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— JEUX DU —
CANADA
— GAMES —



2023 Canada Winter Games

Business Case for NWT

— National Partners/ Partenaires nationaux —

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Agenda



1. Welcome and Introductions
2. Overview of Canada Games (40 mins)
3. 2023 Program (20 mins)
4. Business Plan Requirements (30 mins)

Break

5. Financial Framework (45 mins)
6. Revenue Model (45 mins)
7. Risks (15 mins)
8. Timelines / Next Steps
9. Questions / Answers



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Introductions

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Objectives of Today

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Objectives

- Overview of Canada Winter Games
- Understand the requirements of hosting a Canada Games.
- Provide tools to assist with developing business case for the Games.
- Kick start process of Business Case for Hosting the Games.

Agenda



1. Welcome and Introductions
2. Overview of Canada Games
3. 2023 Program
4. Business Plan Requirements
5. Financial Framework
6. Revenue Model
7. Timelines / Next Steps
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Canada Games History

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History



- Created by F-P/T Governments - 1967 Centennial Celebrations
- Unites 13 Provinces and Territories in celebration of Canada, sport and our culture
- The largest multi-sport event in Canada/World targeting next generation of champions;
- 23 host communities, 26 editions of the Games
- Over 100,000 athlete alumni
- Over 100,000 volunteer alumni

Canada Games – History



- Since 1993 all communities have generated a surplus
- Alumni – over 100,000 volunteers and 100,000 athletes in 48 year history
- Opening and Closing ceremonies traditions – strong protocol element to Games
- All Provinces and Yukon have hosted

A Lasting Impression



A Vision

- Ability to think big, be creative, to leverage
- Ability to ensure the NATIONAL attention the Games deserve
- Ability to think Locally – Regionally – Nationally
- Leaving the property in better shape than when you get it

Remembering who the Games are for:

- Athlete and Participant centered
- Care, comfort, high level competition

An engaged community

- Community support, strong leadership willing to work together with CGC and other key partners, positive image
- A forever changed community

Contribution to Canada



- The Games make a major contribution to Canada – a connector of many things that matter
- Reasons why communities want to host
 - *The legacies of the Canada Games*

Contribution to Canada



- Builds our Nation
- Develops our Communities
- Connects our Partners
- Strengthens our Sport System



History, Scale and Scope, Reach and Impact, Contribution to Canada

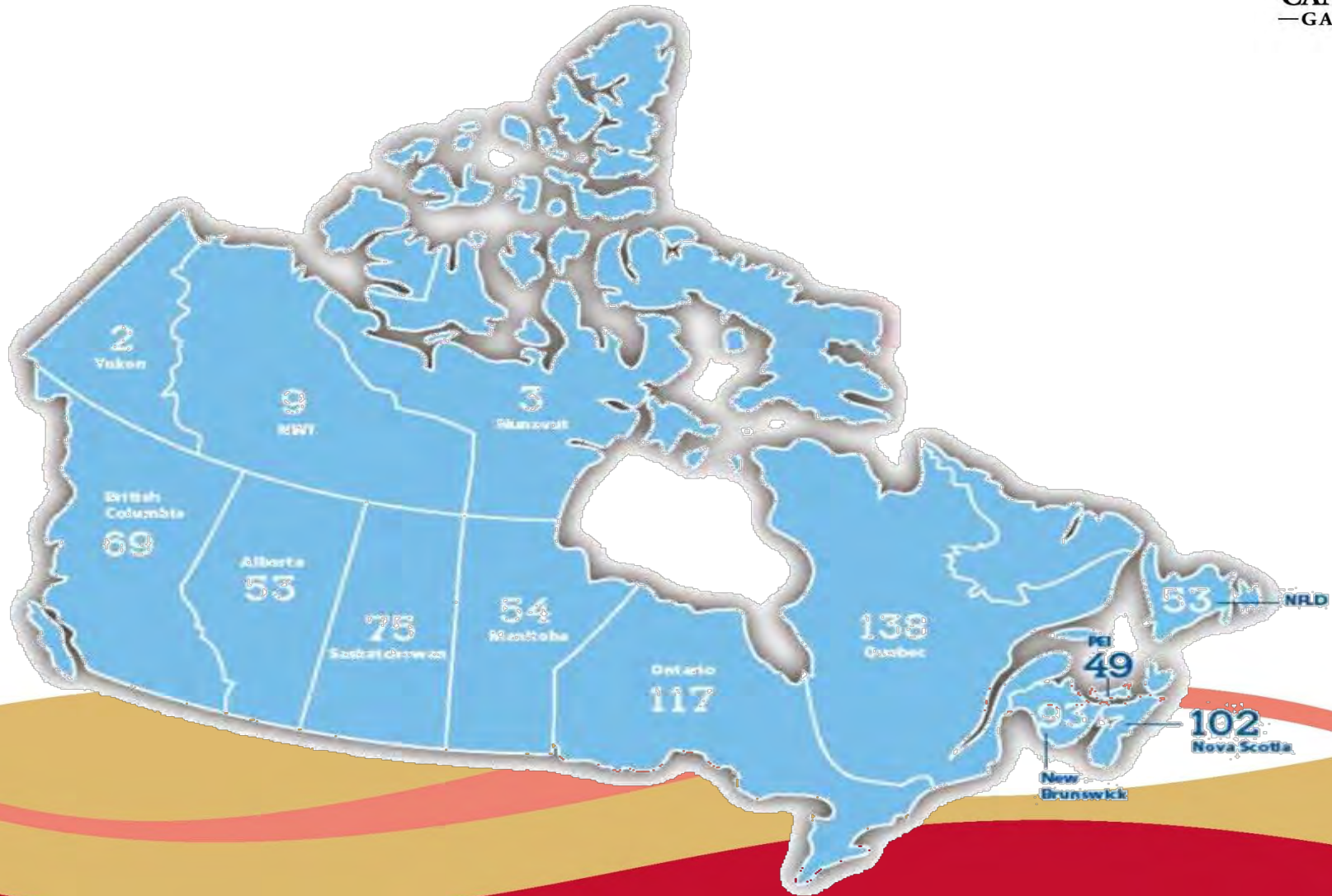
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CANADA GAMES COMMUNITIES



Over 800 Communities



20 sports

540 Sponsors



4,600 Athletes,

175 MISSION STAFF

Coaches & Managers

200,000 spectators

1,000



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6,000

VIP's

250

volunteers

300 observers

Broadcasters

50 Medical

400 MEDIA

450 Major Officials



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Whitehorse 2007

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2007 Canada Winter Games



- 4,328 volunteers
- 1,241 bed spaces at Athletes' Village
- 150 hours of national broadcast (CBC/SRC/TSN/RDS/APTN)
- \$ 176 M Economic Impact
- 69 Pan North Artists Participated
- 60 Pan North Athletes (Arctic and Dene Games)
- 65 Student Chefs & 8 Chef Instructors

- Premier Fentie – Biggest Game Changer for the North



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Legacies

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Legacies - Builds our Nation



- 100% uniquely Canadian sport event – sense of being Canadian
- Builds regional and national pride
- Celebrates our culture and diversity
- Celebrates inclusion
- Celebrates and promotes healthy living in our youth
- Celebrates the investment in the youth in Canada, the future leaders of our country

Legacies - Develops Communities



- Volunteerism
- Facility infrastructure
- Personal experiences
- Increased tourist visitations
- Regional pride and spirit
- Event management expertise
- Exposure to the region
- Economic impact

Legacies - Connects Partners

- Connect Partners from Games to Games
- Government collaborations
- Corporate support and corporate philanthropy
- Cross promotions
- Service industry expertise – new expertise, new business opportunities

Legacies - Strengthens Sport

- Sport Excellence:
 - The Games play a major role in developing Canadian athletes – our future champions
 - Canada Games athletes go on to compete at higher levels
- Sport Development and Participation:
 - Infrastructure development
 - Major role in developing coaches, officials, sport volunteers
 - A major role in generating Provincial/Territorial sport activity – all PTs participate – enhanced sport programming

2011 Games Economic Impact - Legacy

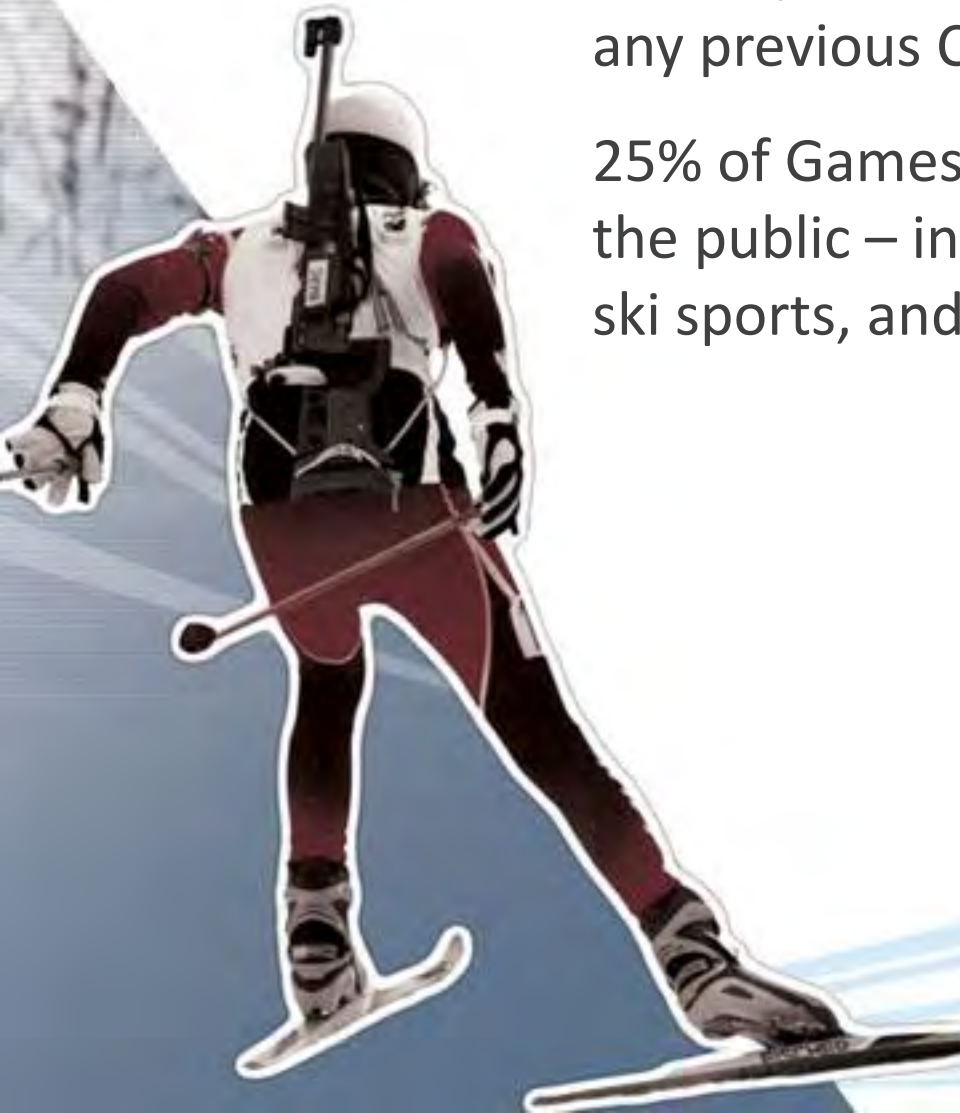
- \$44 million Canada Games Centre
 - \$15 million in capital upgrades
- \$50,000 to complete Citadel High's Spatz Theatre
 - 900 jobs in NS, 600 of which in HRM
 - \$36 M in wages and salaries
 - 10,000 additional visitors to NS
- Estimated \$125 M spinoffs for the province



Accessibility

More sports for athletes with disabilities than any previous Canada Games

25% of Games events will be free of charge to the public – including long track speed skating, ski sports, and festival site performances



Canada Games Torch Relay



- More than 500 torchbearers across NS
- More than 30 community events over summer months - 2010
- Will visit all public schools in HRM
- Will visit all French and First Nations schools



Canada Games Oval





Growing the Legacy Together

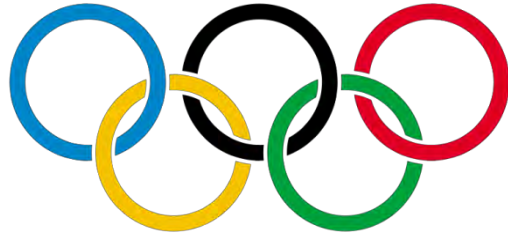
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Legacies - Strengthens Sport

- Sport Excellence:
 - The Games play a major role in developing Canadian athletes – our future champions
 - Canada Games athletes go on to compete at higher levels

Legacies - Strengthens Sport



- The proof is in the numbers:
 - 61% of medals won by Canada at the 2010 Olympic Games involved alumni,
 - 50% of athletes at the 2012 Olympics Games on the podium were alumni,
 - 44% of total Olympic team for the 2012 Games were alumni,
 - 69% of Team Canada's 2013 Women's World Championships roster alumni

LONDON 2012

47% of Team Canada that stood on the podium were Canada Games Alumni

VANCOUVER 2010

44% of Team Canada and 61% of medals won were Canada Games Alumni

Legacies - Strengthens Sport

- Sport Development and Participation:
 - Major role in developing coaches, officials, sport volunteers
 - A major role in generating Provincial/Territorial sport activity – all PTs participate – enhanced sport programming
 - Infrastructure development





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Economic Impact

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Economic Impact - Historical

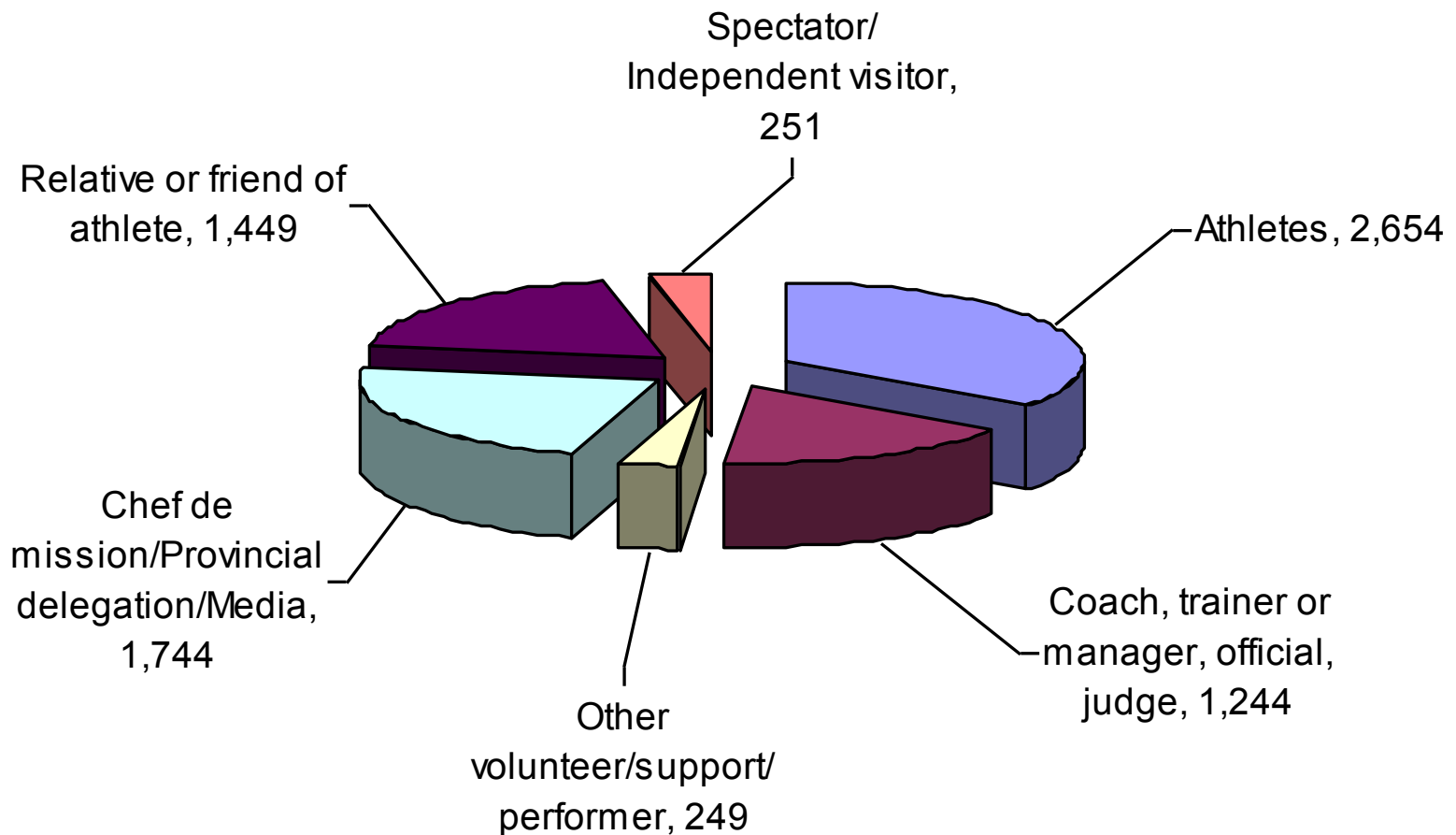
- 2003 - \$70.4 million
- 2005 - \$91.9 million
- 2007 - \$176 million
- 2009 - \$81.5 million
- 2011 - \$131.0 million

Economic Impact



	2011	2007	2003
Expenditures	\$61.7 M	\$90.6 M	\$38.8 M
Economic Impact	\$131 M	\$176.6 M	\$70.8 M
Person years	1,112	1,167	1,018
Tax – Federal	\$10.5 M	\$14.5 M	\$7.6 M
Tax – Provincial/Territorial	\$10 M	\$8.4 M	\$5.6 M
Tax Municipal	\$1.2 M	\$3.3 M	2.2 M

Number of visitors - 2007



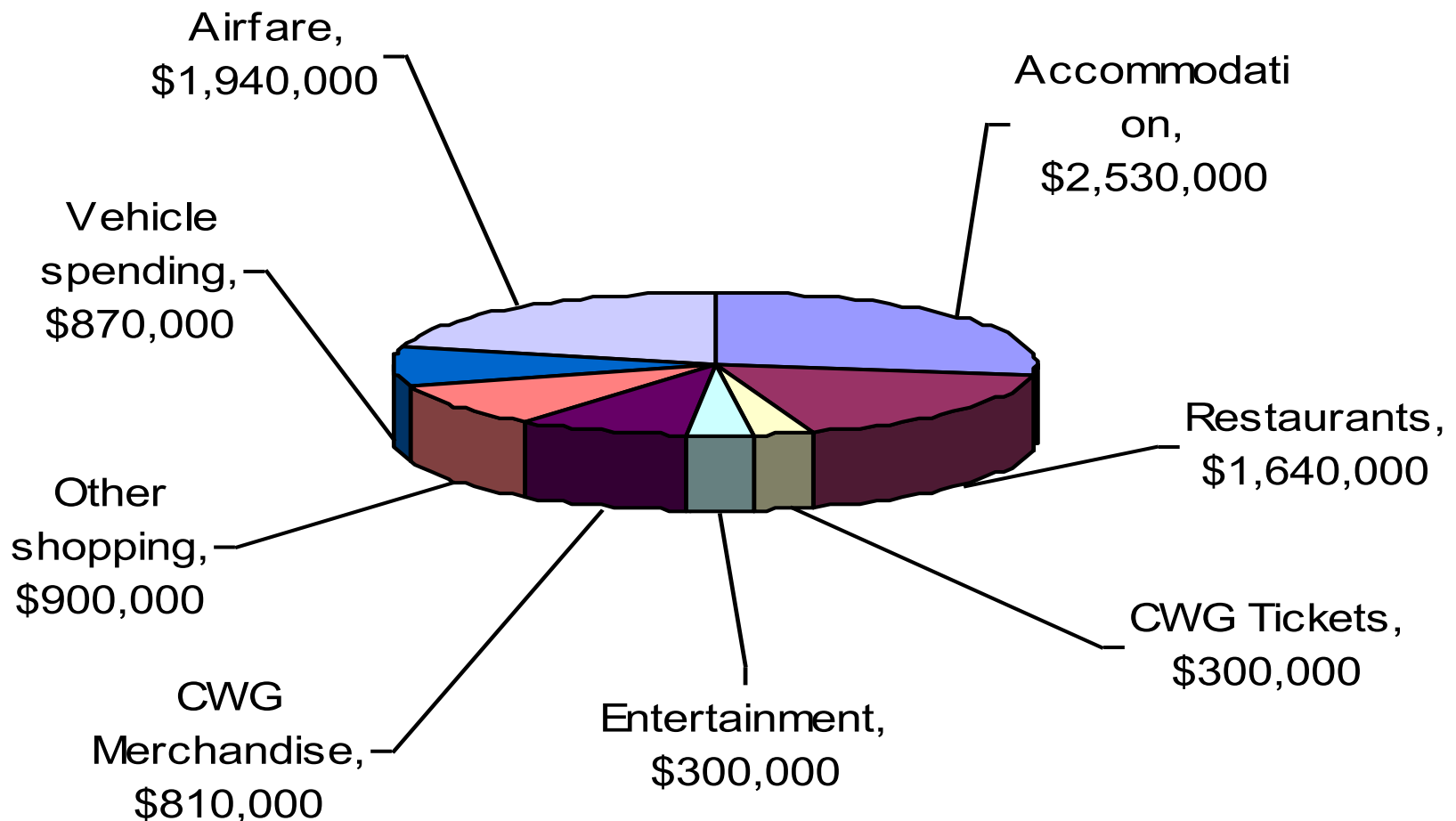
Origin of visitors



Visitor spending

- Visitors spent an estimated **\$9.3 million** in the Yukon during the Games
- Also spent another \$2.4 million in the rest of Canada (mostly airfare)
- People coming to the Yukon for a Games-related activity before the Games spent an estimated \$1.1 million
- Visitors spent an average of \$1,000 per person with a low of \$90 for athletes and a high of \$1,850 for VIPs and media

Total visitor spending by type of spending



Ancillary impacts

- Increased future tourism
 - Argument that Games “put Whitehorse on the map”
 - national marketing campaign,
 - presence of national media, and
 - media coverage
- Visitor survey showed that
 - A majority of visitors developed an increased awareness of the Yukon
 - 70% of respondents more interest in visiting the Yukon
 - 25% percent likely to visit Yukon in the next two years

Additional Benefits

- Capital Investments in Facilities
- Enhanced Sport Tourism Opportunities
- More General Awareness – Promote Tourism
- National Marketing Campaign
- Jobs/Skills development – non-traditional industries and service sector



Role of the Canada Games Council

— *National Partners/ Partenaires nationaux* —



Vision

The Canada Games are a premium, nation-building, multi-sport event that enrich Canadian culture and create lasting legacies.

Mission

The Canada Games Council ensures the Canada Games are delivered as a unique, premium, nation-building, multi-sport event and are strengthened as a property.

Values

We are ethical, inclusive and strive for excellence in all that we do while acting with integrity, honesty and respect for others. We work collaboratively with our partners in an accountable and responsive manner.

Key Success Measures



KSM #1 Marketing Perception and Presence

KSM #3 Athlete/Team Satisfaction

KSM #2 Key Partner Evaluation

KSM #4 Sponsor and Fund Development Growth

Canada Games Council



Strategic Goals

1. To be widely recognized by Canadians as a unique, premium, nation-building multi-sport event for youth, that creates enduring legacies for the Canada Games property and sport in host communities, provinces and territories.
2. To maximize the leadership role of the Canada Games in connecting Canadians and increasing the value they place on sport while ensuring the Canada Games is a significant contributor to the Canadian sport system.

Canada Games Council



Strategic Goals

3. To implement an efficient, effective and interactive Canada Games Transfer of Knowledge Program to support host societies in delivering the Canada Games.
4. To create a sustainable organization through efficient and effective operations, mechanisms for stakeholder engagement and government relations and the development of innovative investment opportunities for individuals and strategic partners.

Canada Games Council



- Independent Organization, Franchise Holder
- Responsible for management of the Games and development of the Canada Games Movement

Canada Games Council



Our role as Franchise Holder

- Create and uphold the standards for the Games
- Develop the bid process for the Games in collaboration with our P/T partners
- Manage the bid process and recommend the award of the Games to a community
- Develop and update agreements for the Games
- Develop policies and procedures

Canada Games Council



Our role as Franchise Holder

- Take on a leadership role in managing national functions for the Games, such as:
 - Establishing the **Sport Technical** elements of the Games in collaboration with our NSO partners (eg. Sport selection, rules, regulations, etc.) ensuring that to a maximum degree possible the Games contribute to Canadian sport development
 - **National marketing and communications**, including protecting the rights and properties, designing and executing marketing and promotional initiatives, etc.
 - Undertaking **Other Operational** responsibilities related to staging of Games (eg. Travel)

Canada Games Council



Our role as Franchise Holder

- Build strong working relationships with Host Society staff and volunteers through delivery of our transfer of knowledge program
- We bring partners together and collaborate and manage their expectations of the Games – governments, NSOs, PSOs, MSOs, Hosts, etc..
- Build the Canada Games Brand together
- **Tell the story nationally together on an on-going basis**
- Grow the Canada Games Legacy together with our host communities and many on-going partners

Growing the Canada Game Legacy Together

- The Canada Games are about:
 - ***Inspiring Dreams and Building Champions***
 - ***‘Inspiring dreams’*** in Canada’s youth to be active in sport and physical activity
 - ***‘Building champions’*** and help young athletes achieve success by providing the resources, tools and activities

Canada Games in Perspective



- 100% Canadian
- 100% Bilingual
- Incredible 21 Games tradition,
- Training ground for Olympics/Paralympics; Games alumni accounted for over **50%** of medals in 2014 Olympics,
- Alumni include: Steve Nash, Bob Gainey, Sidney Crosby, Catriona LeMay Doan, Hayley Wickenheiser, Alexandre Despatie, Cindy Klassen, ... and many more,

Historical Challenges

Challenges:

- Games held a regional presence,
- Diluted brand,
- Connect from Games to Games,
- Inconsistencies with audiences,
- Sustained corporate support,
- Greater relevancy within sports system, and
- Create a quality Transfer of Knowledge (TOK) program

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2023 Canada Winter Games





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Community Profile

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Canada Games Host Community Profile



A Vision

- Ability to think big, think huge
- Locally – Regionally – Nationally

Remembering who the Games are for

- Athlete and Participant centered
 - Care, comfort, competition
- Sum of whole more important than sum of parts

Canada Games Host Community Profile

An engaged community

- 100% sustained community support
- Strong volunteer leadership
- Competent professional staff
- Hospitality, customer focus, positive image

Canada Games Host Community Profile



Experience

- In Hosting events of a National or Regional nature
- Creative and aggressive Fundraising
- Supportive Business Community

Canada Games Host Community Profile

Solid Base of Infrastructure

- A base of sport competition facilities, with new capital requirements for the Games of less than \$10M.
- Sport facilities should be located such that they may be reached from the Athlete's Village site within 30 minutes driving time.
- ***Major venues for:***
 - The **Athlete's Village**, Operational and Mission Centre, Media Centre, Broadcast Centre



Canada Games Host Community Profile

A municipality that is prepared to:

- Contribute financially to the Games according to the financial framework (minimum \$3 million in capital)
- Confirm acceptance of all of the Hosting Standards
- **Guarantee any deficit from the event.**

Sports for 2023 Canada Games



Alpine Ski

Archery

Badminton

Biathlon

Cross Country Ski

Curling

Figure Skating

Freestyle Ski

Gymnastics (Artistic & Trampoline)

Hockey

Judo

Ringette (W)

Target Shooting

Snowboard

Speedskating (Long and Short Track)

Squash

Synchronized Swimming (W)

Table Tennis

Wheelchair Basketball (Mixed)

Sport Core Plans



- Sport Equipment
- Major/Minor Officials
- Sport Organizing Committee Requirements

Athletes/Coaches/Managers

- 1,250 athletes/week
- 500 coaches & managers/week
- Athletes with Disabilities

Sport Schedule



- Evolves over time.
- Consideration of Athlete Experience, Travel, Risk Management, Broadcast and overall schedule.
- NSO's/CGC sign-off on schedule.

Schedule of Events



EVENT	VENUE	DATE							
		2/23 Fri	2/24 Sat	2/25 Sun	2/26 Mon	2/27 Tues	2/28 Wed	3/1 Th	3/2 Fri
WEEK 1: February 23 – March 3									
Archery	Porter Creek Secondary School								
Badminton	CGC Fieldhouse 1								
Biathlon	Grey Mountain								
Curling - Women's	Mt McIntyre								
Hockey - Men's	Takhini Arena/ CGC								
Judo	CGC Fieldhouse 2								
Ringette	CGC, Takhini								
Shooting	Vanier Secondary								
Skiing - Freestyle	Mt Sima								
Snowboarding	Mt Sima								
Speed Skating - Long Track	FH Collins High School								
Speed Skating - Short Track	CGC Olympic Ice								
Synchro Swim	CGC Lions Aquatic Centre								
Opening Ceremony	Riverfront Stadium								

Non-sport Venues

- Airport
- Athletes' Village
 - Residence
 - Food Services
 - Athletes' Hub
- Mission Centre
- Hotel Requirements (VIP, Media, Visitors)
- Opening/Closing
- Warehouse/Office Space

Non-sport Venues – 2023 Challenges



- Athletes' Village
 - Residence

- Hotel Requirements (VIP, Media, Visitors)

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Business Plan Requirements



Critical Games Areas

- **Hosting Standards**
 - General
 - Sport Venues
 - Games Village
 - Other Major non-sport venues

Critical Games Areas

Hosting Standards

- Mandatory and Guiding Standards
- Breakdown by functional area
 - Links to budget requirements

Critical Games Areas

Mandatory Standard

If any such requirement is not agreed to by a bidding community, the bid will be deemed to be non-compliant and will not be considered or evaluated.

Guiding Standard

Relates to areas such as levels of service or commitment that may be amended with the express permission of the CGC, if a similar outcome can be achieved by alternate methods.

Standards: HS Perspective



- Standards assisted 2011 to develop business plan.
- Standards quantified budget responsibilities based on funding from governments.
- Assisted volunteers/staff in developing planning tools.

Standards: HS Perspective



- Standards not widely shared with all stakeholders.
- Raised expectations from previous Games based on local circumstances.
- Governments are concerned about “real” or “perceived” escalation of costs/services.

Sport Venue Standards



- Based on NSO recommendations for Field of Play (FOP).
- Minimum requirements to host sport competitions.
- Every community is challenged with some sports:
 - Snow sports
 - Oval
 - Badminton
 - Squash

Sport Venue Standards



Curling	Field of Play	Minimum of 5 sheets of curling ice (5 for Men. 5 for Women)
		Field of play dimensions: Each sheet of ice must be a minimum of 146' in length to a maximum of 150'. The width is a minimum of 14'2" to a maximum of 16'5".
		No additional space require around the field
		Regular lighting of the venue (600 LUX) except if it is necessary to upgrade for broadcasting (1250-1500 LUX)
		Practice/Warm up - Same as competition venue
	Ancillary*	Participant Seating: 55
		Athlete Change rooms: 2
		Coach Change rooms: 2
		Officials Change rooms: 1

Sport Venue Standards



- Based on NSO recommendations for Field of Play (FOP).
- Minimum requirements to host sport competitions.
- Every community is challenged with some sports:
 - Snow sports
 - Oval
 - Badminton
 - Squash
 - Synchronized Swimming



Athletes' Village



Village Facts

- 1995 – Temporary Village
- 1999 – Temporary Village (2/room)
- 2003 – Temporary Village (6/room)
- 2007 – Affordable Housing Project (6/room)
- 2011 – Hotels (max 3/room)
- 2015 - Hotels

Village Food Facts

- 1999 – Temporary Kitchen and School
- 2003 – Enhanced Cafeteria Service
- 2007 – Yukon College
- 2011 – Convention Center
- 2015 – Convention Centre

Key Numbers



- 210,000 meals served
- Café: 6:00 am – midnight
- 15,000 liters of milk
- 10,000 lbs of pasta

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Financial Overview

2023 Canada Games – Business Case



Government of Canada – operating	\$9,420,000
Government of Canada – capital	\$3,000,000
Host Province – operating	\$9,420,000
Host Province – capital	\$3,000,000
*Municipal government (s) – capital	\$3,000,000

Value (Goods and Services) in Kind contributions not included in these numbers.

2023 Canada Games - Business Case



- ***The Canada Games Council will place extreme importance in the evaluation phase on the financial risk associated with each bid proposal received.***



2023 Canada Games - Business Case

Estimated Operating Cost to host Canada Winter Games

- \$23 million (in 2006 dollars – based on the evaluation of standards)
- For 2023, we estimate this amount will be higher based strictly on inflation.
 - 17 years of inflation/indexing



2023 Canada Games - Business Case

Estimated Operating Cost to host Canada Winter Games

Local circumstances influence the cost of hosting.

- 2009 example = \$28.5 million
- 2011 example = \$31 million
- 2013 example = \$31 million
- 2015 example = \$28 million

Games at a Glance - Budgets

	1999	2003	2007	2011
Capital	\$3.1M	\$5.93M	\$5.5M	\$15M
Operating	\$17.3M	\$23.3M	\$19.8M	\$31M
Totals	\$20.4M	\$29.3M	\$25.3M	\$46M

Financing the Games

➤ Capital - contributions only

- \$3M from each level of government (\$9M)
- Not intended to address all your facility needs
- Local circumstances vary with respect to capital requirements
- Recent past Games capital budgets between \$15-\$20M – leveraged; but doesn't need to be higher than \$9 M.

Games at a Glance - Revenue

	1999	2003	2007	2011
Government	\$12.67M	\$13.46M	\$14.75M	\$35M
Sponsorship	\$3.8M	\$8.3M	\$7.6M	\$8M
Tickets	\$528K	\$762K	\$518K	\$1M
Merchandise	\$1.97M	\$1.8M	\$1.2M	\$150K (net)

Core Assumptions

Core Assumption	Bid	Sherbrooke '13	Business Plan
Dates of Games		Aug 2 to 17, 2013	July 28 to August 13, 2017
Date Turnaround day	Day 9		Saturday August 5, 2017
Number of Events	Over 200		249
Number of Test Events	Budgeted but no assumption as to number made	22	Assume test events in Cycling, Rowing, Canoe- Kayak, Beach Volleyball, sport in Sport4Life Centre + 2 others
Venues		18 sport venues (29 fields of play) 6 training venues; 31 non sport venues	21 sport venues + 18 non sport + 5 exclusive training venues (satellite villages currently counted as 2 sites)
Number of Competition Days	14 days – 110 cumulative	13 (3 days of non sport activity (Aug 1, 10 and 18))	14 days on May 14, 2014 schedule

Functional Areas/Work Packages

- Documentation that outlines scope, best practices, organizational structure, etc.
- Created to help understand what is expected.
- Helps compare Games to Games. (Financially)

Strawman/Games Comparisons



Expenses		Winter FF	FF Adjusted for Inflation	Halifax '11	Prince George '15
WP #	Work Package Description				
1001	Government Service, Relations, Agreements, Benefits	\$ 45,000		\$24,629	
1002	CEO Allowance Program	\$ 60,000		\$61,822	
1003	Team Building	\$ 15,000		\$1,394	
1004	Consultants	\$ 50,000		\$56,059	
1005	Moved to 1803			\$0	
1007 (5603)	Games Operations Centre & Coordination	\$ 12,000		\$0	
1006	Canada Games Council Payments	\$ 200,000		\$186,000	
	Sub Total	\$382,000	\$ 427,840	\$329,904	\$635,590
1201	Board Governance	\$ 45,000		\$33,395	
1202	Chair and Board Travel	\$ 20,000		\$17,685	
1203	Legacy	\$ -		\$1,128,947	
	Sub Total	\$65,000	\$ 72,800	\$1,180,027	\$628,099

Biggest Expense Areas – Operating (Approximates)

- HR - \$6 M
- Village - \$2-3 M (no capital costs)
- Sport - \$1-2 M
- Volunteers - \$1 M
- Venues - \$1 M
- Office - \$1 M
- IT
- Fundraising – 10-15% of total sponsorship revenue
- Legacy (if there is a planned legacy Fund)

HR Plan

- 60 – 80 Staff
- 1,200 – 1,300 Staffing months
- GM/CEO hired about 3.5 years before Games
- Most staff positions (last 18 months – 1 year)
- Games experience (only for some)
- Bilingualism
- Competitive secondments

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Revenue Model



Revenue Model



1. Government Support
2. VIK from Governments
3. Sponsorship
4. Tickets
5. Other Revenue

Capital Revenue

Government - Capital contributions

- \$3M from each level of government
- Not intended to address all your facility needs
- Local circumstances vary with respect to capital requirements

Government Support



- Historical Territorial and Municipal Government Support.
- Essential Seed Money to get started.
- Major Capital Projects.
- Federal Government Guidelines.

Government Support



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- Essential Seed Money to get started.
- Major Capital Projects.
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Government Support – Non Host Society

- Press Conferences/Communications
- Events leading up to Games.
- Gametime Receptions
- Public Safety / Risk Management
- Transit Services, snow clearing, etc.



Government VIK - Historical

- 2007 Whitehorse - \$2 M
- 2011 Halifax - \$2.842 M
- 2015 Prince George - \$1 M

Government VIK support is critical to the success.

Additional Government support - 2007

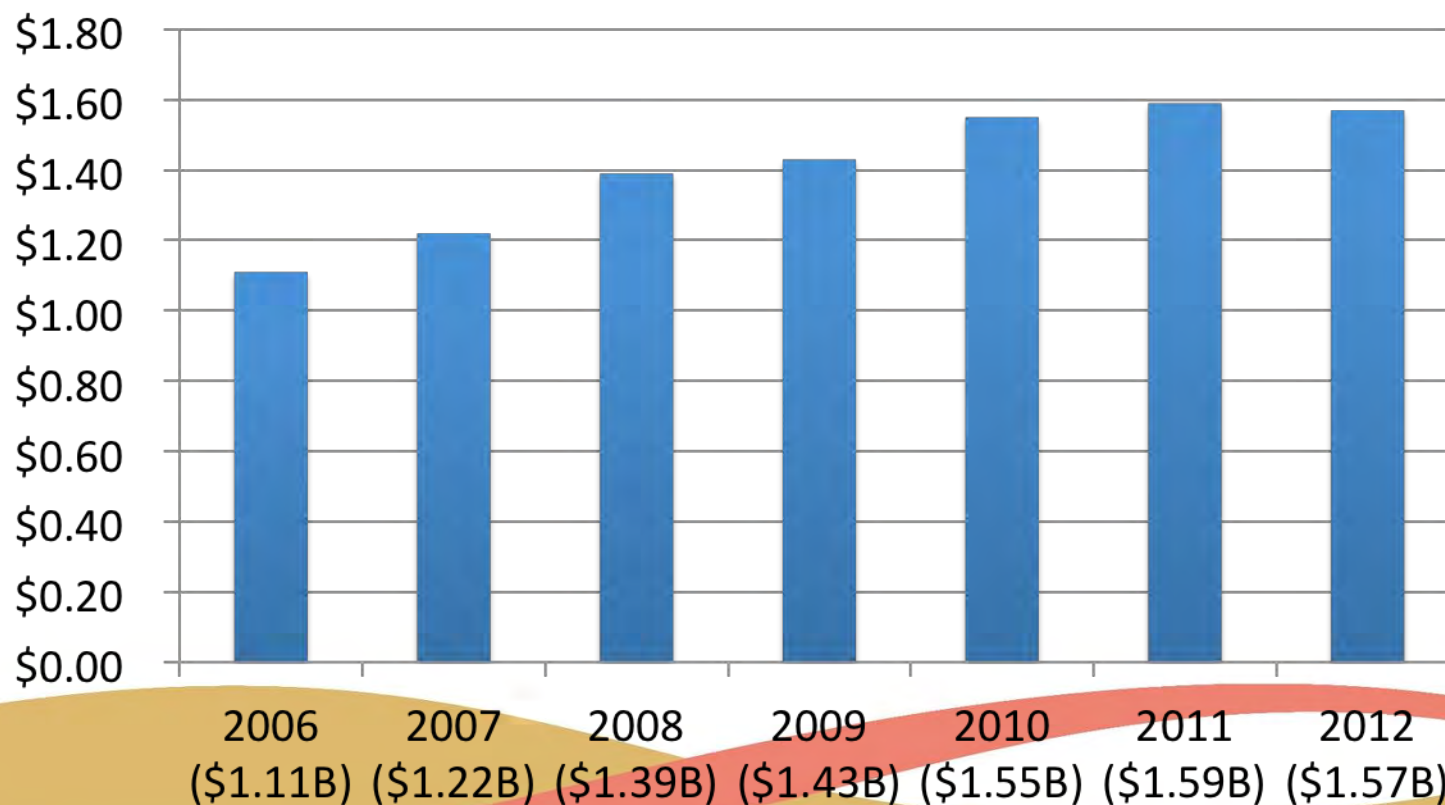


- Marketing Campaign
- Secondments
- Warehouse
- Sport Equipment/Assets
- Capital
- Team Yukon

Sponsorship Revenue



Sponsorship Spending (Billions)



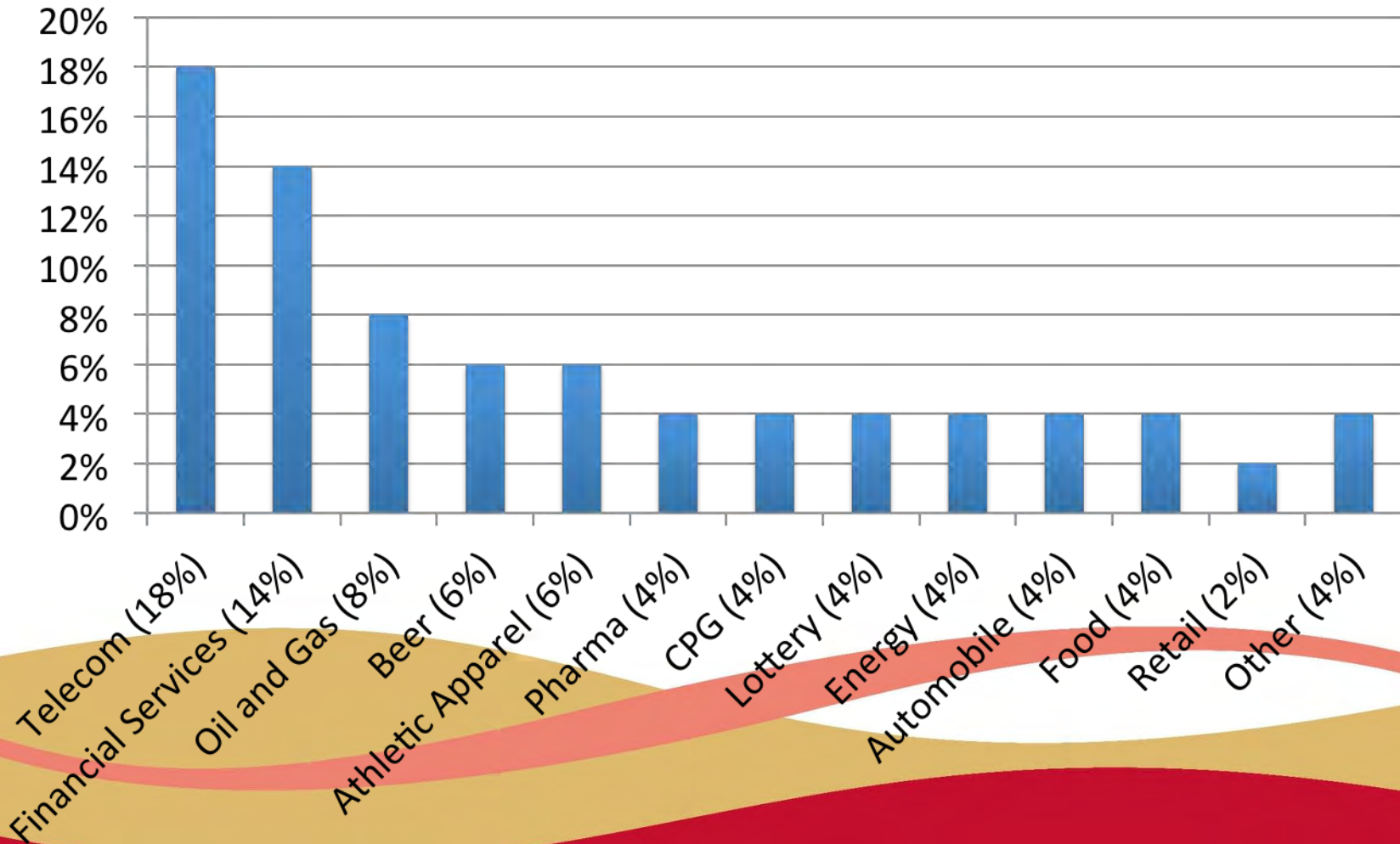
Sponsorship Business in Canada (2012)



Investment Areas

- Pro-Sport (27.2%)
- Amateur Sport (22.2%)
- Festivals (18.3%)
- Arts (10.5%)
- Cause Marketing (9.9%)
- Media (5.9%)
- Other (5%)

Breakdown by Sector



Sponsorship Trends



	2003	2005	2007	2009	2011	2013
Total Sponsorships	\$8.2M	\$7.9M	\$7.6M	\$6.1M	\$8.22M	\$8.11M

Sponsorship Trends



	2009		2011		2013	
	Cash	Value-in-Kind	Cash	Value-in-Kind	Cash	Value-in-Kind
	\$3,105,985	\$1,459,233	\$3,350,000	\$3,237,680	\$3,441,537	\$1,959,000
	68.04%	31.96%	50.85%	49.15%	63.73%	36.27%
Top Tier Sponsors	\$4,565,218		\$6,587,680		\$5,400,537	
Total Raised	\$6,089,044		\$8,220,481		\$8,113,202	
% Of Top Tier	74.97%		80.14%		66.56%	

Building Value – LT Deals

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Building Value



Sponsor Revenue

- CGC - \$1 M - \$2 M – Long Term Deals
- HS - \$4 M in Regional/National Sponsors
 - Lotteries, Energy, Telco
- HS – Local Partners
 - (Friends of the Games - \$1 M - \$2 M)
 - \$50K or less
 - Usually more VIK
 - Contribute over time.



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Other Revenue

— National Partners/ Partenaires nationaux —

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Other Revenue Trends



	1999	2003	2007	2011	2015
Tickets	\$528 K	\$726 K	\$589 K	\$1.28M	\$1.3M
Merchandise (net)	\$500 K	\$250 K	\$200 K	\$100 K	\$120 K
Interest	\$823 K	\$343 K	\$441 K	\$ 305 K	\$430 K
Asset Disposal	\$333 K	\$194 K	\$300 K	\$ 304 K	\$470 K



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Risks

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Risks

- Government Support
- Facilities
- Sponsorship
- Public Consultation/Support
- Stakeholder Support
 - Business Community
 - Education/Schools
 - NGOs
 - Special Interest Groups



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Questions?

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Agenda



1. Welcome and Introductions
2. Overview of Canada Games
3. 2023 Program
4. Business Plan Requirements
5. Financial Framework
6. Revenue Model
7. Timelines / Next Steps
8. Questions / Answers



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Next Steps

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Next Steps

- Templates based on CG bid materials
- Build community support.
- Build the financial plan.
- Ask questions.



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Good Luck!

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