

# VANCOUVER MINOR HOCKEY ASSOCIATION REQUEST FOR PROPOSALS (RFP)

## TRAINING CENTRE FITNESS COORDINATOR / OPERATING PARTNER

Issue Date: **March 25, 2026**

Submission Deadline: **April 1st, 2026**

### 1. Introduction

The Vancouver Minor Hockey Association (VMHA) invites proposals from qualified individuals or organizations to serve as the Fitness Coordinator and Operating Partner for the VMHA Training Centre (TC). The successful proponent will manage day-to-day operations, deliver required programming, and grow revenue while ensuring that VMHA assumes no financial risk beyond the annual facility rent and fixed operating costs.

The Training Centre is a strategic asset supporting player development for Rep and House programs and is intended to operate on a sustainable, revenue-generating basis.

### 2. Background

The VMHA Training Centre was developed to provide synthetic ice training, strength and conditioning, goaltending development, and structured team training opportunities for approximately 600 VMHA players.

The facility supports in-season development (September–March) and provides spring and summer programming opportunities. Annual non-salary operating costs are approximately \$90,000. VMHA's stated goal is to achieve 100% coverage of operating costs through facility utilization. The Hockey Season (September through March) is currently on track to achieve 30% cost recovery. The remainder of this sum is currently supported through grants and sponsorships. This funding mechanism is not considered sustainable.

### 3. Objectives of this RFP

- The successful proponent will:

- Deliver required Rep and House programming.
- Manage scheduling and facility operations.
- Recruit and supervise contractors.
- Generate sufficient revenue to cover agreed facility costs.
- Grow spring and summer revenue streams.
- Ensure VMHA bears no additional financial risk.

## 4. Scope of Services

### 4.1 In-Season Requirements (September–March)

- Scheduling Priority:

Weekdays: 6:00–8:00 AM and 4:30–10:00 PM

Weekends: 6:00 AM – 10:00 PM

- Required Programming:

Weekly Rep team sessions (fitness + synthetic ice). These are funded by rep team fees  
Goalie-specific Rep sessions (2:1 ratio recommended). These are funded by rep team fees, and have a set fee structure which cannot be altered once set (these are set by April each year).

House player sign-up sessions. These are client funded, with a set fee structure determined in coordination with the Hockey Ops group, not to exceed the costs of the Rep Sessions.

Small group skills (shooting, passing, stickhandling). These are client funded with a set fee structure, not to exceed the costs of the Rep Sessions.

Drop-in gym and technical sessions. These are client funded.

### 4.2 Spring & Summer Programming (April–August)

- Revenue Expansion Opportunities:

High-performance camps

Rep preparation camps

Private and semi-private training

External association rentals

Cross-training and non-hockey programming

VMHA requires that the proponent not rely solely on VMHA membership revenue to achieve financial sustainability.

## 5. Contractor Management and Reporting Structure

The successful proponent is responsible for recruiting, compensating, and supervising all trainers and contractors. All contractors must meet Safe Sport requirements, carry appropriate certifications, and maintain insurance coverage.

The successful proponent will report to the Director of Hockey and VP2 of the Association, with major decisions (purchasing and programming) relying on Hockey Ops and Board Approval. They will have regular communication and linkage with the Registrar and Ice Allocator, as these are the other two coordinating roles in the Association. The proponent will be expected to report in at Monthly Hockey Ops Meetings, and Board meetings on an ad-hoc basis (as and when requested).

## 6. Financial Structure & Risk Allocation

The successful proponent shall operate strictly as an independent contractor. Nothing in this RFP or resulting Agreement shall be construed to create an employment, partnership, joint venture, or agency relationship with VMHA.

VMHA provides no guarantee of revenue, enrollment, profitability, or minimum program uptake. All operational and business risk rests solely with the proponent.

The proponent shall be responsible for all wages, contractor fees, statutory deductions, marketing expenses, insurance, and business overhead.

Monthly facility payments owed to VMHA shall be payable regardless of program performance. Failure to remit payments when due shall constitute material breach.

The proposal must clearly demonstrate financial sustainability under conservative enrollment assumptions.

### **Insurance Requirements**

The successful proponent shall obtain and maintain at minimum:

- Commercial General Liability insurance of not less than \$5,000,000 per occurrence.
  - Professional Liability insurance of not less than \$2,000,000 per claim.
  - Workers' Compensation coverage as required by law.
  - Abuse/Molestation coverage where applicable.

VMHA must be named as Additional Insured. Certificates of insurance must be provided prior to operations and annually thereafter.

Through negotiation, these requirements may be managed through a Hockey Canada Insurance Program during the season.

### **Indemnification**

The proponent shall indemnify and hold harmless VMHA, its directors, officers, employees, and volunteers from any claims, damages, liabilities, losses, or expenses arising from the proponent's operations.

- Acts or omissions of the proponent or its contractors.
  - Injury to participants or third parties.
  - Breach of laws, regulations, or Safe Sport policies.

### **Termination**

VMHA may terminate the Agreement without cause upon sixty (60) days written notice.

VMHA may terminate immediately for cause including:

- Failure to maintain insurance coverage.
  - Failure to meet financial obligations.
  - Reputational damage to VMHA.
  - Violation of child protection or Safe Sport policies.

Upon termination, the proponent shall not be entitled to lost profits or future revenue claims.

## **7. Term of Agreement**

Initial term of one (1) year with the possibility of four (4) additional one-year renewals at VMHA's discretion.

## **8. Performance Metrics**

- Performance will be evaluated after the first six months, 12 months, and annually thereafter on:

Financial sustainability

Facility utilization rates

Member satisfaction

Revenue growth (spring/summer)

Operational professionalism

## **9. Proposal Submission Requirements**

- Proposals must include:

Executive Summary

Organizational Background

Programming Plan

Financial Pro Forma

Risk Mitigation Plan

Marketing Strategy

References

## Appendix A – Detailed Financial Submission Template

### A1. 12-Month Revenue Projection Table

Revenue Category	Projected Annual Revenue (\$)
Rep Programming	
House Programming	
Goalie Sessions	
Spring Camps	
Summer Camps	
Private Training	
External Rentals	

### A2. 12-Month Expense Projection Table

Expense Category	Projected Annual Cost (\$)
Facility Payments to VMHA	
Trainer Wages	
Marketing	
Insurance	
Equipment & Maintenance	
Administrative Costs	
Other	

### A3. Break-Even & Sensitivity Analysis

Proponents must provide a break-even analysis including minimum enrollment levels required for sustainability.

Scenario	Revenue (\$)	Net Result (\$)
Base Case		
Low Enrollment (75%)		
High Enrollment (110%)		

## Appendix B – Evaluation Scoring Matrix

Category	Weight	Score (0-10)	Weighted Score
Financial Sustainability & Risk Structure	30%		
Revenue Growth Strategy (Spring/Summer)	25%		
Programming Quality & Player Development	20%		
Experience & Qualifications	15%		
Innovation & Business Opportunity	5%		
Operational Plan & Scheduling	5%		