

Memo



Date: December 3, 2010
File: 0610-53
To: City Manager
From: J. Gabriel, Director, Recreation & Cultural Services
Subject: Canada Winter Games Evaluation Committee Final Report

Recommendation:

THAT Council receives the report as information on the City of Kelowna Bid Proposal for the 2015 Canada Winter Games from the Director of Recreation & Cultural Services dated December 3, 2010.

Purpose: To provide Council information on the results from the final report and subsequent debrief meeting with the Canada Games Council (CGC) staff regarding Kelowna's 2015 Canada Winter Games bid.

Background:

The City entered into a competitive bidding process to host the 2015 Canada Winter Games. The process lasted approximately 21 months starting with staff attending an information meeting January 2009 and concluding with the final announcement on September 17, 2010.

Attached is the summary of results of Kelowna's bid which includes general comments on strengths and challenges as identified by the CGC 2015 Bid Evaluation Committee. As follow up to the evaluation, an opportunity was provided on October 27th for City staff and Kelowna Bid Committee representatives to meet with CGC staff for a debriefing.

Throughout the debriefing it was very clear that all bids were very good and the final scoring was extremely close; CGC staff echoed a number of times that difference in the scoring was marginal. Comparative scoring for other communities was not provided, and the CGC staff did not identify any one specific area that could be attributed to Kelowna's unsuccessful bid.

While the outcome was disappointing the bid proposal submitted by Kelowna was outstanding in many ways and provides a number of opportunities. Examples of opportunities to pursue in the future include:

- Sponsorship Audit - Development of a sponsorship audit that can be shared with key organizations in our community as a resource and guide.
- Sport Development - As a financial legacy to the Games, three key initiatives were presented in Kelowna's bid that would benefit both local and regional sport development. These remain real opportunities and as resources become available will be pursued. CGC staff did agree to support Kelowna in future sport development initiatives. (Document from the bid book attached).

A handwritten signature in black ink, located at the bottom right of the page.

- Transfer of Knowledge - This was the largest bid developed through the community for a multi sport event. There was significant learning for staff and members of the bid committee in the development of the bid that will be useful as new opportunities are identified.
- Capital Development Projects - The capital expansion and re-development plan identified at the Parkinson Recreation Centre was an exciting addition to the City's sport and recreation facility inventory. The concept remains an exciting opportunity as capital plans are considered.
- Future Sport Event Proposals - The process brought leaders from the Kelowna bid team in contact with key decision makers in terms of sport hosting opportunities. These relationships will continue to be fostered with the goal of Kelowna being considered a host site for events.

Internal Circulation: General Manager, Community Services; Director, Infrastructure Planning; Director, Community & Media Relations

Considerations not applicable to this report:

Legal/Statutory Authority
 Legal/Statutory Procedural Requirements
 Existing Policy
 Financial/Budgetary Considerations
 Personnel Implications
 External Agency/Public Comments
 Community & Media Relations Comments
 Alternate Recommendation

Submitted by:



J. Gabriel, Director, Recreation & Cultural Services

Approved for inclusion:



J. Vos, General Manager, Community Services

cc: General Manager, Community Services
 Director, Infrastructure Planning
 Director, Media & Community Relations

Attachments: Kelowna's Results from the CGC 2015 Bid Evaluation Committee
 Sport Legacy Plan from Kelowna's Bid Book



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2011
Canada Winter Games
Jeux d'hiver du Canada
Halifax, Nova Scotia
Halifax, Nouvelle-Écosse

2013
Canada Summer Games
Jeux d'été du Canada
Sherbrooke, Quebec
Sherbrooke, Québec

September 24, 2010

Sharon Sheppard
Mayor, City of Kelowna
1435 Water Street
Kelowna, BC
V1Y 1J4

Dr. Ron Rubadeau
Chair, 2015 Bid Committee
1435 Water Street
Kelowna, BC
V1Y 1J4

Dear Mayor Sheppard and Ron,

On behalf of the Canada Games Council (CGC) Board of Directors and the 2015 CGC Bid Evaluation Committee, we want to express our thanks to the City of Kelowna for your participation in the 2015 Canada Winter Games bid process.

We also appreciate the professionalism shown by your community at last Friday's announcement, knowing there must have been a sense of disappointment amongst your group in hearing the results.

The Canada Games Movement is richer because of your community's engagement in this process. We hope too that the City of Kelowna can take from this experience and will continue to strive for new heights with your citizens.

As promised, we are attaching a summary of the results for Kelowna, as well as some comments in the form of strengths and challenges that were identified by the 2015 Bid Evaluation Committee. We would be pleased to review this information with you at a debrief session with members of your bid committee on either October 26 or 27th. Please let us know what works best for you.

You will find below an **excerpt** from the Final Report of the 2015 CGC Bid Evaluation Committee presented to the CGC Board of Directors last week:

— National Partners/ Partenaires nationaux —

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2011

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Sherbrooke, Québec

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"It must be noted from the outset that the decision was extremely challenging and British Columbia should be proud of the quality of bids submitted. The infrastructure available within the Province of British Columbia is second-to-none, and the importance placed on environmental issues and sustainability by all bidding communities was exceptional and will help guide future Canada Games bidding and hosting processes. The Committee has no doubt that any of the three communities could host a successful Canada Games, but in the end only one could be chosen.

*The **City of Kelowna** bid contained some very creative and innovative ideas and was lead by a truly passionate volunteer group. Facilities in the community were exceptional and there was clearly demonstrated support from the City and buy-in from Big White. The BEC site visit was an extremely well-run and professional day in a very picturesque setting. Strong volunteer leadership and engagement at the bid level was evident in all areas. The bid proposal and site visit day demonstrated a strong vision for a re-branded community. The vision 'Connect Generations through Spirit, Sport and Culture' was unique and demonstrated a clear understanding of the challenges facing the community and how the Canada Games Movement could be a catalyst for change. Their legacy plan was very thorough and clear. The visit was warm and friendly and engaged the leaders, movers and shakers of this picturesque community.*

The Kelowna bid committee showed a strong willingness and openness to re-shape their village plans (currently hotels spread throughout the downtown core) to a more centralized area to enhance the village atmosphere for Games' participants. They showed a very good understanding of new technology needs for Games' participants and demonstrated this very creatively during the site visit with their Telus partner. Kelowna had engaged outside marketing expertise to assist with the development of their revenue generation plans. It was a very concrete and realistic plan. The complicated, but still possible plan to out-source revenue generation was noted and understood by the bid, and further talks to address the issues were welcomed by bid committee members. Bid Committee members showed a genuine interest in working with the CGC to ensure the best experience possible by Games' participants and stakeholders."

— National Partners/ Partenaires nationaux —





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Sherbrooke, Quebec
Sherbrooke, Québec

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Thank you once again for engaging your community in this extremely competitive 2015 Canada Winter Games bid process.

Good luck with future endeavours in sport.

Yours truly,

Piers McDonald
Chair, 2015 Bid Evaluation Committee

Yours truly,

Sue Hylland
President/CEO

cc. Tom Quinn, Chair, CGC Board of Directors

— National Partners/ Partenaires nationaux —





JEUX DU
CANADA
GAMES

2015 CANADA WINTER GAMES BID EVALUATION PROCESS SUMMARY OF ASSESSMENT RESULTS

	Kelowna	Maximum score
Technical Capacity		
Athletes Village	125.0	150
Sport Venues	170.0	200
Non-sport Venues	49.0	50
Revenue Generation		
Revenue Generation Plan	68.1	90
Confirmed Sources of Capital	41.9	50
Market Research and Analysis	32.1	40
Revenue Generation Experience and History	7.0	10
Budget Assessment		
Review of Expenses	73.6	100
Leadership and Organization		
Bid Committee Leadership and Experience	19.4	25
Partnerships / Stakeholders Understood and Established	19.0	25
Transition Plan to Host Society	16.0	20
Community Capacity, Goals and Benefits		
Evident Benefit to Community Rationale/ Goals	16.4	20
Linkages and Benefits to the Canada Games Movement	13.3	20
Planned Financial Legacy	16.7	20
Large Event Hosting Experience	15.3	20
Integrated Marketing and Communications Strategy		
Research, planning process, analysis and checks and balances	7.6	10
Broad Strategy Objectives	8.3	10
Identification of National, regional and local target audiences	7.4	10
Creativity of Vehicles	7.4	10
Effectiveness of Channels to Meet Target Audiences	7.7	10
Understanding of Current Marketing Partners and Objectives	6.7	10
General		
Volunteers	7.6	10
Transportation	7.4	10
Environment	8.3	10
Officials, Medical	7.8	10
Culture	7.9	10
Bid Development		
Bid Proposal Complete, accurate and functional	16.8	20
Effectiveness of Site Visit Presentations	8.1	10
Site Visit Organization and Management	9.1	10
Community Support and Engagement	8.7	10
Total Scores	810	1000



JEUX DU
CANADA
GAMES

ANNEX B

OVERVIEW OF STRENGTHS AND CHALLENGES RELATED TO BID PROPOSALS/SITE VISITATIONS

2015 Canada Winter Games Bid Community – KELOWNA	
	CHALLENGES/OTHER COMMENTS
Technical Capacity	STRENGTHS
Athletes Village	<ul style="list-style-type: none"> Evident support of hotel/motel association and Bid Committee to address as many challenges as possible Satellite Village enhanced multi-sport feel and transportation for four sports Traffic and safety/security Proximity of hotels to one another, and to core village centre (recognizing that the bid committee was willing to adjust its plans) Village feel
Sport Venues	<ul style="list-style-type: none"> H2O Facility Prospera Place Big White Resort Capital News Centre Short Track speed skating in Vernon
Non-sport Venues	<ul style="list-style-type: none"> Airport Broadcast Centre Non-competitor accommodations
Revenue Generation	<ul style="list-style-type: none"> Understood the risks involved Understood their challenges and limitations Reliance on Government grants an issue
Revenue Generation Plan	<ul style="list-style-type: none"> Research was well done Targets realistic FOG challenges with lack of industry within region Reliance on outside consultants has some complications City tie-in versus Movement: Movement seemed secondary as a goal Fulfillment could be an issue for staff with outside sales
Confirmed Sources of Capital	<ul style="list-style-type: none"> Very little risk Resources confirmed
Market Research and Analysis	<ul style="list-style-type: none"> Good solid research
Revenue Generation Experience and History	<ul style="list-style-type: none"> Good
Budget	

2015 Canada Winter Games Bid Community – KELOWNA

STRENGTHS		CHALLENGES/OTHER COMMENTS
Assessment		
Review of Expenses	<ul style="list-style-type: none"> In-line with strawman budget 	<ul style="list-style-type: none"> Staffing budgets low VIK not well documented IT deflated as an expense
Leadership and Organization		
Bid Committee Leadership and Experience	<ul style="list-style-type: none"> Good strong leadership, volunteer led with good support from City Heart and Soul of Bid Demonstration of bilingual capacity 	<ul style="list-style-type: none"> Diversity not as evident as it could be in Bid Ctte Some inexperience in organizational understanding of Games
Partnerships / Stakeholders Understood and Established	<ul style="list-style-type: none"> Excellent display of relationships with City, Big White, Hotel/Motel Association, First Nations 	
Transition Plan to Host Society	<ul style="list-style-type: none"> Municipality recognized their role in the transition process, cash flow needs of Host Society CEO hiring timelines met standards Strong Board representation 	<ul style="list-style-type: none"> Understanding balance needed of volunteer and staff engagement in Games delivery
Community Capacity, Goals and Benefits		
Evident Benefit to Community Stated Rationale and Goals	<ul style="list-style-type: none"> Good understanding of how the Games can help accomplish their goals 	<ul style="list-style-type: none"> Regionally focused
Linkages and Benefits to the Canada Games Movement	<ul style="list-style-type: none"> D & C linkages to legacy Resources were committed to legacy 	
Planned Financial Legacy	<ul style="list-style-type: none"> Legacy very well developed and planned for Legacy dollars create opportunities 	
Large Event Hosting	<ul style="list-style-type: none"> Evidence exists International Children's Festival 	

2015 Canada Winter Games Bid Community – KELOWNA		STRENGTHS	CHALLENGES/OTHER COMMENTS
Experience			
Integrated Marketing and Communications Strategy	<ul style="list-style-type: none"> • Council as partner • Solid planning • Creativity in vehicles 	<ul style="list-style-type: none"> • National scope 	
General			
Volunteers	<ul style="list-style-type: none"> • Skilled volunteer base 		
Transportation			<ul style="list-style-type: none"> • Transportation requirements not fully understood • Transportation hub requires transportation from accommodations
Environment	<ul style="list-style-type: none"> • Link to Provincial initiative 		
Officials, Medical			
Culture	<ul style="list-style-type: none"> • Cultural facilities rich within the area 		
Bid Development			
Bid Proposal Complete, accurate and functional	<ul style="list-style-type: none"> • Well presented 		
Effectiveness of Site Visit Presentations	<ul style="list-style-type: none"> • Bid Leadership very good at managing the day and conveying information; • Day was very professionally handled, attention to details were great • Vision translated well during the day, • Sophisticated day with a good mixture and variety, • Ability to react quickly to BEC comments and feedback • They seemed aware of their challenges – and willing to work all of them through if awarded the Games • Flexibility and interest to work together was evident, • Demonstrated their “want”, interest, and enthusiasm • Adjusted well to feedback and presented this well • They came off proud but humble in their abilities and partners • Interest in working in partnership was enthusiastic 	<ul style="list-style-type: none"> • Canada Games knowledge was not as evident • Sport knowledge could have been better presented • Village challenges • Sponsorship challenges 	



2015 Canada Winter Games Bid Community – KELOWNA

	STRENGTHS	CHALLENGES/OTHER COMMENTS
<p>Site Visit Organization and Management</p>	<ul style="list-style-type: none"> • Very organized, • Presentations identified risks, challenges as per our instructions. • Good use of different venues, • Well managed, • Creative use of community partners and attributes • Young athletes speaking at conference were excellent • Attention to detail was excellent 	<ul style="list-style-type: none"> • Branding
<p>Community Support and Engagement</p>	<ul style="list-style-type: none"> • Community was well organized and knowledgeable about their part to play • Great community events that were well organized. • Good demonstration of partnerships • Big White support was evident • Knowledge of athletes with a disability was good • Unanimous support of City Council • Existing committees and knowledge was well presented, • French language capacity was presented, • First nation presentation was very professional • City contribution was evident and well presented, 	

Attachment #2 - Sport Legacy Plan from Kelowna's Bid

Section 8 COMMUNITY CAPACITY, GOALS, BENEFITS

To maximize the leadership role of the Canada Games Movement. To connect Canadians, and to influence the value they place on sport.

To implement an efficient, effective and interactive Canada Games Transfer of Knowledge and Information Service (TOK) to support Host Societies and partners to deliver the Canada Games according to well defined hosting standards.

To be recognized by national sport organizations and governments as a significant contributor to the success of Canadian Sport for Life (CS4L).

Planned financial legacy

A direct financial legacy of \$1.5M will be established from hosting the 2015 CWG to advance the local sport community in a sustainable manner. The legacy will benefit both local and regional sport programs as well as bridge the connection between grassroots sport and elite sport development.

Funding will be directed towards four key initiatives: Sport Excellence; Sport Participation; Sport Resources; and the Canada Games Movement.

1. Sport Excellence initiative

Working in support of our national, provincial and regional sport partners, the sport excellence initiative will assist in creating a stronger system for the development of athletes, coaches, support teams and sport organizations through the following programs:

A. Regional Coach Funding Program:

This supports community sport participation and athletic excellence by increasing the number of paid coaching positions in the region. Sports will be eligible to apply for grants which will supplement the salary of regional coaches. These funds must be at least equally matched towards the salary of that coach by the provincial or local sport organization.

B. Regional Coach Support Program

In support of the Regional Coach Funding Program, a 'Coach for the Coaches' (Performance Planner) will be employed to serve as a local technical expert, assisting regional coaches with the development and implementation of their sport-specific performance and development plans. The regional coach and performance planner positions will be supported by PacificSport Okanagan as part of the existing Regional Sport Delivery System.

C. Regional Sport Academy Program

Sport Academies are 'regional hothouses' for training athletes, coaches and scientists in collaboration with targeted regional sports. In partnership with the national, provincial and regional sport communities and School District 23, the Regional Sport Academy Program will develop a Kelowna-based multi-sport academy focusing on five foundational elements:

- Okanagan athletes - Identified and targeted regional athletes will access integrated services and support with their respective sport organizations,

Section 8 COMMUNITY CAPACITY, GOALS, BENEFITS

- Professional, qualified expert coaches - High caliber coaches will be recruited and supported,
- World-class facilities - Suitable onsite multi-sport facilities will be accessed and sport-specific facilities will be within close vicinity,
- Academic and Performance Services - the development and delivery of full-time academic and performance services will be the cornerstone of the Sport Academy,
- Competitive Opportunities - Athletes will have access to scholarships or travel grants to ensure they are able to attend appropriate competitions.

2. Sport Participation Initiative

A strategic direction with the City of Kelowna is to support and promote an 'active community' as well as build community through our neighbourhoods. To that end, the sport participation initiative will focus on the following programs:

A. KickStart Kelowna Program

Modeled after the 'MoreSports' initiative, the 'KickStart Kelowna' program will enhance active lifestyles and continue to build community through neighbourhood connectivity using sport participation as the vehicle. The program's vision will be to create a sustainable community sports program in neighbourhoods, so that children, regardless of social or economic background or special needs, will regularly participate in sport and develop a life-long love of being active. The program will be a partnership between School District 23,

local sport organizations, and the City of Kelowna's Recreation & Cultural Services Department.

B. Accessible Training Centre

The creation of a fully accessible fitness training facility would allow disabled athletes, and individuals of all ages living with physical disabilities, an opportunity to have equal access to physical fitness and training opportunities in the community. This would be achieved through purchasing specialized equipment for inclusion at the Parkinson Recreation Centre. The equipment would not only be physically accessible but would boast a full range of wheelchair accessible weight training and cardiovascular training equipment allowing for equal training opportunities. A facility such as this would be the first of its kind in the BC Interior and would provide a vital connection with rehabilitation programs in the Vancouver Lower Mainland.

3. Sport Resources Initiative

The Sport Resources Initiative is designed to assist athletes, coaches and sport organizations by providing access to support programs, and services and tools that will help overcome existing barriers to sport participation and success. The following programs will support this initiative:

A. Sport Grants Funding Program

In response to the need for financial aid to support the competition, education and event hosting needs of the regional sport community, the following three grants have been established:

Section 8 COMMUNITY CAPACITY, GOALS, BENEFITS

- the Sport Event Development Grant,
- the Athletic Excellence Grant,
- the Sport Education Grant.

To increase the impact and reach of this program, an additional investment will be directed to these grants between 2015 and 2020. Our priority with this increased support will focus on athletes, coaches, officials and events that are part of the Canada Games family.

B. Local Sport Organization (LSO) Sport Equipment and Technology Enhancement Program

Technology plays a leading role in determining success for athletes. From body positioning to equipment design, sport technology is changing the way that athletes train and perform in competition. The Sport Equipment and Technology Enhancement Program will aim to support the equipment needs and secure the latest in sport technology innovations for local sport organizations. This program will provide one-time grants to support approved legacy projects of local sport organizations that are part of the Canada Games family and will require local sport organizations to contribute to their project.

4. Canada Games Initiative

The Canada Games Council delivers the Canada Games as a unique, premium, nation building, multi-sport event and works continuously to strengthen the Canada Games Movement in partnership with government, the private sector

and the sport community. In support of the Canada Games Movement, the following program will be supported through this initiative:

A. Dreams and Champions Program

The Canada Games 'Dreams and Champions' Program is designed to inspire dreams in Canada's youth and encourage them to participate in sport and physical activity; and to build champions by providing the programs, tools and support that young athletes need to reach and succeed at higher levels.

Note: It is the Bid Committee's intentions, that should surplus funds be apparent at conclusion of the Games, a recommendation would be made that these funds be provided to the legacy program.

An opportunity would then be available for sport groups and the arts & cultural community to make applications for access to these funds.

Please see the next page for the proposed Legacy Financial Model

Section 8 COMMUNITY CAPACITY, GOALS, BENEFITS

SPORTS PROGRAMS	2014	2015	2016	2017	2018	Leverage Funding	Winter Games Contribution Total	Stand Net Total
SPORTS EXPERIENCE INITIATIVE								
A. Regional Coach Funding Program	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000		\$350,000	\$350,000
Leveraged Funding	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000	\$350,000		\$350,000
B. Regional Coach Support Program		\$75,000	\$75,000	\$75,000	\$75,000		\$300,000	\$300,000
C. Regional Sport Academy Program	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000		\$175,000	\$175,000
Leveraged Funding	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000		\$100,000
Sport Participation Initiative								
A. KickStart Kelowna Program	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000		\$175,000	\$175,000
Leveraged Funding	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000		\$50,000
B. Accessible Training Centre			\$50,000				\$50,000	\$50,000
Leveraged Funding			\$10,000			\$10,000		\$10,000
Sport Resource Initiative								
A. Sport Grants Funding Program		\$25,000	\$25,000	\$25,000	\$25,000		\$100,000	\$100,000
Leveraged Funding		\$5,000	\$5,000	\$5,000	\$5,000	\$20,000		\$20,000
B. LSO Sport Equipment & Technology		\$75,000	\$75,000				\$150,000	\$150,000
Leveraged Funding		\$25,000	\$25,000			\$50,000		\$50,000
Canada Games Initiative								
A. Dreams and Champions Program		\$200,000					\$200,000	\$200,000
TOTALS	\$200,000	\$655,000	\$515,000	\$355,000	\$355,000	\$580,000	\$1,500,000	\$2,080,000