

IIHF WOMEN'S WORLD CHAMPIONSHIP FINAL REPORT

Prepared by the Adirondack Sports Council

2024



WOMEN'S WORLD
CHAMPIONSHIP
UNITED STATES
Utica, NY

APRIL 3-14, 2024 • ADIRONDACK BANK CENTER • UTICA, NEW YORK



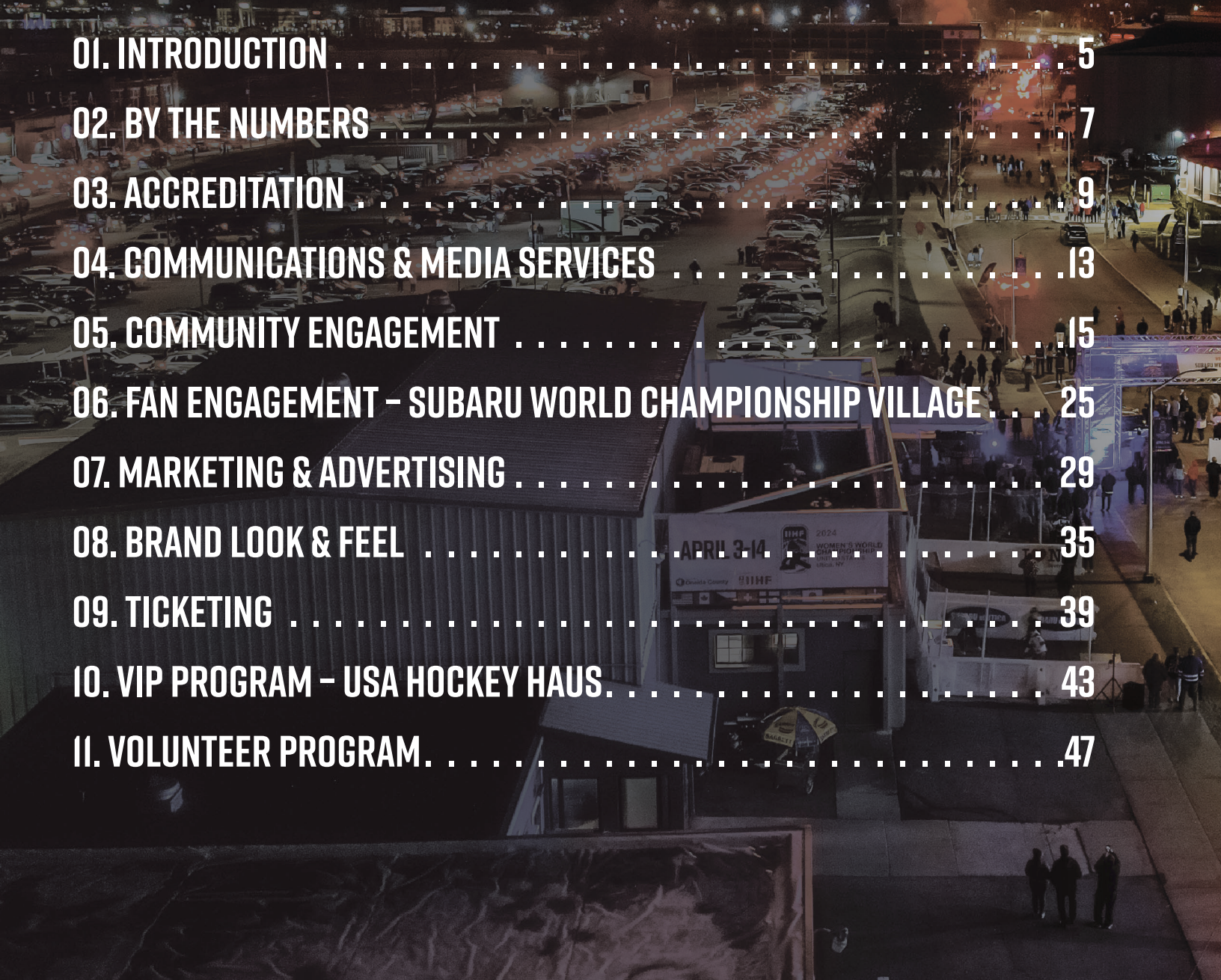
Lead Partner
Oneida County





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ADIRONDACK BANK CENTER

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USA HOCKEY HALLS OF FAME TAVERN AND GRILL

WORLD CHAMPIONSHIP

USA HOCKEY HALLS OF FAME TAVERN AND GRILL

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USA HOCKEY HALLS OF FAME TAVERN AND GRILL

WARRIORS



01. INTRODUCTION

The 2024 IIHF Women's World Championship, held in Utica, New York from April 3rd to 14th, marked a significant milestone in the history of women's hockey. This report aims to provide an overview of the organization and planning efforts on behalf of the Adirondack Sports Council that contributed to the success of the championship.

Throughout the pages that follow, readers will gain detailed insights into the event preparation, from the early stages of conceptualizing to execution, including logistics, marketing, hospitality, and community engagement. Our goal is to not only celebrate the success of this global sporting event but also to document the challenges faced and the strategies employed to overcome them, thereby setting a benchmark for future championships.

The 2024 IIHF Women's World Championship saw a total of 10 teams competing for the coveted title, with Canada emerging as the victor after defeating the United States in a thrilling final match. However, behind every successful event lies months of planning and preparation, involving various stakeholders and partners.

The key organizers of the championship included the International Ice Hockey Federation (IIHF), USA Hockey, Mohawk Valley Productions, the Oneida County Executive's Office, led by County Executive Anthony Picente and Director of Economic Development Shaun Kaleta, and the Adirondack Sports Council.

One of the major challenges faced by the organizers was managing logistics for such a large-scale event with multiple stakeholders. The use of technology and effective communication systems were vital in ensuring the smooth flow of information and coordination between all parties.

In addition to logistics, marketing played a significant role in promoting the championship and attracting spectators. Through strategic partnerships with local businesses,

media outlets, and community organizations, the event was able to garner widespread attention and support. This not only helped in filling up the seats at the games but also contributed to boosting the local economy.

The championship also had a positive impact on the host community, both economically and socially. It brought together people from various backgrounds and cultures, creating a sense of camaraderie and celebration. The influx of visitors also led to increased revenue for local businesses such as restaurants and hotels.

But perhaps the most rewarding aspect of organizing such an event is the lasting legacy it leaves behind. The championship not only provided a platform for world-class athletes to showcase their skills but also served as a source of inspiration and motivation for aspiring young athletes. It brought attention to women's ice hockey and encouraged more young people to participate, which is expected to lead to its growth and development in the region and beyond.

Hosting a major sporting event like the IIHF Women's World Championship requires meticulous planning, efficient execution, and collaboration between various stakeholders. It goes beyond just showcasing athletic abilities but also has significant economic, social, and cultural impacts on the host community.

Being entrusted with the organization and hosting of this event transcends mere logistical achievement; it embodies an invitation to stand at the forefront of sportsmanship, uniting cultures in a grand celebration of human potential and resilience.

BY THE WAY



02. BY THE NUMBERS

- Highest-ever attended IIHF Women’s World Championship held in the United States.
 - 68,840 – Total Attendance Over 29 Games
 - 2,373 – Average Attendance Per Game
 - 66,616 – Total Tickets Sold Over 29 Games
 - 2,297 – Average Tickets Sold Per Game
 - 7 – Number of Sell-Outs
- Previous Host Cities in the United States
 - Lake Placid, NY (1994)
 - Minneapolis, MN (2001)
 - Burlington, VT (2012)
 - Plymouth Township, MI (2017)
- The Adirondack Bank Center at the Utica Memorial Auditorium broke its modern-day attendance record, twice.
 - 4,017 – USA vs. Canada on April 8, 2024
 - 4,142 – USA vs. Canada on April 14, 2024 (gold medal game)
- 50,000 key cards were ordered by Oneida County Tourism and provided to local hotels with a QR code linking to the official website of the 2024 IIHF Women’s World Championship.
- 14,000 Activity Books were distributed to grades 2-6 students in Oneida, Herkimer and Madison counties in promotion of the tournament.
- 11,352 people attended the live concerts at the Subaru World Championship Village during the tournament.
- 5,883 local primary and elementary students attended a game for free.
- 3,025 people attended the VIP USA Hockey Haus during the tournament.
- 1,222 volunteer shifts were completed by 213 volunteers.
- 537 people (including students from seven local high schools) attended the “Women in Sport Summit” at Utica University on April 5, 2024; all went to the Canada vs. Switzerland game for free.
- 29 Accredited Media Outlets attended and reported from the tournament.
 - 26 from the United States
 - 6 from Canada
 - 4 from other countries
- 29 games were broadcast on television (NHL Network and ESPN+).
 - First time all 29 games were broadcast on television.

EVENT BUDGET			
CATEGORY	BUDGET	ACTUAL	DIFFERENCE
Brand, Identity & Look	\$330,000	\$323,751	\$6,249
Communications	\$65,000	\$47,073	\$17,927
Community Engagement	\$165,000	\$147,609	\$17,391
Fan Zone Operations	\$640,000	\$611,923	\$28,077
Marketing	\$155,000	\$148,491	\$6,509
Volunteer Program	\$70,000	\$69,615	\$385
Operations	\$575,000	\$575,000	\$0.00
TOTALS	\$2,000,000	\$1,923,462	\$76,538

Oneida County received a \$55,268 grant from Empire State Development’s Market NY Grant Program to help support this event.

AGGRESSION



03. ACCREDITATION

MISSION AND ROLE

The Adirondack Sports Council was responsible for planning, managing, producing, and distributing accreditations for the 2024 IIHF Women's World Championship. The overall mission and goal of the accreditation team was to provide an added level of security for all clients and partners involved in the tournament and to be able to quickly identify client groups. Leading up to and during the tournament, the accreditation team worked closely with the IIHF, USA Hockey, and the venue to ensure individuals had the appropriate access.

KEY RESPONSIBILITIES

- Work with Venue team to gather and import personal information of staff needed for accreditation system.
- Work with Director of Volunteers to gather and import personal information of volunteers needed for accreditation system.
- Label and upload headshots in the correct format into accreditation software.
- Coordinate with IIHF, USA Hockey, and Venue team to ensure accredited individuals have appropriate access within venues.
- Manage and train accreditation volunteers and interns.

FACILITIES

The Utica University Nexus Center served as the Accreditation Headquarters for the 2024 IIHF Women's World Championship. The Accreditation Headquarters was in the pro shop, an ideal location within the venue. It was easily accessible and a double set of doors outside of the entrance of the Headquarters funneled individuals into the Accreditation Center before entering the main part of the Utica University Nexus Center.

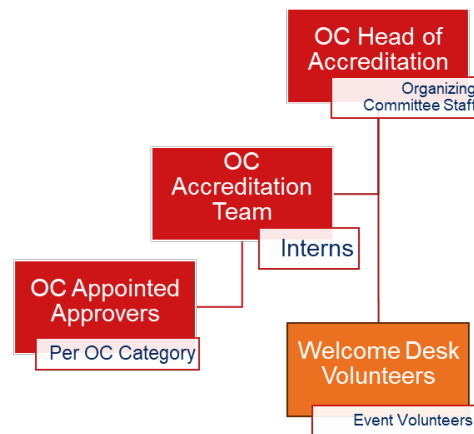
PRIMARY GAMES TIME ROLE

- Printing and distribution of accreditations.

STAFFING PLAN AND STRUCTURE

The Head of Accreditation for the Organizing Committee (OC) was responsible for working closely with the IIHF, USA Hockey, and the Venue team to gather data on accredited individuals and import it into the accreditation database. Once the Accreditation Center was open, 1-2 interns helped the Head of Accreditation on-site in importing data and headshots, taking photos of individuals who did not have an associated headshot, printing credentials, and working with volunteers to laminate and distribute them.

There were three categories for Appointed Approvers in the OC: Volunteers, Venue, and Organizing Committee (in this case, USA Hockey). For all other areas, a member of the IIHF was the appointed approver.



BUDGETING

The main expense from the Accreditation Headquarters and Uniform Distribution Center budget was creating a branded look and feel for the space, which included window wraps, tablecloths, and table runners.

Other smaller expenses included office supplies such as a shredder, paper cutter, and additional laminating

sheets. IIHF and USA Hockey provided supplies such as laminators, ring lights, accreditation paper (A4), laminating pouches, and lanyards. Printers were ordered locally from a technology vendor, and delivery and pick-up were coordinated by USA Hockey.

ACCREDITATION HQ – HOURS OF OPERATION		
DAY/DATE	COMPETITION DAY	HOURS
Thursday, 3/28	Pre-Tournament	10:00 - 14:00
Friday, 3/29	Pre-Tournament	10:00 - 14:00
Saturday, 3/30	Pre-Tournament	10:00 - 14:00
Sunday, 3/31	Pre-Tournament	10:00 - 14:00
Monday, 4/1	Pre-Tournament	10:00 - 14:00
Tuesday, 4/2	Practice Day	10:00 - 14:00
Wednesday, 4/3	Preliminary Round	10:00 - 19:30
Thursday, 4/4	Preliminary Round	10:00 - 19:30
Friday, 4/5	Preliminary Round	10:00 - 19:30
Saturday, 4/6	Preliminary Round	14:00 - 19:30
Sunday, 4/7	Preliminary Round	10:00 - 14:00
Monday, 4/8	Preliminary Round	10:00 - 14:00
Tuesday, 4/9	Preliminary Round	10:00 - 14:00
Wednesday, 4/10	Preliminary Round	10:00 - 14:00
Thursday, 4/11	Preliminary Round	10:00 - 14:00
Friday, 4/12	Practice Day	10:00 - 14:00
Saturday, 4/13	Semifinals	13:00 - 19:30
Sunday, 4/14	Finals	11:00 - 17:30

PRE-EVENT PREPARATION

FEBRUARY 2024

- Meet with USA Hockey and IIHF to discuss overall accreditation operations and overview of IIHF's Accreditation software.
- Designation of Head of Accreditation within the Organizing Committee.
- Confirmation of Accreditation Headquarters location.

MARCH 2024

- Finalize accreditation headquarters hours of operation.
- Gather personal data of accreditation individuals, including full name, date of birth, gender, nationality, and headshots.
- Assign functional areas, groups, and functions of accredited individuals through the excel import sheet or manually in the accreditation center.
- Upload collected headshots into accreditation software.
- Meet with Accreditation Interns to educate and discuss credentialing, software, and flow of accreditation headquarters set-up.
- Set-up Accreditation Headquarters space including layout, equipment preparations, technology set-up, etc.

IN-TOURNAMENT OPERATIONS

MARCH/ APRIL 2024

- Work with IIHF to print credentials of the functional areas under their purview including Teams, Host Broadcast, RTV, IIHF staff, and guests.
- Take headshots of accredited individuals who did have a headshot assigned.
- Train accreditation volunteers on the process including confirming accreditation with form of photo identification, credential receipt signatures, volunteer uniform distribution, and media gift distribution.

- Contact Appointed Approvers of individuals who come into the accreditation office but are not in the accreditation software.

KEY FINDINGS AND RECOMMENDATIONS

Team accreditations were picked up by each team's representative based on a pre-scheduled meeting time with the IIHF and are not accounted for in the table above.

There were several challenges faced at the accreditation center at the beginning of the event. The printers arrived a day before the accreditation headquarters opened, but the network for the event was not established until later that evening. Due to this, the printers had to be connected to laptops via hardwiring, which caused a change in the layout of the accreditation headquarters. Also, the laptop that the IIHF had shipped was not functional, so the Adirondack Sports Council provided laptops for the accreditation process.

It would be beneficial for the Head of Accreditation to conduct 2-3 venue walk-throughs prior to the event with each client group to ensure that each group has appropriate access and zones are clearly defined.

One of the challenges faced during the 2024 IIHF Women's World Championship event was the lack of clear and established access control points from the beginning of the tournament. Signage was not put up throughout the buildings until several days into the tournament, causing confusion among the venue staff and volunteers, and leading to a high number of unnecessary credential reprints. Due to the number of reprints, the Accreditation team quickly went through the allotted A4 credential paper and laminating pouches. More supplies had to be transported from Europe in the middle of the event.

COMMUNICATIONS



04. COMMUNICATIONS MEDIA SERVICES

MISSION AND ROLE

The Adirondack Sports Council's Communications Department (COM) planned, managed, and executed the communications activations prior to and during the 2024 IIHF Women's World Championship. Ahead of the 12-day global women's ice hockey tournament and festival, COM's aggressive communications plan capitalized on traditional and non-traditional media trends, with the overall goal of bringing awareness to the tournament, City of Utica, Oneida County, USA Hockey, International Ice Hockey Federation (IIHF), participating nations, brand identity, ticket sales, merchandise sales, volunteer recruitment, and potential supporters/sponsors. During the tournament, COM worked in partnership with the IIHF and USA Hockey communications departments to manage and assist attending accredited media with a fully functional on-site media workroom, tribune, still photography stations, and mixed zone, while providing daily facts, stats, game notes, and access to the participating athletes, coaches, and officials.

KEY RESPONSIBILITIES

- Work with Mohawk Valley Garden (MVG) and USA Hockey to develop media and public relations strategy.
- Promote the 2024 IIHF Women's World Championship to local, regional, national, and international media.
- Develop and distribute press releases, organize and manage press conferences.
- Develop a 'Crisis Communications Plan' for Subaru World Championship Village.
- Interface with USA Hockey, MVG, and IIHF communications departments to ensure coordinated messaging and ensure consistency.

- Work closely with USA Hockey communications department to assign and manage media services interns and volunteers.

IN-TOURNAMENT MEDIA SERVICES OPERATIONS

- With USA Hockey, plan design, and manage Main Media pressroom.
- With USA Hockey, plan and manage media tribune, designed photography areas, media tribune and set up for 2024 IIHF Women's World Championship closing press conference.
- Provide accredited, on-site media with daily facts, stats, game notes, and access to the participating athletes, coaches and officials.
- Assign daily photography position for still photographers.

FACILITIES

2024 IIHF Women's World Championship media were provided three zones in which they could report from.

- Main Pressroom
 - Provided with media services desk, electricity, Wi-Fi, ethernet, printer, snacks, beverages, televisions for viewing games.
- Media Tribune
 - Provided with electricity and Wi-Fi.
- Mixed Zone
 - Provided with electricity.
- Assigned "photography locations" in and around the Adirondack Bank Center for which they could take photographs of the tournament for editorial purposes only.

PRIMARY GAMES TIME ROLE

Managed Communications operations and activities and ensured needs of on-site accredited media were well met.

BUDGETING

The largest line items in the COM budget were as follows:

- Grassroots, pre-tournament promotional and public relations events.
- Press Conferences highlighting accomplishments and milestones.
- Give-aways, promotional materials, including 2024 IIHF Women's World Championship branded t-shirts, pins, magnets, stickers, pucks, etc.
- Printing of 2024 IIHF Women's World Championship clothing and signage.
- Promotional giftbags for attending, accredited 2024 IIHF Women's World Championship media.

PRE-EVENT PREPARATION

OCTOBER 2023

- Introductory Press Conference, introducing media, City of Utica, and Oneida County residents to the 2024 IIHF Women's World Championship.
- Introduction of Adirondack Sports Council as official Organizing (LOC) of the 2024 IIHF Women's World Championship.
- Introduction of full 2024 IIHF Women's World Championship all-tournament ticket package.
- Attend selected events for grassroots for pre-tournament promotional and public relations activities.

NOVEMBER 2023

- November 5, 2023 – 150 days out from beginning of the 2024 IIHF Women's World Championship.
- Release full 2024 IIHF Women's World Championship participating nations and tournament schedule.
- Introduction of 2024 IIHF Women's World Championship volunteer program.

- Introduction of 2024 IIHF Women's World Championship internship program with Utica University, Hamilton College and Mohawk Valley Community College (MVCC).
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

DECEMBER 2023

- December 25, 2023 – 100 days out from beginning of the 2024 IIHF Women's World Championship.
- Virtual press conference with Utica Comet head coach Kevin Dineen, former Team Canada Olympic team head coach, promoting the 2024 IIHF Women's World Championship and its impact on the City of Utica and Oneida County.
- Release of Team USA Games ticket package.
- Promotion of holiday season and 2024 IIHF Women's World Championship.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

JANUARY 2024

- Continued promotion of single game tickets and Team USA game packages.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

FEBRUARY 2024

- February 3, 2024 – 50 days out from the beginning of the 2024 IIHF Women's World Championship.
- Accreditation requests for media opens.
- Introduction of the Women in Sport Summit.
- Introduction of the Subaru World Championship Village.
- Introduction of 2024 IIHF Activity Book.
- Introduction of "Road to Utica" NHL Network documentary.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

MARCH 2024

- Continued promotion of Subaru World Championship Village.
- Introduction of Subaru World Championship Village bands.
- Introduction of 2024 IIHF Women's World Championship quarterfinals, bronze medal and gold medal ticket sales.
- Introduction of pre-tournament camps for the 10 participating nations.
- Service media attending pre-tournament camps.
- Closure of accreditation period.
- Promotion of all ticket sales for 2024 IIHF Women's World Championship.
- Promotion of April 8 USA vs. Canada preliminary round game... sold-out.
- Promotion of look & feel for the City of Utica and Oneida County.
- Distribution of 2024 IIHF Women's World Championship spectator guide.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.
- Introduction of NHL Network and ESPN+ broadcast schedule.
- Introduction of Team USA Roster.
- Development of Subaru World Championship Village 'Crisis Communications Plan.'
- Organize and assign media services interns and volunteers.

IN-TOURNAMENT OPERATIONS

COMMUNICATIONS STAFFING

- Jon Lundin – Organizing Committee Media Operations Director
- Dave Fischer – USA Hockey & Organizing Committee Media Manager

ZONES

1. **Main Media Pressroom:** In operation April 2-14, the main media workroom opened each morning for team practice and remained open for 90 minutes following each day's final competition. The pressroom provided all the necessary services to accredited media covering the 2024 IIHF Women's World Championship.
2. **Mixed Zone:** Located near the Zamboni Pit, Toyota Entrance of the Adirondack Bank Center, offered media the opportunity to interview selected players and coaches following practice and after each tournament game. The mixed zone operated from March 24-April 14.
3. **Media Tribune:** The media tribune provided on-ice level workspace for accredited media covering the 2024 IIHF Women's World Championship. The Tribune featured tabled seating as well as ethernet, Wi-Fi, and electrical power.
4. **Photography Positions:** Assigned by the IIHF, photo positions "photo holes" were available to still photojournalists on assignment in selected ice-level areas of the Adirondack Bank Center. The positions allowed the photojournalists to adequately cover each of the 2024 IIHF Women's World Championship's 29 games without interfering with the fan experience. Additionally, a photo position, in the Adirondack Bank's section 218, was made available to still photographers on a first come, first serve basis.
5. **Press Conference:** Only one press conference was held, April 14, at 10:30 a.m. ET. It took place in the Adirondack Bank Center's Utica Club Lounge, accommodating the accredited media. No other press conferences during the tournament were held. All athlete and coaches' interviews took place in the mixed zone. Moderated by USA Hockey's Dave Fischer, the press conference included Luc Tardif, President of the IIHF; Zsuzsanna Kolbenheyer and Marta Zawadzka, Co-Chairs of the 2024 IIHF Women's World Championship and also both members of the IIHF Council; Pat Kelleher, Executive Director of USA Hockey; Robert Esche, President of Mohawk Valley Garden; Tereza Sadilova, Co-President, 2025 IIHF Women's World Championship

and Jiri Sindler, Co-President, 2025 IIHF Women's World Championship.

ACTIVATION

- Media services volunteer orientation.
- Media accreditation distribution.
- Gift bag and accreditation distribution.
- Media services desk.
- Service media reporting from media tribune.
- Service media reporting from main press center.
- Operate and facilitate tournament mixed zone.
- Assign daily photo locations for still photographers.
- Produce and distribute timely and accurate press releases relating to tournament play and Subaru World Championship Village activities/events.
- Media main pressroom, tribune, still photography positions and mixed zone setup.
- Media food & beverage plan (included snacks & beverages).
- Services provided to accredited media in attendance.

- For the first time in tournament history, all 29 games were broadcast on television on NHL Network or ESPN+.
- Highest attended IIHF Women's World Championship tournament in the United States. 68,840 fans attended, 2,300 fans in attendance per game, for the 29-game tournament.
- Record attendance for event at Adirondack Bank Center, USA vs. Canada, April 8, (4,017 attendance).
- 36 volunteers worked a total of 189 shifts. Roles included Media Center Host, Media Tribune Host and Mixed Zone Host.
- Volunteer shift attendance rate, 95%.

Overall 2024 IIHF Women's World Championship Impressions and Ad Value Equivalency.

**Final impressions and ad value equivalency (AVE) numbers reported from Baker Communications.*

KEY FINDINGS AND RECOMMENDATIONS

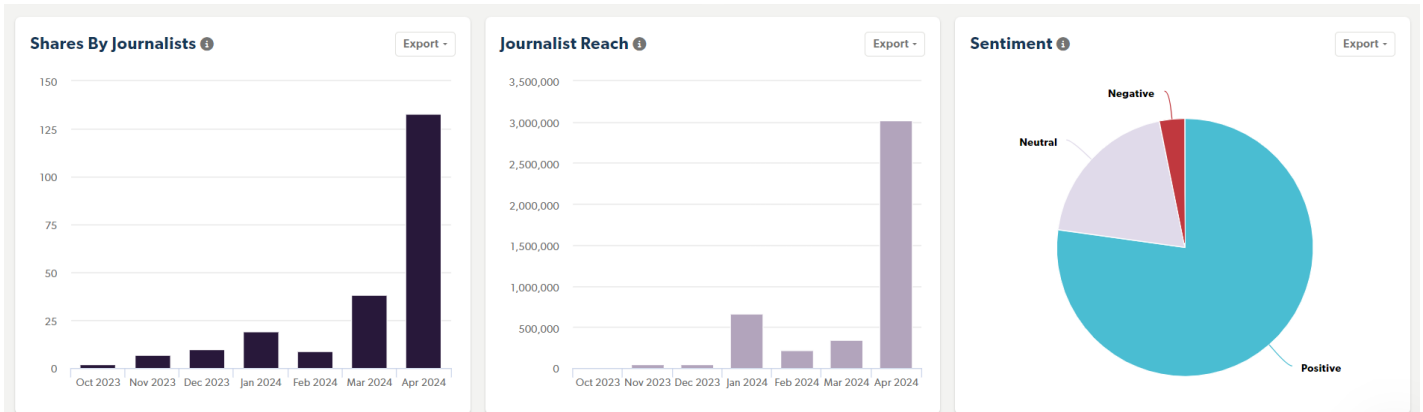
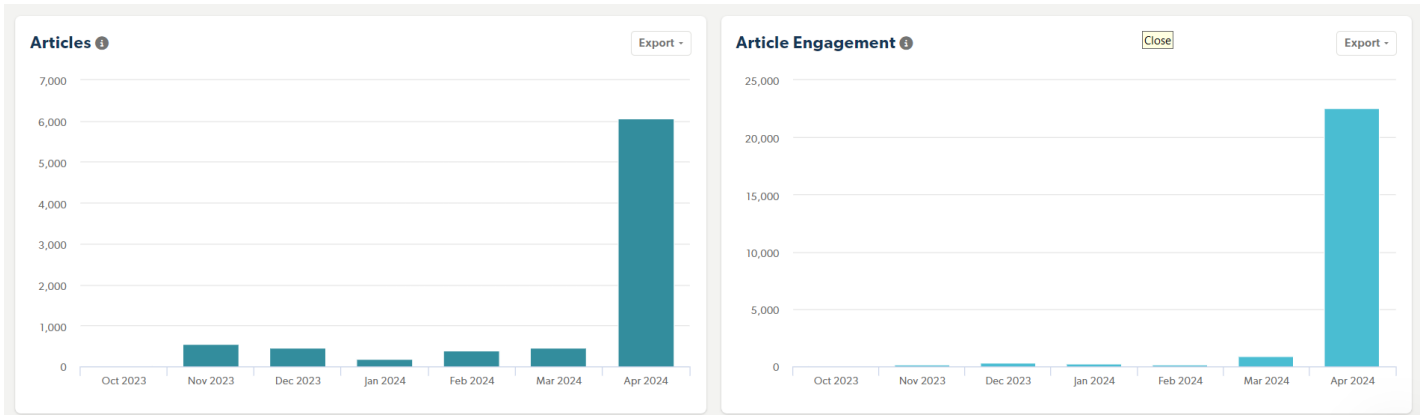
- Media Center operations April 2-14, 2024.
- Media Center opened daily to national team practice sessions and all tournament games.
- 71 total media in attendance (50 journalists, 21 photographers).
 - Number of Media Outlets Accredited for 2024 IIHF Women's World Championship.

UNITED STATES	CANADA	INTERNATIONAL
26	6	4

- 2024 IIHF Women's World Championship was broadcast to nine of the 10 participating nations. Only Denmark did not take the world feed.
- TSN (Canada) produced the tournament globally and was the rights holder to the Canadian Market. The NHL Network was the official U.S. rights holder in the United States. Other games were featured on ESPN+.

IHF WOMEN'S WORLD CHAMPIONSHIP UTICA – APRIL 2024

8,128 Articles ⓘ (1,291 unique)	24,347 Total Engagement ⓘ	2 Average Engagement ⓘ	218 Journalist Shares ⓘ
4.33M Journalist Reach ⓘ	1.31M Average UVM Insights by similarweb	10.69B Total UVM Insights by similarweb	\$102.5M Total AVE ⓘ



Article Summary ⓘ

Date ▼	Articles ⇅	Average UVM ⓘ ⇅	Total UVM ⓘ ⇅	Total Engagement ⓘ ⇅	Journalist Shares ⓘ ⇅	Journalist Reach ⓘ ⇅
April 2024	6,054	1,431,498	8,292,666,421	22,528	133	3,020,872
March 2024	464	971,733	419,788,468	889	38	340,064
February 2024	400	1,862,974	724,697,065	172	9	218,409
January 2024	176	1,898,721	326,579,955	253	19	662,171
December 2023	464	1,506,167	685,306,024	323	10	40,611
November 2023	557	428,721	236,225,028	138	7	41,773
October 2023	13	285,782	2,572,039	44	2	2,285

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05. COMMUNITY ENGAGEMENT

MISSION AND ROLE

The Adirondack Sports Council's Community Engagement Department planned, managed, and executed activities prior to and during the 2024 IIHF Women's World Championship. Ahead of the 12-day global women's ice hockey tournament and festival, the Community Engagement personnel capitalized on traditional and non-traditional trends, targeting school and community groups, and area businesses with the overall goal of bringing awareness to the tournament, City of Utica, Oneida County, USA Hockey, International Ice Hockey Federation (IIHF), participating nations, brand identity, ticket sales, merchandise sales, volunteer recruitment, and potential supporters/sponsors. Six months prior to the tournament, Community Engagement worked in partnership with Oneida County Tourism, Greater Utica Area Chamber of Commerce, Utica Comets, all schools within the OHM BOCES and OM BOCES, Charter Schools, Private Schools, and Utica University to engage the entire region.

KEY RESPONSIBILITIES

- Bring awareness of 2024 IIHF Women's World Championship to all area businesses through the Greater Utica Area Chamber of Commerce, Oneida County Tourism (OCT), social media, press, as well as outreach via Bandwango Trail Pass. Bandwango examples: Discover Utica Trail, filled with 100+ locations to visit while in Utica. Explore coffee shops, restaurants, nightlife, attractions & more.
- Engage young students in the excitement leading up to the event.
- Create, print, and distribute Activity Booklet to grades 2-6 in Oneida, Herkimer, Madison, and parts of Otsego Counties. Designed to be educational and create excitement for the 2024 IIHF Women's World Championship.

- Bring students to games to experience, perhaps, a once-in-a-lifetime opportunity.
- Bring the "Women in Sport Summit" to Utica University to make young people aware of how things have changed in women's sports and engage them in thinking differently. Include showing of "Keepers of the Game" to educate youth about issues that are still present in today's society and how groups have overcome.

MASTER SCHEDULE OF PLANNING ACTIVITIES

2023

- Connect and create relationships with GUACOC and OCT.
- Attend Chamber of Commerce gatherings in Utica to grow relations and promote the event.
- Begin creating list of area schools based on regional BOCES.
- Connect with Director of "Keepers of the Game" film, Judd Ehrlich.
- Acquire permission from Dick's Sporting Goods to show film.
- Plan layout of Activity Booklet.
- Assist in procurement of gifts for tournament athletes and IIHF.

2024

- Opened registration for "Women in Sport Summit" through EventBrite site.
- Confirmed location for "Women in Sport Summit" at Utica University.
- Complete creation of Activity Booklet.
- Communicate with BOCES Superintendents.

- Communicate with School Principals.
- Promote “Women in Sport Summit” through various outlets.
- Begin collecting data on area schools (excel spreadsheet).
- Create list of topics for “Women in Sport Summit.”
- Invite Panelists based on their expertise.
- Communicate with Oneida Indian Nation via Oneida County to invite Louise McDonald Herne – Bear Clan Mother of Mohawk Indian Nation.
- Create “Women in Sport Summit” Program and Notebook.
- All materials, Activity Booklet, Summit notebook, and Summit program, go to print. Pens also ordered.
- Activity Books were delivered to 14,000 students with assistance from Utica Comets organization.
- Media event at Westmoreland Upper Elementary School with assistance from Utica University Women’s Hockey Team and Oneida County.
- TEAMS meeting with Panelists.
- Created Run of Show and Script for “Women in Sport Summit.”
- Communicate with Todd Pfennestiel, President of Utica University, regarding food for Summit attendees.
- Worked with IT department and Facility department of Utica University to create environment for “Women in Sport Summit.”

- Began communication with Judd Ehrlich, re: “Keepers of the Game.”
- Create line of communication with our BOCES Superintendents.
- Begin collecting data related to districts including individual schools within districts, grade level populations, addresses, contact personnel, and contact information.
- Select date for “Women in Sport Summit” (Friday, April 5, 2024).
- Select dates and times that students would attend games in collaboration with Utica Comets team and Oneida County.

DECEMBER 2023

- Attend selected Holiday events for grassroots pre-tournament promotional and public relations activities.
- Communicate with representative from Dick’s Sporting Goods regarding potential sponsorship or involvement in “Women in Sport Summit.”
- Communication with Utica University regarding use of facility for “Women in Sport Summit.”
- Confirmed use of Utica University for “Women in Sport Summit.”

JANUARY 2024

- Attend selected events for grassroots pre-tournament promotion.
- Select Athlete gifts and gather quotes from vendors.
- “Women in Sport Summit” flyer created.
- Open Eventbrite for registration of attendees to “Women in Sport Summit.”
- Review ideas for “Player of the Game” awards.
- Begin collecting information from schools wishing to attend games (see excel sheets) IIHF groups School (1) Document updated daily.
- Inviting panelists began mid-month (Mara Smith) Jan17.
- Continued communication with schools.
- Created Activity Booklet.

PRE-EVENT PREPARATION:

OCTOBER 2023

- Attend selected events for grassroots pre-tournament promotion and public relations activities.

NOVEMBER 2023

- Attend selected events for grassroots pre-tournament promotions and public relations activities.
- Pitch idea of “Women in Sport Summit” to USA Hockey.

- Continued distribution of information regarding Summit to NYSAHA, Individual Amateur teams, DIV I and III colleges, CAN/AM Hockey, all area Athletic Directors.

FEBRUARY 2024

- Constant communication with schools, gathering data.
- Activity Booklet distribution to area schools, 14,000 pieces.
- Meet virtually with Panelists, create format for Summit.
- Begin crafting Run of Show for “Women in Sport Summit.”
- Activity Booklet completed and sent to print February 8.
- Introduction of the “Women in Sport Summit” in media.
- Introduction of 2024 IIHF Activity Book in media– Westmoreland Elementary School, distribution 2/27 with Utica Univ. Women’s Hockey Team.
- Update Oneida Co. and Comets weekly on school group #'s.

MARCH 2024

- Make accommodations for panelists.
- Backdrop for Summit created and ordered with poles.
- Select decor for Summit with Utica University.
- IT needs for Summit confirmed with Utica University staff.
- Field calls and emails daily from schools.
- Coordination of arrival of school groups to Adirondack Bank Center.
- Honorariums and accommodations for panelists sent on 3/13.
- Coordinate Summit dinner for April 5, at Iconic by obtaining a reservation and designing and sending formal invites to panelists, guests, and dignitaries.
- Run of Show for Women in Sport Summit (Karlán Jessen).
- Script for Women in Sport Summit (Karlán Jessen).

- Make changes to school attendance dates, schools cancelled for Eclipse on April 8, moved groups to alternate days for attendance.
- Weekly student #'s report to Oneida County, ABC, and ADKSC.

APRIL 2024

- Arrive in Utica April 2.
- Confirm with Panelists, made a last minute panelist change on 4/1.
- Gather payment information for Panelists.
- April 3,4,5, and 9 meet and greet students, and assist with all logistics regarding students arrival and departure.
- Printed materials, “Women in Sport Summit” Program, Notebook, Thank You notes, etc. Collected from PJ Green in Utica.
- Assist other areas during preliminary rounds.
- Meet at Utica University 4/4 to discuss set up and ROS.
- Final student numbers for game day sent to Adam Pawlick (daily).
- Coordinate arrival of school groups on game days and assist with setup.
- April 4 – Snow Day – many schools change to alternate date or cancelled.
- Fielded calls and emails daily from schools.
- Coordinate day of “Women in Sport Summit.”
- Distribute Honorarium checks day of “Women in Sport Summit.”
- Write and distribute thank you notes to all who helped.
- Depart Utica late afternoon of April 9.

LINKS

- Women In Sport Summit Flyer
- Game Day Information for Schools
- Utica City Schools Slideshow

IN-TOURNAMENT OPERATIONS:

STAFFING

Tricia Preston, Kim Beach, Mara Smith, Karlan Jessen, Bethany Valenze, and Joell Stetson.

SCHOOL GROUPS GAME DAYS

Elicited volunteer help from Utica University Women's Hockey team to assist with arrival of school groups. They helped hand out numbers for buses as well as passes to bus drivers. Escorted groups to sections and answered questions.

Comets team was always on hand. Worked closely with Comets staff for student arrival, seating, and departure from arena.

WOMEN IN SPORT SUMMIT

Utica University Women's Hockey team were hostesses for the morning. Ushered guests into the gymnasium, answered questions. Asst. Coach Melissa Lomanto and Head Coach Dave Clausen helped to organize the group. Mara, Karlan, Kim, and Tracy were all on hand.

TECHNOLOGY

Utica University IT group, headed by Michael Roberts, ensured that all technology for the day was set and ready to go.

FACILITY

Utica University Facility team, headed by Rich Kennedy, ensured that the facility was set up and clean for the event. They also cleaned the facility after the event and returned it to its original state.

FOOD

Utica University food service Sodexo provided bag lunch items for the entire group of 550, compliments of Dr. and Mrs. Pfennestiel.

ADMINISTRATION

University President Todd Pfennestiel, Athletic Director Dave Fontaine, and Assistant AD Jim Murnane all assisted in preparation and execution of the event.

KEY FINDINGS

Below are the three major Community Engagement designed opportunities that were completed. Various groups within the region were engaged.

1. Activity booklet data

ACTIVITY BOOKS	NUMBER OF SCHOOLS
14,000	55

- Activity Books were delivered to each school by Utica Comets group on February 27, 2024. Funded by OC.
 - Media event at Westmoreland Elementary School, Activity Books delivered by Utica University Women's Hockey team on February 27, 2024.
2. School groups that attended the 11:00 am games on each of the dates in the chart below.

DATE	SCHOOLS	STUDENTS	BUSES
April 3	12	2,709	73
April 4	4	680	15
April 4*	17	2,543	
April 5	6	537	12
April 9	10	1,957	52
Totals	32	5,883	152

*Pre-snow day numbers; **50% of the cost paid for by OC

- Constant communication with school groups regarding attendance at games beginning in February. Thursday, April 4 – Snow Day for some area schools. Adjustments in scheduling were made and schools were offered to attend a game at the same time on either Friday, April 5 or Tuesday, April 9.
3. Women in Sport Summit data – Friday, April 5
 - 537 registered attendees on Eventbrite, closed registration on 4/4.
 - 550 notebooks/branded and printed.
 - 550 programs/branded and printed.
 - 550 lunches prepared by Sodexo Food Service of UU.
 - 537 tickets to 3:00pm Canada vs. Switzerland game. Funded by OC.

- 7 school groups in attendance.

RECOMMENDATIONS

- Having staff with knowledge of how schools operate is key when school groups are being targeted for attendance.
- Begin communication with key groups months ahead of event. This line of communication will ensure that any issues are resolved prior to the event.
- Utica University and its VIK sponsorship afforded the Organizing Committee the ability to create a higher-level Summit to benefit all attendees.
- The coordinated effort with Oneida County Tourism was an added benefit for reaching a wide area of potential fans of hockey who would then attend the event.

WAG



06. FAN ENGAGEMENT

SUBARU WORLD CHAMPIONSHIP VILLAGE

MISSION AND ROLE

The Subaru World Championship Village was designed to add an additional element of community celebration and entertainment to the tournament. The Village was modeled after typical fan experiences associated with other major events but offered in an abbreviated format. Combining food, games, and entertainment in both indoor and outdoor environments added texture and depth. The space chosen to host the SWCV also became a legacy of the tournament as now the upgraded facility can serve multiple purposes post tournament.

KEY RESPONSIBILITIES

- Design and build a space that will elevate the tournament experience for fans and the general public.
- Provide an alternative dining experience for fans since The 72 was being utilized for the VIP venue.
- Provide a visible exterior experience to draw people into the tournament and create excitement both before and after games.
- Provide a space that will exude USA spirit especially pre-game for Team USA games.

IN-TOURNAMENT SUBARU WCV OPERATIONS

- The space was initially upgraded and designed by MVG staff and partners.
- Adirondack Sports Council assisted with branding, menu design, and managing entertainment, games, and flow.
- The hours of operation were set to appeal to crowds before and after the tournament game schedule and was closed on off-days.

- Food was prepared either in the indoor kitchen or in tent outdoors, weather permitting.
- Indoor games included:
 - Corn hole
 - Foosball
 - Bubble hockey
 - Multi-ball
 - Branded eclipse glasses
- Outdoor activations included:
 - Ferris Wheel
 - Street Curling
 - Laundry Shoot
 - Corn hole
 - Accuracy shot games
- One main entrance through an overhead door allowed for crowd control. A second access point allowed for staff and bands.
- Nineteen bands and DJ's performed throughout the tournament and were hosted in a makeshift green room built in an adjacent connected space.

MASTER SCHEDULE OF PLANNING ACTIVITIES

2024

- January-initial conceptualizing and begin renovations.
- February-continued conceptualizing and renovations. Begin contracting with bands and activations.
- March-confirm bands, confirm food & beverage plan, contract security and infrastructure services, confirm activations, identify volunteer roles, hire event staffing.

- April-execution

EXPENSE CATEGORIES

- Structural Improvements
- Entertainment
- Fixtures and Furnishings
- Food & Beverage
- Staffing
- Games and Activations

THE EXPERIENCE

The weather played a big role in affecting the ability to engage fans in outdoor activations. The Ferris wheel was only open three days out of nine due to high winds, rain, or snow. Total Ferris wheel rides recorded over 10 days is 450. In general, the Subaru World Championship Village was a success. There was something to engage every age group from pre-school to senior citizen. Anecdotally, fans returned for multiple visits, came to see the bands, and then stayed to enjoy the atmosphere.

Fireworks surprised and delighted fans on the first and last days of the tournament, set to the background of live music piped into the street from the indoor stage. The fireworks were situated so that fans could watch them while making their way from the arena and fan village towards the parking lot after games.

Branding and décor was an eclectic mix of urban grunge and sports bar marrying both local graffiti artist work with neon, brick, and classic sports motifs. Television screens

ensured a constant menu of games and live action. Music kept the party hopping with speakers both inside and out.

The food menu was simple with multiple variations of dogs and burgers and a full bar catered to every taste bud.

The Multi-ball gaming system brought a blank wall to life creating an interactive sports experience that appealed heavily to kids during the day and grown kids at night. Over 68 hours were logged on the gaming system in total. See details for specific games below.

GAME	PLAY DURATION
Targets	22:39:19
Goal	14:13:58
Darts	5:40:55
Air Hockey	2:17:35
Soccer	1:41:08
Tennis	0:25:15
Football For Peace	0:21:14
Rackets	0:19:42
Ghost Hunt	0:08:50
Pong	0:07:45
Invaders	0:04:52
Badminton	0:01:04
Slots	0:01:04
Total Time	68:15:20

The Team USA Virtual Jersey Experience lived on the concourse inside the Adirondack Bank Center and engaged nearly 900 fans and harvested over 300 fan email addresses that can be used for future marketing purposes.

BAND SCHEDULE AND ATTENDANCE NUMBERS

DATE	ACT	TIME	ACT	TIME	EOD ATTENDANCE
Wednesday, April 3	Alexandra Kay	5pm	DJ Ease	9-11pm	1,240
Thursday, April 4	Showtime The Band	4pm	DJ Okane	9-11pm	189
Friday, April 5	Alan Carl	5pm	Last Left	9-11pm	1,372
Saturday, April 6	Andrew Jannakos	5pm	Yellow Dog	9-11pm	2,442
Sunday, April 7	Tom Nitti	4pm			1,755
Monday, April 8	Jake Maurer	5pm	Showtime The Band	9-11pm	1,564
Tuesday, April 9	Dusty Puppies	4pm	DJ Okane	9-11pm	480
Wednesday, April 10	CLOSED		CLOSED		
Thursday, April 11	Last Left	4pm	DJ Okane	9-11pm	1,058
Friday, April 12	CLOSED		CLOSED		
Saturday, April 13	Shaun 'Big Sexy' Smith	12pm		9-11pm	1,252
Sunday, April 14	Dylan Marlow	3pm		9-11pm	1,711
Total					11,352



WARRIORS



07. MARKETING & ADVERTISING

MISSION AND ROLE

The Adirondack Sports Council's Marketing Department planned, managed, and executed the marketing activities prior to and during the 2024 IIHF Women's World Championship Tournament. Ahead of the 12-day global, women's ice hockey tournament and festival, Marketings expansive advertising plan capitalized on traditional and non-traditional outlets, targeting audiences, with the overall goal of bringing awareness to the tournament, City of Utica, Oneida County, USA Hockey, International Ice Hockey Federation (IIHF), participating nations, brand identity, ticket sales, merchandise sales, and potential supporters/sponsors.

KEY RESPONSIBILITIES

- Work with Oneida County Executive's Office, Mohawk Valley Garden (MVG), and USA Hockey to develop a marketing strategy.
- Promote the 2024 IIHF Women's World Championship through local, regional, and national outlets.
- Develop and rotate creative throughout multiple outlets.
- Interface with Oneida County Executive's Office, USA Hockey, MVG, and IIHF marketing departments to ensure coordinated messaging and consistency.

BUDGETING:

The marketing and advertising budget line items were as follows:

- Advertising through digital, print, social, and TV outlets.
- Graphic design to create the look of the event.
- Photography and videography to capture the event.

PRE-EVENT PREPARATION

OCTOBER 2023

- Attend selected events for grassroots pre-tournament promotional and public relations activities.

NOVEMBER 2023

- Develop advertising creative for team review and approval.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

DECEMBER 2023

- Solidify outlets in which creative would be placed within.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

JANUARY 2024

- Launch advertising plan to push tickets sales for the 2024 IIHF Women's World championship.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

FEBRUARY 2024

- Launch additional advertising creative in various outlets.
- Attend selected events for grassroots pre-tournament promotional and public relations activities.

MARCH 2024

- Tweak messaging throughout all creative to target specific games to boost ticket sales.

APRIL 2024

- Tweak messaging throughout all creative to target specific games to boost ticket sales.

ADVERTISING BY THE NUMBERS:

USA HOCKEY SOCIAL MEDIA

- Facebook and Instagram:
 - Impressions: 2,417,438
 - Clicks: 17,308
 - CTR: .72%
 - Conversions: 494
 - Est Revenue Generated: \$54,811
- Display:
 - Impressions: 1,097,431
 - Clicks: 1,366
 - CTR: .12%
 - Conversions: 204
 - Estimated Revenue Generated: \$22,918

NY & NEW ENGLAND HOCKEY JOURNAL

- Print Ads:
 - Total Placements: 8 (1 per month per publication)
- Digital Ads:
 - Total Ad Views: 234,557
 - Clicks: 206
 - CTR: 1%
 - Top Country: USA – 96.1% (Canada – 2.88%)
 - Top State: Massachusetts – 53.6% (CT – 9.3%, NY – 9.22%, NH – 4.33%, RI – 3.35%)
 - Top City: Boston – 20.54% (NYS – 8.26%, Milton, MA – 3.16%, Arlington, MA – 3.11%, Providence, RI – 2.8%)
- TV Ads: NSEN
 - Spots: 30 (double our promised number of placements)
 - Reach: 7 million households across the USA

WKTV

- Broadcast Placements:

- WKTV News Channels: 360
- NBC: 120
- CBS: 96
- OTT (Streaming TV) Ads:
 - Total Impressions: 266,647 (134,647 more impressions than expected)
 - Video Completion Rate: 78.9% (TV – 98.4%, Mobile – 76.1%, PC – 83%, Tablet – 91.1%)
 - Clicks: 317
 - CTR: .12%
- Ticket/Jersey Contest: Digital Banner Ads
 - Impressions: 425,996
 - Clicks: 435
 - CTR: .1%
- Ticket/Jersey Contest: Video Ads
 - Impressions: 94,607
 - Clicks: 83
 - CTR: .09%
- Ticket/Jersey Contest: Social Media Ads
 - Impressions: 5,543
 - Clicks: 149
 - Engagements: 166
- Ticket/Jersey Contest: Dedicated Homepage Ads
 - Impressions: 99,338
 - Clicks: 119
 - CTR: .12%
- Broadcast TV Ads:
 - Total Spots: 389 (January-February) *Note: March reports come out at the end of April and April reports come out at the end of May.

WUTR

- OTT Placements:
 - Total Impressions: 100,519
 - Completions: 97,475
 - Completion Rate: 96.97%
- Broadcast Placements:
 - WUTR ABC: 330
 - NHL on ABC (Brought to you by the 2024 IIHF Women's World Championship): 16
 - Primetime Rotator: 46
 - Eyewitness News at 6pm: 26
 - Eyewitness News at 10pm: 26
 - Eyewitness News at 11pm: 26
 - GMA: 26

- All Day Rotators: 490
- WFXV-Fox: 314
- NASCAR Races: 8
- WPNY: 280

LOCALIQ

- TIKTOK Ads:
 - Total Impressions: 443,157
 - Women: 210,179
 - Men: 228,249
 - Video Views: 378,027
 - Clicks: 108,405
 - CTR: 24.46% (big CTR!)
 - Women: 25.85%
 - Men: 23.39%

ROME SENTINEL

- Print Placements:
 - Total Placements: 41
 - Boonville Herald Placements: 13
- URSentinel.com:
 - Total Impressions: 129,712
 - Clicks: 93
 - CTR: .07%
- Sentinel Facebook:
 - Reach: 120,587
 - Engagements: 1,508
- Ticket Push Posts:
 - Number of Dedicated Ticket Sale Posts: 43
 - Reach: 12,500

Spectator Guides: Sentinel single copy sales increased significantly when the spectator guides were announced

- Inserts: 8,000
- Distributed: 7,000

PARK OUTDOOR BILLBOARDS

- General Ticket CTA:
 - Plays: 169,907
 - Total Duration: 377:29:00
- Quarterfinals Ticket CTA:
 - Plays: 10,492
 - Total Duration: 23:17:00
- Semifinals Ticket CTA:
 - Plays: 4,182
 - Total Duration: 9:16:00
- Go For Gold Announcement:
 - Plays: 2,924
 - Total Duration: 6:30:00

ONEIDA COUNTY TOURISM PR & MEDIA

- Billboard Campaign (month of March):
 - 5 billboard locations - 275,000 views, 8 second ads
 - Social media — 1.6+ million Views
 - Websites — 115,000 click links
 - USA 73% of viewers, 27% of viewers
 - Highest average viewer group - between 38 and 61 years old
- Bandwango Discover Utica Trail:
 - 184 total downloads
 - 94 check-ins/redemptions
 - 119 people opted in for receiving marketing communication
 - 14 posters redeemed
 - Evergreen for a year (will use for Boilermaker, Lacrosse, etc.).
 - On my personal page – 33 clicks for Bandwango Trails link
 - Post on IG – 13 shares, 4 saves, 6 comments
- C&D Promoted Digital Campaigns:
 - WKTV video – 522,800 gross impressions
 - IIHF Tik Tok video – 40,332 reach
 - META – 1,080,416 reach





- IG reel on personal page – collab with OCT – 183 likes, 4,023 views, 11 shares
- Organic Social Media:
 - Live video at Subaru Village – 26 likes, 1,216 reach
 - Live video at practice rounds – 33 likes, 1,591 reach, 5 shares
 - Solar Eclipse graphic – 58 likes, 18 comments, 98 shares
 - Collab post via Adk Bank Center – 17.8k views, 698 likes, 92 shares
 - IIHF highlight reel on Instagram
- Interviews, Articles & Press:
 - Sentinel Media (2/24) – ‘The Nexus Effect’ – An impact with many ripples across city, region. Via Lee Arthur.
 - Sentinel Media (3/21) – ‘The co-owner of the Copper City Brewing Company will be awarded the 2024 Christopher P. Destito Tourism Leadership

- Award at the Oneida County Tourism annual meeting’
 - 98k reach
- Observer Dispatch (3/28) – ‘Oneida County Tourism excited to welcome guests from far and wide for IIHF tournament’
 - 90k reach
- WKTV (3/28) – ‘Oneida County Tourism Launches Initiative Showcasing 100 Utica Businesses’ – news article & TV interview
 - Article 194k reach
- Observer Dispatch Twitter/X (3/29) – Tweet re: IIHF tournament
- WTKV – Tweet re: Bandwango trail
- Central New York Business Journal (4/1) – ‘New discovery trail promotes Utica as women’s world hockey championship comes to town’
 - 16k reach

- Daily Sentinel (4/1) – ‘Oneida County Tourism introduces digital trail to highlight Utica’s attractions’
 - 98k reach
- Sentinel Media Company Twitter/X (4/2) – Tweet re: Bandwango trail
- Utica OD (4/3) – Hungry at the women’s hockey tournament? Here are some options you might want to explore
 - 89.7k reach
- WKTV Twitter/X (4/3) – Tweet re: eclipse
 - 752 views
- Utica Observer Dispatch, USA Today – ‘More events, watch parties announced for Monday’s eclipse’ – via interview with OD
 - 71 million reach
- WKTV (4/15) – ‘That’s a Wrap! IIHF Women’s World Championship Impact on Area’ –
 - 232k reach. Via interview with WKTV.
- 2024 Oneida County Destination Guide:
 - Launched these at the IIHF opening day of the tournament
 - Went through more than eight boxes at the tournament alone
 - Shondel has been distributing to partners and working with other companies to store and ship them across NYS and beyond for us

- Would like to change these out seasonally with different images.

KEY FINDINGS AND RECOMMENDATIONS

Overall, our advertising plan exceeded expectations in terms of the number of placements, completion rates, and conversions. We saw multiple outlets go above and beyond with not only the number of spots, but the number of primetime spots, digital banner locations, and social media messaging. The Oneida County region was by far the highest targeted region, followed by greater NY State, and then those towns and cities within a 4-6 hour radius of Utica. We had nice coverage across the entire east coast by targeting hockey fans who resided within a 6-hour radius.



HOTEL KEY CARDS

- 50,000 key cards made, ordered and shipped to all hotels across Oneida County Tourism by October.
- QR code scan linked to IIHF Page – will change this to downloading our digital guide.

BRAND



08. BRAND LOOK & FEEL

MISSION AND ROLE:

The Adirondack Sports Council's Branding Department planned, managed, and executed the brand look during the 2024 IIHF Women's World Championship Tournament. Ahead of the 12-day global women's ice hockey tournament and festival, the branding team ideated, created, and executed on over 500 pieces of signage, wraps, and banners with the overall goal of bringing a party-like atmosphere to the tournament, City of Utica, and Oneida County.

KEY RESPONSIBILITIES:

- Work with Oneida County Executive's Office, Mohawk Valley Garden (MVG), and USA Hockey to develop a branding strategy to create the Subaru World Championship Village and VIP USA Hockey Haus.
- Promote the 2024 IIHF Women's World Championship by transforming downtown Utica into the 2024 IIHF Women's World Championship Hockey Hub.
- Develop creative that both excites and represents the tournament branding set forth by the IIHF.
- Interface with Oneida County Executive's Office, USA Hockey, MVG, and IIHF marketing departments to ensure a consistent look and feel across all areas of the tournament.

BUDGETING:

The largest line items for the Brand Look & Feel budget were as follows:

- Interior Subaru World Championship Village Wraps
- City-Wide Look and Feel Build Out
- VIP USA Hockey Haus at 72 Bar & Grill

PRE-EVENT PREPARATION:

OCTOBER 2023

- Dissect IIHF Brand Guidelines and kick off branding conversations amongst the great team.

NOVEMBER 2023

- Develop shirt designs, sticker designs, and magnet designs for grass roots marketing initiatives.

DECEMBER 2023

- Develop Subaru World Championship Village layout maps and renderings.
- Develop Light Pole Banner designs, pull up banner designs, large banners for city placements, city bus wraps, and Sangertown Mall takeover pieces.



JANUARY 2024

- Launch of various city-wide branding efforts to begin to transform Utica into the 2024 IIHF Women's World Championship hub.

FEBRUARY 2024

- Continued build out of the city-wide look and feel as well as kick off of transforming the interior building space of the Subaru World Championship Village.

MARCH 2024

- Construction of the Subaru World Championship Village, VIP USA Hockey Haus.

APRIL 2024

- All branding and city-wide look is up promoting the 2024 IIHF Women's World Championship, Subaru World Championship village, and VIP USA Hockey Haus.

BRANDING DE-COMMISSION PLAN

Large brand look items that were removed from installations the day after the event were saved for distribution to volunteers, staff and community members. All banners in good condition were distributed within a 4 hour window to those parties plus sponsors and Oneida County. I Love NY banners were donated to the New York State Fair to be re-used during the Fair and promotional events. 97% of all salvageable branded items were either reused or redistributed.





ADIRONDACK

ICE ENTRANCE

WELCOME TO THE
2024 IIHF WOMEN'S
WORLD CHAMPIONSHIP

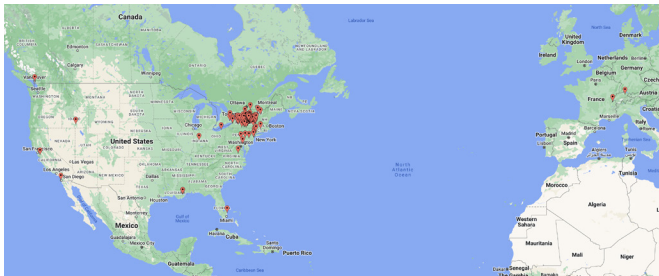


09. TICKETING

Ticketing for the IIHF Women's World Championship was managed by Mohawk Valley Productions. Tickets were initially sold as an all-session package beginning September 29, 2023. In December of that year, a Team USA package was offered that included four Team USA preliminary games for \$125 per package. Single game tickets went on sale on March 13, 2024.

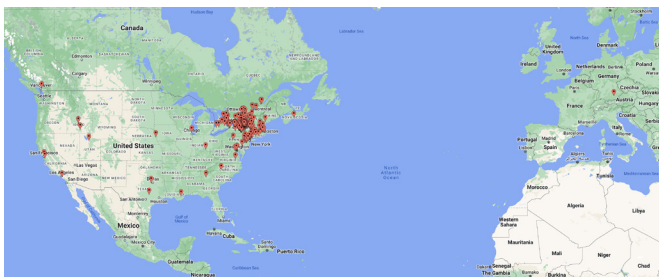
GEOGRAPHIC TICKET SALES

USA VS. SWITZERLAND - OPENING NIGHT (WEDNESDAY 4/3)



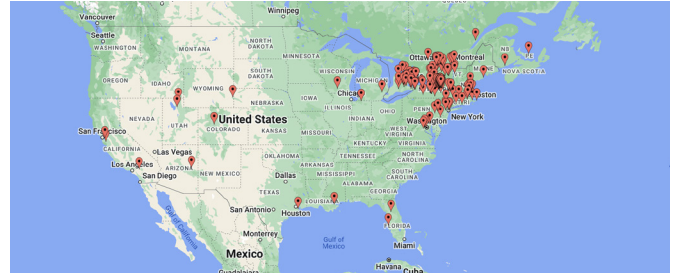
- 517/669 buyers from NY State (includes 200 in person sales)

USA VS. CANADA PRELIMINARY (MONDAY 4/8)



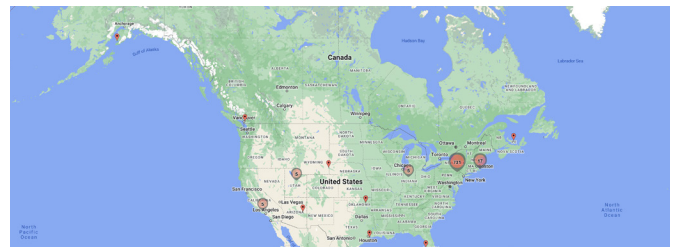
- 894/926 buyers from NY State (Includes 250 in person sales)
- 26 buyers from Ontario

CANADA VS. CZECHIA SEMIFINAL (SATURDAY 4/13)



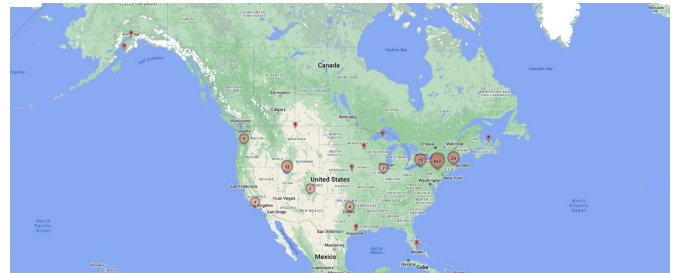
- 152/450 buyers from NY State
- 54 buyers from Ontario
- 22 Buyers from Quebec
- 185 in person buyers

USA VS. FINLAND SEMIFINAL (SATURDAY 4/13)



- 966/1019 buyers from NY State (includes 300 in person sales)

USA VS. CANADA GOLD MEDAL (SUNDAY 4/14)



- 1,019/1,238 buyers from NY State (includes 400 in person sales)
- 92 buyers from Ontario
- 27 buyers from Quebec

TICKET SALES AND ATTENDANCE

DATE	TIME	GAME	TOTAL TICKETS	ATTENDANCE
4/3/24	11:00:00 AM	DEN vs. SWE	3744	3721
4/3/24	3:00:00 PM	FIN vs. CZE	1306	1306
4/3/24	7:00:00 PM	USA vs. SUI	3806	3920
4/4/24	11:00:00 AM	CHN vs. JPN	3362	2308
4/4/24	3:00:00 PM	DEN vs. GER	1386	1386
4/4/24	7:00:00 PM	CAN vs. FIN	1512	1650
4/5/24	11:00:00 AM	SWE vs. CHN	3600	2041
4/5/24	3:00:00 PM	SUI vs. CAN	2017	2141
4/5/24	7:00:00 PM	CZE vs. USA	3776	3880
4/6/24	3:00:00 PM	JPN vs. GER	1805	1831
4/6/24	7:00:00 PM	FIN vs. USA	3866	3902
4/7/24	11:00:00 AM	SWE vs. JPN	1643	2194
4/7/24	3:00:00 PM	CAN vs. CZE	1969	2004
4/7/24	7:00:00 PM	CHN vs. DEN	1548	1548
4/8/24	11:00:00 AM	GER vs. SWE	1404	1808
4/8/24	3:00:00 PM	SUI vs. FIN	1310	1391
4/8/24	7:00:00 PM	USA vs. CAN	3935	4017
4/9/24	11:00:00 AM	GER vs. CHN	1352	2638
4/9/24	3:00:00 PM	CZE vs. SUI	1360	1388
4/9/24	7:00:00 PM	JPN vs. DEN	1550	1619

April 2023 vs. April 2024 Hotel Occupancy Rates in Oneida County (According to Oneida County Tourism)

- There was a 6% increase in demand.
- There was a 9% increase in occupancy.
- There was a 16% increase in Average Daily Rate.
- There was a 22% increase in revenue.*

*April 2023 vs. April 2024 estimates.

TICKET SALES AND ATTENDANCE

DATE	TIME	GAME	TOTAL TICKETS	ATTENDANCE
4/11/24	10:00:00 AM	QF1 (FIN vs. SUI)	1310	1399
4/11/24	1:00:00 PM	QF2 (CZE vs. GER)	1351	1388
4/11/24	5:00:00 PM	QF3 (CAN vs. SWE)	1459	1512
4/11/24	8:30:00 PM	QF4 (USA vs. JPN)	3175	3504
4/13/24	11:00:00 AM	PLACEMENT	1350	1423
4/13/24	3:00:00 PM	SF1 (USA vs. CAN)	3841	3989
4/13/24	7:00:00 PM	SF2 (CAN vs. CZE)	1916	2121
4/14/24	1:00:00 PM	BRONZE (FIN vs. CZE)	1871	2014
4/14/24	4:00:00 PM	GOLD (USA vs. CAN)	4092	4142

WILSON



10. VIP PROGRAM

USA HOCKEY HAUS

MISSION AND ROLE

The USA Hockey Haus was planned to elevate the hospitality experience for fans and stakeholders during the 2024 IIHF Women's World Championship. The VIP space was designed, built, and managed as a collaboration between the Mohawk Valley Garden staff and the Adirondack Sports Council utilizing an existing restaurant adjacently connected to the Adirondack Bank Center that is known as the 72 Restaurant and Tavern. The concept was to provide a space for VIPs, sponsors, full tournament package holders, and general public who purchased day passes or full tournament passes to enjoy a VIP experience.

KEY RESPONSIBILITIES

- Design and build a space that will elevate the tournament experience for special guests and anyone who wishes to purchase a pass.
- Provide an on-site dining solution for IIHF staff.
- Provide a hosted experience for USA Hockey staff.
- Provide a space that will exude USA spirit, especially pre-game for team USA games.

IN-TOURNAMENT VIP SERVICES AND OPERATIONS

- The space was primarily managed and operated by MVG staff and supported by ADKSC staff plus volunteers.
- The hours of operation were 11am-9pm or through the first part of the 3rd period of the evening game.
- Food was refreshed throughout the day with morning brunch options and late afternoon light supper options including salads, meats, crudité, charcuterie, and desserts.

- Fan gifts were offered to spark spirit and excitement. They included:
 - 300 Branded boxes of gummy bears
 - 456 Branded red, white, and blue M&M's
 - 10,500 American flags (for USA Hockey Haus and giveaways)
 - 700 Custom USA frosted sugar cookies
 - Branded aluminum tumbler with purchase of signature 'Lady Liberty' cocktail
 - 1,000 event-branded eclipse glasses
- Two entrances were available for guests, one from outside the ADK Bank Center and one from inside the lobby. Volunteers were stationed at each of the doors from 10:30am-8pm.

MASTER SCHEDULE OF PLANNING ACTIVITIES

2024

- January-initial conceptualizing
- February-continued conceptualizing
- March-Spirit gifts finalized and ordered, furnishings contracted and ordered
- April-Execution

INCOME AND EXPENSES

The largest budget items for the VIP Program included fixtures, furnishings, food, beverage, and amenities.

VIP PASS DISTRIBUTION

1. Full Tournament Ticket Packages: Full tournament ticket packages included one VIP all tournament pass. 19 All Event VIP Passes were sold.



2. Day Passes: Fans could purchase a day pass for the VIP experience at \$40 per day. 512 day passes were sold.
3. Corporate Partners & Guests: Corporate partners and guests of Mohawk Valley Gardens were given passes.
4. IIHF: The International Ice Hockey Federation utilized the USA Hockey Haus for on-site meals.
5. USA Hockey: USA Hockey staff was afforded passes to access the USA Hockey Haus Amenities.

PASS	SOLD	REVENUE
Day passes sold	512	\$20,480
All Event Passes	19	\$4,750
Totals	531	\$25,230

KEY FINDINGS

VIP guests were counted by volunteers as their passes were checked entering the space from both inside and outside doors. Guests were counted by “session,” in other words, people would have been counted twice if they entered in the morning and then again in the afternoon. It was assumed that counting sessions of consumption would be a more meaningful metric than just people. Therefore, each number below indicates how many people total entered the space to consume food and alcohol.

USA HOCKEY HOUSE	
DAY	COUNT
Wednesday, April 3	328
Thursday, April 4	200
Friday, April 5	141
Saturday, April 6	283
Sunday, April 7	162
Monday, April 8	425
Tuesday, April 9	147
Thursday, April 11	314
Saturday, April 13	645
Sunday, April 14	380
Total	3,025

RECOMMENDATIONS AND LEARNINGS

The security to enter the arena for gametime did not initially accommodate the re-entry policy for the USA Hockey Haus. Eventually, it was decided controlling the traffic flow exiting through the doors could be directed through the existing security and ticketing checkpoints and a handstamp would indicate that those two criteria had been met.

However, for any future events, it is recommended that a full review of traffic flow be undertaken to ensure fluid and comprehensive management of both security and ticketing.



WORLDWIDE



II. VOLUNTEER MANAGEMENT

MISSION AND ROLE

The Adirondack Sports Council's Volunteer Management department planned, managed, and oversaw all volunteer roles required by IIHF, USA Hockey, Mohawk Valley Garden, and the Adirondack Sports Council (ADKSC). The Volunteer Management department reached out and recruited college-age students, locals from the greater Utica area, and season ticket holders of the Utica Comets team. The main aim was to enlist volunteers for various roles, with a minimum commitment of 2 shifts.

KEY RESPONSIBILITIES

VOLUNTEER PROGRAM

- Create a volunteer inquiry form to collect all pertinent information for interested volunteers, including contact information, demographic information, availability, areas of interest, and emergency contact. Manage and update as needed.
- Create a volunteer friendly job description for each volunteer role.
- Create a volunteer headcount plan for the functional area (FA) that utilizes volunteers, including a shift schedule and volunteers per shift, across all organizations including USA Hockey, ADKSC, IIHF and Mohawk Valley Garden.
- Build the volunteer database using a volunteer management software, VolunteerLocal, to include all volunteer jobs, shifts, and descriptions. Manage and update as needed.
- Assign volunteers to shifts within VolunteerLocal. This includes offering different volunteer roles based off their volunteer inquiry form. For general roles, volunteers received links to select their own shifts. For more specialized roles, volunteers received a password protected link to select shifts within the specific role (ex: doping control).

- Design, order, and manage distribution of staff and volunteer uniforms.
- Manage background check process by distributing the background check links (background screen, background screen with MVR, Canadian resident background screen) and corresponding information to volunteers. Ensure all volunteers complete and pass background check.
- Create and distribute any required volunteer training.
- Create food and beverage matrix based on volunteer headcount plan.
- Be the primary point of contact for all volunteers until they are handed over to their main point of contact (Functional Area lead) at the start of the event. After that, act as the primary point of contact for all staff members who need assistance with volunteers. This includes addressing scheduling conflicts, point of contact issues, uniform queries, and general volunteer questions.

INTERNSHIP PROGRAM

- Contact and meet with colleges and universities in Oneida County that have related programs and internship opportunities.
- Create internship program overview and requirements.
- Create an intern application to collect all pertinent information for interested interns. The form included all contact information, demographic information, availability, areas of interest, and emergency contact. Manage and update as needed.
- Schedule and conduct interviews with interested interns.

- Create an official offer letter for all accepted interns.
- Remain the main point of contact for all interns until official handoff to their main point of contact.

MASTER SCHEDULE OF PLANNING ACTIVITIES

2023

- Create volunteer inquiry form.
- Release volunteer inquiry form to the public.

2024

- Create intern application in VolunteerLocal.
- Complete volunteer headcount plans.
- Create database (VolunteerLocal).
- Offer volunteer roles to interested volunteers.
- Interview interns and send offer letters.
- Order staff and volunteer uniforms.
- Conduct background checks.

PRE-EVENT TIMELINE

OCTOBER 2023

- Create first draft of volunteer operations timeline.
- Create volunteer inquiry form and get approval from USA Hockey, ADKSC, Oneida Co.
- Create template for volunteer headcount plan and distribute to all FA's that will be utilizing volunteers (Version 1).

NOVEMBER 2023

- Open volunteer inquiry form to the public.
- Start build out of volunteer database (VolunteerLocal).

DECEMBER 2023

- Open intern application.
- Continue building volunteer database (VolunteerLocal).

JANUARY 2024

- Version 2 of volunteer headcount plan.
- Begin assigning volunteers to shifts – this will be ongoing through event time.
- Select and design volunteer and staff uniform.
- Conduct intern interviews, assign to roles.

FEBRUARY 2024

- Background check link provided by SportsEngine and distributed to all volunteers assigned to shifts.
- Place order for volunteer and staff uniforms.
- V1 of volunteer meal plan.

MARCH 2024

- Inventory and separate volunteer and staff uniforms.
- Distribute link for SafeSport training – Transportation, Team Services, Doping Control.
- V2 of volunteer meal plan.

IN-TOURNAMENT OPERATIONS

STAFFING

- Head of Volunteer Management – Bethany Valenze, FA Volunteer Point of Contact.
- Accreditation Kim Beach.
- Credential Checkpoint Scott Neiss.
- Doping Control Chaperone Casey Jorgensen.
- Door Giveaway Assistant Matthew LaRochelle.
- Off-Ice Sport Volunteer Tom Hart.
- Media Services Jon Lundin.
- Merchandise Assistant Ari Gaeta, Alexis Nassar, Angela Gaeta.
- Subaru World Championship Village Tyrone Mullings, Pat Manning, Mike Martineau, or Karlan Jessen.
- Team Services Scott Aldrich.
- Transportation Scott Neiss.
- VIP Karlan Jessen.

FACILITY

Volunteer lounge was located on the second floor of the Utica University Nexus Center. Meals were served there as well.

FOOD

All volunteers received 1 meal (lunch or dinner) per shift they worked. If they worked two shifts, they received two meals. Lunch and dinner were prepared and served buffet-style at the Utica University Nexus Center.

DATA COLLECTED

UNIFORMS

Total number of uniforms distributed

GARMENT	XS	S	M	L	XL	2XL	3XL
1/4 Zips	5	50	119	165	157	65	34
Jackets	5	10	29	40	27	5	5

Accuracy of size run – With the contingency in sizing, all volunteers received their requested size. We had a few requests for 4XL, but because the ¼ zips ran big, they were able to wear a 3XL.

Due to the buffet-style serving and access given to ADKSC staff, EMS, Police, and security personnel, we are unable to provide a total count of volunteer meals served.

VOLUNTEER NUMBERS

- Total volunteers — 213
- Total volunteer shifts — 1,222
- Average number of shifts per volunteer — 5

Review of volunteers and shifts – The volunteers in the greater Utica area were excellent to work with. They were all outgoing, hardworking, and willing to pick up additional hours. The average shift length was between 4-6 hours and had a 2-shift minimum. Most volunteers completed more than 2 shifts. The first shift was 6am and the last one ended around midnight.

KEY FINDINGS AND RECOMMENDATIONS

Planning volunteers for the event proved to be quite challenging since several roles were not confirmed until shortly before the event. This delay in finalizing the roles presented some difficulties in communicating with potential volunteers in a timely manner. Additionally, there were some unforeseen requests for volunteers that arose at the last minute, which made it more challenging to coordinate.

Furthermore, a late requirement was introduced for all volunteers to undergo background checks, and most of them needed to be SafeSport certified. There were also some issues related to uniform and meal counts that needed to be addressed.

Therefore, the organizing committee recommends that certain standards should be followed for volunteer programs, such as conducting background checks, providing SafeSport training for volunteers interacting with minors, conducting volunteer training for staff, establishing a point of contact for volunteers for each functional area, and developing a protocol for handoffs. There should also be a one-on-one meeting between staff and volunteer coordinators to determine shifts and volunteer needs.

Moreover, more support is needed for the volunteer program since events cannot happen without volunteers. Therefore, the volunteer program should be given priority, along with marketing and communications. While there will always be last-minute requests and changes, the volunteer headcount plan should be finalized about three months before the event, if not earlier.



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TOYOTA

17
TOYOTA

37
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24
TOYOTA

WALTER
5
TOYOTA

29
TOYOTA





14

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USA

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6

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6

15

TOYOTA

FRANKEL

31

16

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8



NBT BANK

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FEDERAL CREDIT UNION

12
BARNERMAN

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HEALTHY. CONFIDENT. INSPIRING.
WE THINKING TO SAVE YOU MONEY.

11
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