictures, both the Mann and Minto cups and a very rare old lacrosse stick loaned by the Canadian Lacrosse Hall of Fame were put on display in the Nova Scotia Sports Hall of Fame during the Championship. Attendance was nearly 4000 a considerable increase, nearly triple the normal attendance over other such displays for other sports.

At present there is no mention of lacrosse in the Nova Scotia Sports Hall of Fame. The success of this display may encourage the local lacrosse community to apply to one day have some lacrosse represented.

The Host Committee was responsible to ensure their articles security while in Halifax and pay for the return shipping.



Warrior 2007 ILF World Lacrosse Championship

Date		Task/ Event		Action Required	Opportunities
1	May	2004	Bid Committee Start meeting and planning		
2	November	2004	Bid Committee Submits for Canadian Bid		
3	January	2005	Bid Committee Submits to ILF		
4	July	2005	Attend and present Halifax Bid to the ILF Board, Cardiff Wales		
5	October	2005	Post, Select and Hire Event Manager		
6	November - December	2005	Establish Association		
7	November - December	2005	Recruit Committee Chairs		
8	November - December	2005	Prepare Sponsorship Package		
9	November - December	2005	Start Country Confirmations		
10	November	2005	Committee Chairs Begin Work		
11	November	2005	Planning Weekend		
12	November	2005	Recruit Coordinators		
13	November	2005	Media Partnerships		
14	November	2005	Reception for Committee Chairs & Executive		
15	January - May	2006	Professional Lacrosse League/Broadcasts		
16	January - May	2006	Television (NLL)		TV Campaign
17	January	2006	Sponsorship review by CLA and Launch		
18	January	2006	First Committee Report		
19	April	2006	Local Minor Lacrosse Leagues Start		
20	April 28	2006	Begin discussion with local TV Production Company to produce Junior A Lacrosse playoffs		
21	May	2006	Team Conformations		
22	May 19 - May 21	2006	NLL Invitational Lacrosse Camp		Chance to put
23	May 11	2006	Release press release about MVP Lacrosse Camp		
24	May 19	2006	Meeting with local sports media for support and information on marketing lacrosse		
25	May 31	2006	Press Conference to announce teams participating in the WLC and team Canada's GM		Chance to introduce yourself as sponsor
26	June	2006	Ticket Launch		
27	June 12	2006	Press release detailing NLL exhibition game press conference on June 16th		Recognition as spo
28	July 21 - July 23	2006	Garnet Knight Tournament at the Metro Centre		Recognition as spo player of game pres signage, and displa
29	July	2006	European Tournaments and championship Representation required to attend World Field Championships in London Ontario		Recognition as spo
30	July 13 - July 22	2006	Jr. A televised game at the Metro Centre		
31	July 24	2006			

32	August	8	2006	Lacrosse Nova Scotia Awards banquet	Opportunity to display product to target market	
33	September	- May	2006	In game promotion during Halifax Mooseheads hockey games and SMU football games. Plan for video and half time/intermission in game contest	Showcase product through game promotional event	
34	September	- November	2006	Maritime University Lacrosse League (field)		
35	September		2006	Begin running advertisements for the NLL exhibition game with a WLC teaser		
36	September	November	2006	Metro Under 14 and 17 league		
37	September		2006	Run elementary phys ed class tour.		
38	October	15	2006	Breakfast Television piece showcasing University Lacrosse	Recognition as sports event	
39	November		2006	Promotion through local radio station for tickets to the NLL exhibition game with a chance at the game to win a large prize		
40	November	15	2006	Evaluate status, begin Christmas advertising push		
41	November		2006	Radio promotion giving chances to win tickets to NLL exhibition game, with a chance at an even bigger prize.	Recognition as sports event	
42	November	25	2006	Host NLL exhibition game		
43	November	30	2006	Begin Christmas push	Recognition of sports event	
44	December	- January	2006	Press conference to introduce Committee Chairs		
45	December	- May	2006	Begin to place ads during NLL games through Eastlink	Recognition of sports event throughout advertising	
46	December	27	2006	Begin to place WLC ads during NLL games broadcasted through Eastlink		
47	January	May	2007	Professional Lacrosse League/Broadcasts		
48	January	- May	2007	Television (NLL)	TV Campaign	
49	January	15	2007	Lacrosse coaching clinic	Chance to display and demonstrate product	
50	February		2007	Begin metro elementary school lacrosse phys ed class	Chance to display and demonstrate product logo placement	
51	February		2007	Begin to prepare fan festival		
52	February	28	2007	Begin to start an advertising campaign for WLC	Recognition of sports event in advertisement	
53	February	28	2007	Begin advertising blitz for the WLC		
54	March		2007	Begin a weekly promotional piece in a local newspaper. This piece profiles a team each week, while building hype for the event	Recognition of sports event throughout the piece	
55	April		2007	Begin running bus shelter ads	Recognition of sports event on the ad	
56	May		2007	Run the event while hosting an opening press conference, a gala dinner, fan festival, and the event	Recognition of sports event signage, logo placement	
57	May	14 - May	20	2007	ILF World Lacrosse Championships	
58	June		2007	Distribute Final Financial Reports		
59	June		2007	Distribute Event Manual		

Daily Detail

Halifax uses a detailed daily schedule similar to other events hosted in the city. A sample is included in document DailyMasterSchedule_final.xls

Marketing

See Marketing Report done by the coop student as part of their term report. This is a regional specific activity. Some general information is included in the Marketing Schedule.

Halifax had four primary target markets

Males 18-34

Families

Corporate ticket buyers

Lacrosse participants

What we did

- arranged for a pre-season NLL game between Toronto and Philadelphia
- the game was key for the local committee to understand the scale of the up coming championship
- to start their planning with some knowledge of what they are going to do
- help sell tickets to the championship
- let the public see the caliber of game they are going to see
- establish a price for ticketing and the lack of free seating.
- (no complimentary tickets were provided to either the championship or the pre-season game unless part of an advertising or contest campaign where the event received 4 or 5 to 1 value or to a sponsor as part of their sponsorship package.
- Some successful marketing components involved gorilla marketing on the streets, a text message campaign, weekly television broadcasts of NLL games of the week (lacrosse was not broadcast in Halifax prior to the championship), lawn signs and flyer mailings.

Turf

Very challenging to find and acquire if the event is not in a city that has a "lacrosse" turf available. The tuft Halifax used was owned by the Barrie Lakeshore Lacrosse Club. A similar "lacrosse" turf was available in Vancouver, formerly owned by the Vancouver Ravens of the NLL. Rental is costly, however transportation is the largest cost factor; 14-15 rolls will fit in a single 53' trailer.

Note: future Indoor Championship organizers should be aware that there are insurance issues if a "lacrosse" approved tuft is not used.

Professional Lacrosse Players Association

National Lacrosse League

Major Lacrosse League

Collaboration with the professional leagues and associations is important. They can be helpful in advertising the event and promoting the Championship to their audiences and members. The two professional leagues, particularly to ensure they will not only endorse the championship but permit their players to participate.

It is incumbent on the ILF to open these lines of dialogue and the ILF is encouraged to do so as soon as the next location has been chosen and the dates set.

The World Championship host organizing committee or the Event Manager would be well advised to open their own lines of communication. This can ensure the very best players are able and encouraged to participate.

Primary concerns from these representatives might be the timing of the event and how that will or might conflict with their players and teams, the skill of the host organizing committee to deliver a professional event and the potential broadcasters.

Aboriginal Advisory Council.

It was felt that direct input and advice was essential from the Aboriginal community to ensure appropriate and accurate recognition and to the community was done. The Aboriginal Advisory Council is to guide and advise on the appropriate protocol and oversee the incorporation a "Gathering Ceremony" and/or "Blessing" into the opening events for the world lacrosse championship.

This ceremony, including a smudging and participation from M'ikmaq First National community. This event took place the evening before the first games of the Championship. Elders from the community participated as did all teams and volunteers. This spiritual event was well received and was a memorable aspect of the nations participation.

Membership comprised;

Shirley Francis, Patricia Knockwood, Pam Glode-Desrochers, Community Leaders

Tony Thomas, Director of the Warrior 2007 ILF World Lacrosse Championship, Lesley Dunn, Chair Volunteer Committee and Mike LaLeune, Event Manager

Conclusion

The Halifax Host Organizers set a high goal for the community and by all accounts, achieved or surpassed the target in every measure.

Thank you to the International Lacrosse Federation for the honour of hosting the Warrior 2007 ILF World Lacrosse Championship. Particular thanks go to;

Ron Balls, ILF, Chair Competition Committee

Chuck Miller ILF, Chair Indoor Competition Committee

Joey Harris, President Canadian Lacrosse Association

Stew Beggs, Referee in Chief (Bill Fox previous RIC)

Event Staff

Mike LaLeune

Coop students Meghan Tabor and Andrew Ward

Host Organizing Committee

Brian Thompson, Finance Committee Chair

Tim Coolen, Operations Committee Chair

Matt Fegan, Logistics Committee Chair

Don McLeod, Logistics Committee Deputy Chair

Nancy Irvine, Protocol Committee Chair

Wendy & Doug Bloom, Marketing Committee Co-Chairs

Dominic Nolasco, Communications & Media Services Committee Chair

Lesley Dunn, Volunteer Committee Chair

Mike LaLeune, Event Manager

Board

Bill Brydon

Steve Brown

Brian Thompson

Tony Thomas

Bruce Hamilton

Mike LaLeune

Thanks also to;

Brad Morgan for his work early in the development and planning stages.

Allan Uren at Priority Management for his assistance in the planning phase.

Scott Ferguson Executive Vice-President, Trade Centre Limited, Frank Garner Executive Director, Grant MacDonald, General Manager of Events Halifax for their advice, counsel and support throughout.

Electronic copies of all available public documents, images, game tape, budgets, schedules, plans and reports have been sent to the ILF office. Contact the ILF for details.

Sincerely submitted,



Mike LaLeune

Event Manager

September 2007

2007 World Lacrosse Championship

Halifax Nova Scotia

Event Budget

Revenues

	Submission	Final
Corporate Sponsorship	\$ 120,000	\$ 76,690.00
Government Sponsorship	\$ 90,000	\$ 60,080.00
ILF Grant	\$ 5,000	\$ 5,800.00
CLA Grant	\$ 5,000	\$ 5,000.00
Bid Travel Grant Halifax	\$ 8,500	\$ 11,000.00
Tickets	\$ 130,000	\$ 190,846.50
Program sales	\$ 4,000	
Banquet	\$ 7,500	
Clinic	\$ 2,400	
Vendor fair 50/50	\$ 1,500	\$ 1,110.57
Team entry fee	\$ 8,000	\$ 16,113.66
Merchandising share	\$ 10,000	\$ 2,988.61
Television Revenues	\$ 40,000	\$ 57,567.17
Misc		\$ 582.13
Total	\$ 431,900	\$ 427,778.64

Expenses

Venue	\$ 50,000	\$ 97,895.25
Practice Venue	\$ 2,500	\$ 5,326.55
Turf rental/transportation	\$ 15,000	\$ 9,389.29
ILF Ticket Share	\$ 13,000	\$ 9,029.07
ILF Merchandise Share	\$ 1,000	
CLA Agreement		\$ 2,452.46
Program sales	\$ 4,000	
Final Awards Ceremony Banquet	\$ 15,000	\$ 6,480.50
Clinic	\$ 700	
Vendor Fair	\$ 625	
Volunteer Clothing/Credentials/Meals	\$ 4,000	\$ 1,773.72
Refere in Chief		\$ 2,740.57
Officials, Transport/Housing/food	\$ 15,000	
Bussing		\$ 13,375.00
Awards	\$ 5,000	\$ 3,907.23
Advertising	\$ 20,000	\$ 17,194.90
Printing		\$ 10,720.21
Game Equipment	\$ 2,000	\$ -
Insurance	\$ 5,000	\$ 3,000.00
Art Work	\$ 2,500	\$ 3,655.00
Bid Travel	\$ 8,500	\$ 15,727.59
Drug Testing	\$ 2,000	\$ 4,624.49
Credit Card Fees	\$ 4,550	\$ 6,679.63
Communications	\$ 1,250	\$ 4,207.26
Program		\$ 3,000.00

Music Royalties		\$95.39
Video Equipment	\$ 750	
Television Production	\$ 40,000	\$ 48,400.00
Satellite		\$ 14,635.50
Colour Commentator		\$ 3,540.34
Hospitality	\$ 14,000	\$ 1,822.76
Official Fees		
Welcome Ceremony	\$ 7,000	\$ 5,603.39
Sponsor Servicing	\$ 7,000	\$ 7,172.56
Administration	\$ 50,000	\$ 42,219.98
Staff	\$ 70,000	\$ 68,400.00
Commission	\$ 33,000	\$ 4,710.00
TOTAL	\$ 393,375	\$ 417,778.64

Net \$ 38,525 \$ 10,000.00