



Proposal to host the

2013 Junior World Orienteering Championships

Presented to the Board of Directors
Bay Area Orienteering Club
September 14, 2009
(Condensed version)

A report by the BAOC JWOC task force

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Task Force

- Authorized January 2009 by BAOC Board of Directors
- Charter:
 - Study the feasibility of hosting JWOC 2013
 - Make a recommendation to the BOD in September
- **Activities**
 - Held 12 task force meetings
 - Held 2 open meetings (BAOC AGM, team trials)
 - Received permit and ran test meet in Tahoe National Forest
 - Issued RFPs to two potential housing venues
 - Spent 8 person-days of exploration of terrain
 - Analyzed 6 reports from other JWOCs



Purpose

Mission

“To raise public awareness of Orienteering in the US, and to inspire a new generation of orienteers by hosting international events.”

Goal

“To host the 2013 Junior World Orienteering Championships in conjunction with a world- class Orienteering Festival”

Outcomes: Success will look like this:

- JWOC teams have a great experience - not just the competition, but also the social atmosphere and logistics.
- The festival and the junior program meet attendance and financial goals.
- There is a strong Internet presence.
- There is uniformly high technical quality.
- The reputation of the US in the international orienteering community is enhanced.
- US juniors are inspired to strive for greater success in the future.

Specific Objectives – Measures of Success

- **Non-JWOC participation**
 - More than 100 junior participants
 - More than 1500 Festival participants
 - More than 500 NA participants
- **Internet presence**
 - More than 10,000 unique web site hits before JWOC
 - More than 10,000 web site hits during JWOC
- **Financial**
 - More than \$100,000 profit before sharing
- **Technical**
 - No courses thrown out (neither JWOC nor Festival)
- **Customer satisfaction**
 - Less than 0.5% of participants nasty letters or disgruntled refund requests
 - Favorable evaluation survey results



Timeline

- September 1, 2009 Task Force consensus
- September 14, 2009 BAOC BOD vote
- October 26, 2009 USOF BOD vote
- January, 2010 Submit USOF bid to IOF
- March 2010 IOF short list
- August 2010 IOF final selection
- Mid 2012 Training events (NA champs)
- End of June 2013 Training events week (C meet)
- July 2013 JWOC and Festival



Programme

August- September 2012 – IOF requires orienteering events in similar terrain at similar altitude

- week of A-meets, most using existing BAOC maps in the Tahoe area.
- may coordinate schedules with another West Coast club to hold A-meets on an adjoining weekend.

Week before JWOC (late June, 2013) – IOF requires a series of training events

- use existing Tahoe maps
- minimal organization required

JWOC (July 1-7) – 5 races

- Sprint final and opening ceremony at Golden Gate Park
- Middle distance qualifying and final on new map
- Long distance final on second new map
- Relay and closing ceremony at Northstar



Issues raised in January

- Availability of volunteers and club support
- Availability of terrain, including permits
- Complex logistics
- Finances
- Marketing and publicity



Volunteers

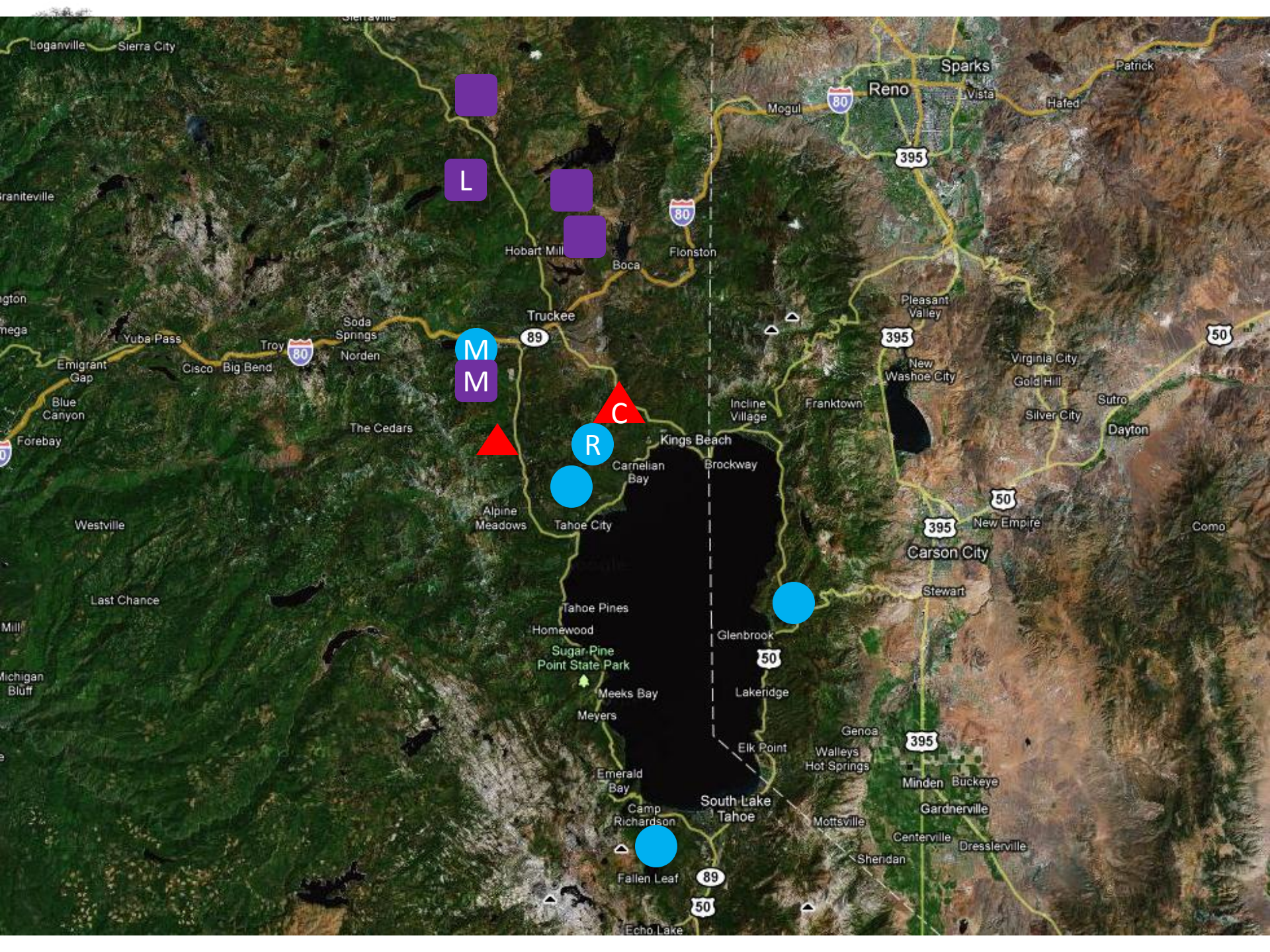
A North American effort

- Many individuals both from BAOC and around the country have expressed their support and interest in helping.
- Yahoo group formed to facilitate discussion has 32 members.
- Seven experienced course designers have already volunteered to serve in a technical position.
- Cascade Orienteering Club has officially volunteered to handle starts.



Mapping

- New Map choices:
 - Granite area between 80 and old Donner Pass Rd., at Donner Pass = (Boreal and Donner Ski Ranch).
 - Along Cottonwood Rd. NE of the Little Truckee Summit.
 - SW edge of the Stampede reservoir.
 - Central area between Boca, Prosser, and Stampede reservoirs.
 - Area between Little Truckee Summit and Sagehen Experimental Forest.
- Existing Maps:
 - Sawmill Flat Northstar has been re-mapped and extended and it's good. We may use it for the relay.
 - We could extend West Spooner north.
 - Burton Creek is technically fine but it may be somewhat compromised by a planned campsite, although the area to the west should still be ok.
 - Golden Gate Park – some upgrades needed.





Logistics

Northstar / Squaw

- A, B and C accommodations
- Meals and banquet
- Transportation
 - In and around the resort
 - To the meet sites
- Activities
 - Geo caching, Hikes, Arena O
 - Swimming, Rafting, Canoeing, Wind surfing, Paddle boarding, Water skiing at Tahoe and Donner
 - Bands on the stage, Movies on the rink and by the Gondola
 - Golf, Tennis, Roller skating, Mountain bike tour



Financial

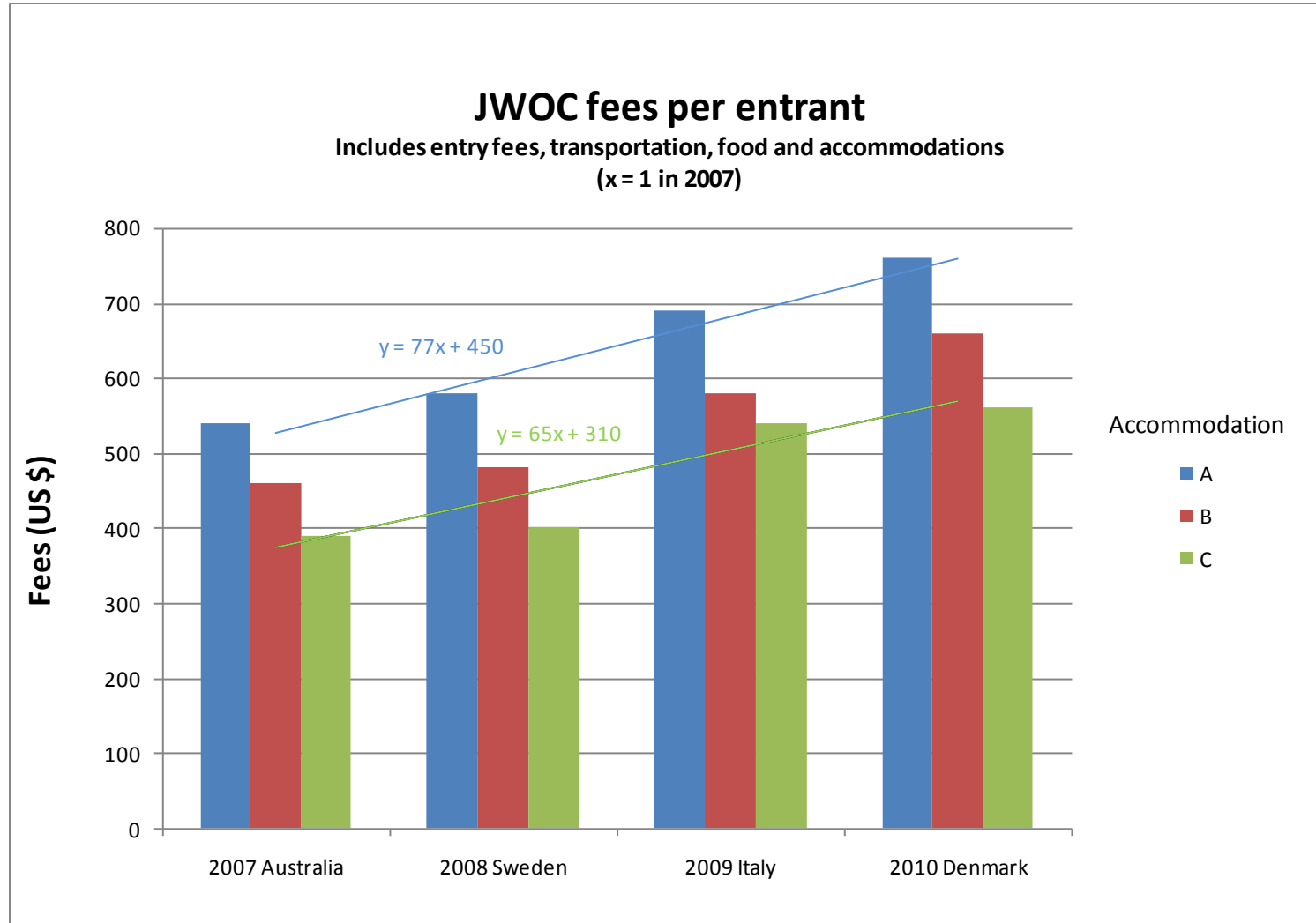
- JWOC 2013 – a 501 C3 corporation
 - A USOF club
 - Insulate clubs from liabilities
 - By-laws
- Budget
 - Conservative approach: exclude speculative income (e.g. sponsors), include 30% contingency
 - Dependent on attendance
 - JWOC is approximately break-even
 - Festival is break-even with 750 attendees
 - Estimate a \$200,000 profit with 2,000 attendees
- BAOC value
 - Profit share if BAOC invests in JWOC
 - Map sales
 - Fame and fortune
- Seed money sources:
 - USOF
 - BAOC mapping funds
 - Club loans
 - Canadian clubs and private individuals if needed



Expected fee structure: \$800 per JWOC entry

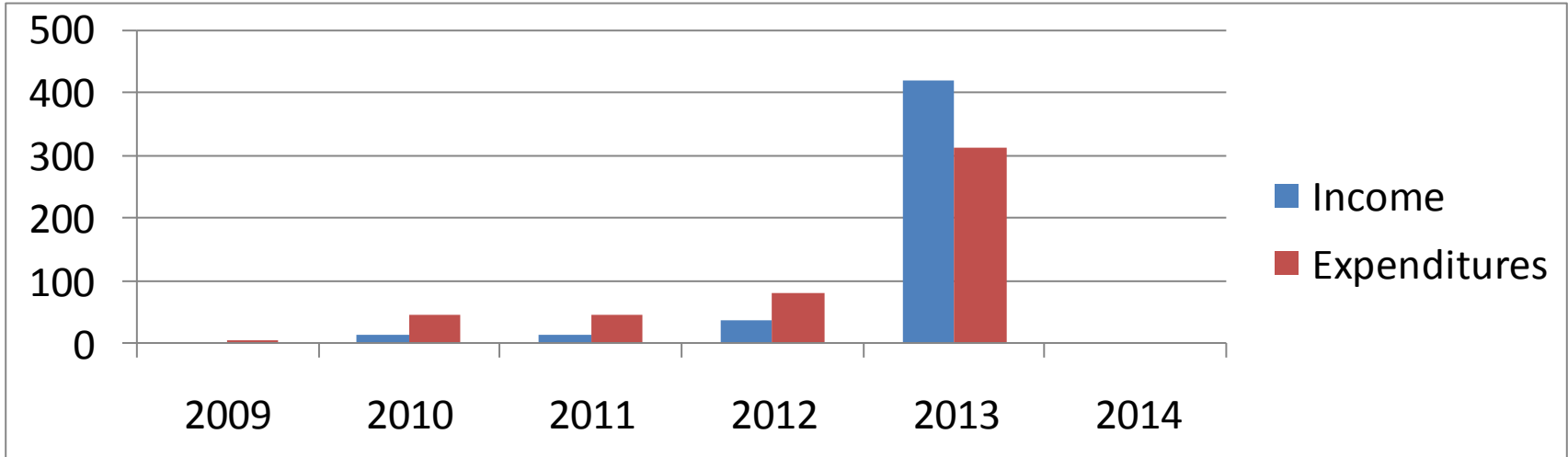
Based on historical trend

Includes 7 days of JWOC only





Spending Plan (800 festival participants)



| | | | | | |
|---------|---------------|---------------|-------------------|-------------------|--|
| Mapping | Marketing | Marketing | Tahoe 7-days | JWOC and Festival | |
| | USOF map fund | USOF map fund | Northstar deposit | | |
| | | | Use fees | | |
| | | | Marketing | | |
| | | | Travel | | |



Marketing and Publicity

- Resources to date
 - USOF
 - Glen Schorr – Marketing strategy and budget
 - Donna Fluegel – Sponsors
 - Arcadia Marketing Services
 - Melissa Kelly and staff – Marketing plan
 - Northstar / Squaw
 - Heath Nielsen, Andy Buckley and staff
- Markets
 - NA juniors
 - NA orienteers
 - European clubs
- Forums
 - European tour groups, US travel agencies
 - Internet (US Club net, European club sites, Attack Point)
 - European events (O-ringen, Swiss o-week, Scottish 6 days, Jukola, Venla)
 - Magazines and Bulletins (e.g. ONA)



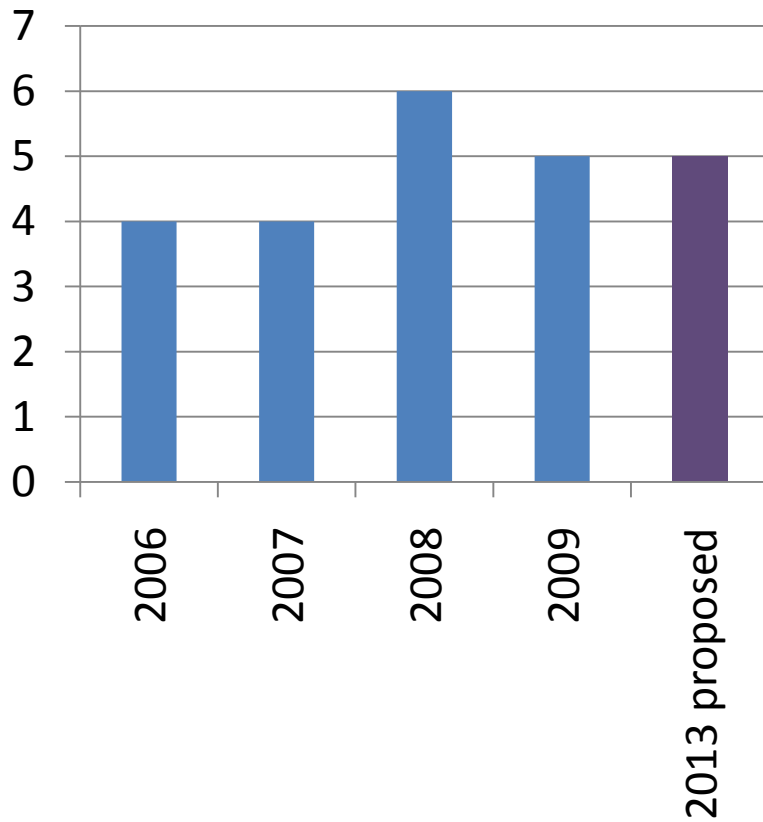
Risks to BAOC

| Type of risk | Issue | Mitigated by |
|---------------|-----------------------------------|---|
| Financial | Unrecovered expenses from mapping | BAOC can use maps in the future |
| | Lost seed money | Share up-front costs with USOF and others |
| Personnel | Burn-out | Have fun, all volunteers can run, team approach, two-deep |
| Club schedule | Volunteer pool depleted | Develop volunteers |
| Reputation | Something goes wrong | National effort, select top-notch volunteers, quality director, IOF controller, world-class venue |

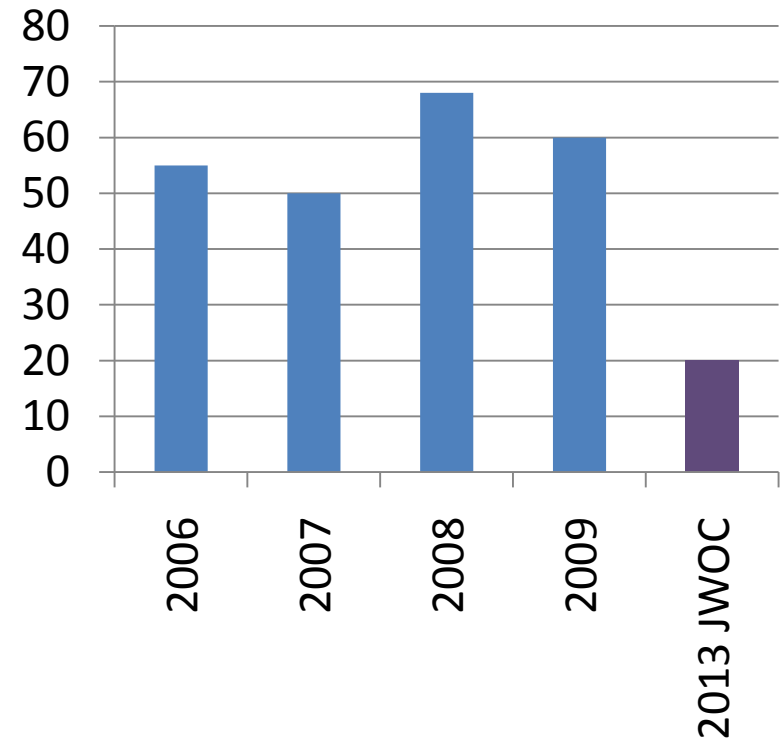


BAOC capabilities

A-days



Unique EDs / CSs





Organization Structure

Organization structure

| | | |
|------------------------------|---------|--|
| President | Officer | |
| Vice President | Officer | |
| Administrative branch | | |
| Secretary | Officer | planning, program, rules, contracts, committee meetings and minutes, safety, ceremonies, banquet, awards, legal, logos, trademarks, copyrights |
| Finance | Officer | registration, banking, budget, accounting, shipping and receiving, financial policy, discounts, sharing |
| Marketing | | web site, announcements, communications, flyers, sponsorships, publicity, public address, sportscast, TV and radio, concessions, o-tour group outreach |
| Logistics | | housing, meals, entertainment, bus, rail and air passes, directions, packets, printing, transportation, opening ceremony |
| Team Liaison | | customer service, prioritization, itineraries, arrangements, team contacts, coaches' meetings |
| Volunteer coordinator | | volunteers, recruitment, assignments, backups |
| Executive branch | | |
| Technical director | | mapping, course design, embargoing, course standards, course setting, map printing |
| Electronics Director | | E-punch, e-displays, computing, networks, public address systems, power generation |
| Quality Control Director | | vetting, IOF liaison, course consultation, safety, first aid |
| Juniors Director | | junior training camp, junior activities, outreach, junior competition, day care |
| Equipment Director | | Bags, stands, displays, tents, tables, chairs, booths, signage, banners, flags, platforms |
| 2012 Event Administrator | | |
| ED Tahoe 7-days | | A-meet including NA champs |
| 2013 Event Administrator | | |
| ED Sprint | | starts, finishes, bag setting, bag retrieval, safety, signage, parking, event layout, award ceremonies |
| ED Long distance | | |
| ED Middle Qualification | | |
| ED Middle Final | | |
| ED Relay | | |
| ED Training | | C-meet level without results |



RECOMMENDATIONS OF THE JWOC TASK FORCE – BAOC

1. That BAOC request the USOF Board of Directors to submit a bid to the International Orienteering Federation to host the 2013 Junior World Orienteering Championships, using BAOC maps from the greater Bay Area and/or the Lake Tahoe region.
2. That the President appoint a committee with the responsibility for presenting the above recommendation to the USOF Board of Directors, and if approved, working with USOF representatives to prepare the bid, and respond to any follow-up inquiries from IOF.
3. That BAOC and USOF establish a separate non-profit corporation to handle the actual management of JWOC.
4. That the Chief Executive Officer of the JWOC corporation be appointed as an ex-officio member of the BAOC Board of Directors without vote, and that the CEO or his/her designee make regular reports to the BAOC Board.
5. That BAOC bear the full responsibility and expense of producing maps for JWOC, retain full rights to future use of the maps, and negotiate suitable compensation for their use at JWOC.
6. That BAOC work in partnership with the JWOC corporation to hold a multi-day event in the Sierras, using existing maps to the extent possible, in August or September 2012, to fulfill the IOF requirement for training events in similar terrain in the preceding year; and that BAOC bid for A-Meet and championship sanctioning for at least some of those days.
7. That BAOC consider bidding for the US Relay Championships, probably in 2011, so that club personnel become familiar with the procedures of running a championship relay.
8. That BAOC authorize its Equipment Director to provide equipment to the JWOC corporation as needed.