



## Rowing Canada Aviron National Training Centre Request for Proposal (RFP) with Expressions of Interest

### SUMMARY

This RFP allows for any 'site group' in Canada to submit an Expression of Interest and potential proposal to Rowing Canada Aviron (RCA), for its proposed site to be considered as the primary location for RCA's National Training Centre (NTC), effective October 2020.

RFP issued: May 9<sup>th</sup>, 2018

Expressions of Interest due: June 15<sup>th</sup>, 2018

Proposals due: September 14<sup>th</sup>, 2018

NTC project launch date objective: October - November 2018

Expressions of Interest, proposals (upon request by RCA) and any questions about the RFP should be directed to the NTC Project Committee: Attention - Jennifer Walinga (Chair), [ntcproposals@rowingcanada.org](mailto:ntcproposals@rowingcanada.org)

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### OVERVIEW

Rowing Canada Aviron is committed to achieving its vision as a world leader in international rowing and as the consistent, leading medal winner for the Canadian Olympic/Paralympic Team. Its High Performance Program vision describes the latter part of this commitment as the, "unequivocal quest for repeated multi-podium and Gold medal performances." In order to achieve the vision of continued podium success, RCA has identified the need for fundamental infrastructure that fosters growth in its high-performance programs and that provides a world-class daily training environment (DTE) for its elite athletes. The primary physical infrastructure that supports an optimal DTE is the National Training Centre.

In early 2018 RCA hired an independent organization (the Sport Law & Strategy Group) to conduct a NTC and Facilities Strategy Review and to provide recommendations for a NTC strategy that supports the RCA's long term high performance vision. The communications related to the Strategy Review and the Executive Summary can be found [here](#). Two of the key recommendations provided in the Strategy Review Report, which have been adopted by RCA, are as follows:

1. Establish a primary NTC in Canada that is considered to be the "home base" for RCA's High Performance Program, with the intent to begin the next quadrennial (October 2020) with a functional primary NTC in place.
2. Develop a Request for Proposal (RFP) to determine potential sites for the primary NTC that allows for any site group in Canada to submit its proposal to RCA, with value to be placed upon a site's ability to meet the key criteria identified. The RFP could also be broken into several stages, whereby site groups are asked to submit 'expressions of interest' and then more formal proposal applications at a later date.



It is RCA's goal to determine its future home base site in October 2018, with planning and site collaboration to commence immediately thereafter with its site partners. This will lead to the opening launch of RCA's primary NTC in October 2020. RCA is seeking a site that will offer the following:

- 1) A high score on RCA's NTC Criteria Scorecard, which includes the key criteria outlined below.
- 2) Additional criteria outlined below that support an optimal DTE as well as additional facilities and amenities that provide for an optimal athlete and coach well-being and experiences off of the water.
- 3) Long term commitments from local partners to support RCA's NTC for a minimum of three Olympic and Paralympic quadrennials (12 years). The intent is to establish a permanent home base that will position RCA's National Team in a stable and highly successful environment for many years to come.
- 4) Multi-level collaboration between the site group, municipal government, regional/provincial government, land owners, and private/public partners that prioritize RCA water and facility usage and provide a world-class DTE for RCA's National Team athletes.

## THE OPPORTUNITY

The National Training Centre location selected from the RFP process will act as the primary home base for RCA's Senior National Team athletes, coaching and support staff, as well as identified rowers who are considered for National Team participation. At the NTC, 40 – 60 National Team athletes will train daily as they prepare to represent Canada at international rowing competitions. This includes the Olympic and Paralympic Games (held every four years) and World Rowing Championships (held each year). The National Training Centre hosts **the best of the best** in Canadian rowing and is supported by five Next Generation (NextGen) rowing locations in Canada that support the pathway for talented young rowers to the NTC.

NTC partners will play a big role in supporting our nation's elite rowers. As a result, RCA's National Team athletes will be connected to the local community in a number of ways; as residents, role models, consumers, actively engaged members and as heroes to our future generations of Canadian athletes.

Rowing in Canada has a rich history dating back to the first reported race in 1811 and is one of Canada's top ranked Olympic sports. Since its formalization of National Training Centres in the early 1990's, Rowing Canada has produced 59 World Championship medals and 20 Olympic medals. Canada also won its first Paralympic medal in 2016. RCA is seeking partners that help to build upon and be part of, that tradition of success.

## SITE GROUP

The site group refers to any organizing party that submits an expression of interest and proposal to RCA and that represents a specific location for NTC consideration. The site group should include leadership by an organization that is incorporated within a province of Canada such as a rowing club, provincial rowing association, municipality, institution, or other public/private corporation. Ideally the site group will include influential public/private partners who manage, regulate and/or influence the relevant body of water and surrounding land, in addition to local rowing experts. These may include members of municipal government, regional/provincial government, land owners, and private/public entities. It is expected that the site group has a strong understanding of the proposed body of water and surrounding land and its suitability to key rowing criteria, as well as the ability to influence key decision-making and mitigate potential conflicts to the NTC.



## PRIMARY NTC REQUIREMENTS

RCA has identified 10 key criteria for its primary NTC, with corresponding metrics that will serve to measure a site's ability to meet those criteria. Those criteria are listed below and *site submissions should prioritize and speak specifically to these key criteria*. Site groups may also identify additional areas of support and partnership as a means of bolstering their submission. With the main objective of continued podium success via DTE infrastructure and athlete/coach well-being, the key criteria for the primary NTC location are:

- **Body of water with a minimum 2000m buoyed rowing course:** a body of water that provides a straight, accessible, uninterrupted, and buoyed training/racing course that is at least 2000m in length (4000m+ is optimal) and that is considered to be of high quality (i.e. water quality, few weeds).
- **Body of water sufficient to accommodate multiple athletes and team training, as required:** in addition to length, the water provides adequate width to accommodate a high number of rowing lanes and therefore boats that can be on the water at the same time. The water can accommodate at least one 2000m course that is parallel to its prevailing winds and its adjoining off-water amenities have strong accessibility to Para rowers.
- **Year round access to the water at the facility:** the water can be accessed year round or as close to year round as possible.
- **RCA priority usage of the water (with consideration to share at various times):** the water has restricted areas and/or times of usage that minimize water traffic, wake and competition for the water space, that maximizes National Team usage, water quality, and safety.
- **RCA priority / shared usage of a boathouse:** the body of water includes an adjoining boathouse that is, at minimum, prioritized and shared with RCA including dedicated storage areas, boat moorings and specific areas for usage. Optimally, RCA is the primary tenant of the boathouse with exclusive or prioritized privileges as well as customized amenities that support its High Performance program.
- **Priority - exclusive usage of dryland facilities (if not at the boathouse):** dryland facilities refer to climate-controlled spaces that host a weight room and a large number of ergometer machines to support multiple rowing crews or blocks of athletes at one time (minimum 30 athletes). The facilities also provide functional change rooms, showers and adaptable spaces.
- **Living conditions away from the water (affordable accommodation, safety, transit, area in general):** the primary NTC is within reasonable distance of affordable residential areas and safe neighbourhoods that provide a good quality of living to National team athletes and coaches.
- **Access to medical, nutritional and therapeutic support personnel away from and at the NTC (aside from embedded RCA medical staff):** reasonable proximity to clinics, hospitals, health professionals and other forms of support that maximize the health of National Team athletes/coaches and their families.
- **Athlete Support System:** number of local partnerships, programs, services, donations, support systems and opportunities that ease the financial and mental burden on National Team athletes.
- **Access to family amenities:** the size, scope and accessibility of the nearest cities/towns that will serve to support the coaches/athletes and their families. This would include, but is not limited to, the number of local schools, community centres, childcare options, jobs, restaurants and forms of entertainment.



Additional criteria below will also be considered as complimenting pieces to the key identified criteria. Site proposals are further encouraged to speak to and include these criteria:

- Secondary bodies of water in close proximity to the site (i.e. less than three-hour drive), that meet the water specific key criteria and that include support of local public/private partners who manage and regulate these bodies of water
- Proximity to airport from primary NTC site and nearby residential areas
- Proximity to a reputable university from primary NTC site and nearby residential areas
- Nearby access to technology experts and world-class equipment that is applicable to rowing
- Proximity to a reputable university from primary NTC site and nearby residential areas
- Access to social amenities away from the NTC
- Ability to provide on-site Coach/Administrative offices at the NTC

Although RCA has largely utilized lakes for its NTCs in the past, it is aware that there are different types of water bodies within Canada and is open to creative, realistic opportunities. RCA is flexible to active management of existing lakes or waterways, partnership with repurposed bodies of water such as a quarry, or utilization of watershed areas. Any site proposal should clearly identify the type of water body and the method by which it would be utilized by RCA.

## **RFP STAGES**

The RFP process will take place in two stages:

1. **Expressions of Interest:** interested site groups are asked to submit an Expression of Interest as outlined below. Letters of interest are not required in a specific format, although stronger consideration will be applied to those who are professional in nature and who speak to their ability to achieve the key identified criteria. Letters should indicate the individuals and organizations within the site group and their roles, the proposed site for RCA's primary NTC, and the rationale as to why the proposed site should be the one selected. Organizations that are part of the site group should include letters of incorporation. Expressions should also include clearly communicated (written) intent by various parties that demonstrates their support of the NTC in a long-term capacity.

### **How to Express Interest**

Please send a cover letter and supplementing information, which is no more than five pages, to:

#### **NTC Project Committee**

**Attention: Jennifer Walinga, Chair: [ntcproposals@rowingcanada.org](mailto:ntcproposals@rowingcanada.org)**

The deadline for submission is *Friday, June 15, 2018 at 21:00 Pacific Daylight Time.*

Please address any questions to the committee via email at [ntcproposals@rowingcanada.org](mailto:ntcproposals@rowingcanada.org)

Upon receipt of all Expressions of Interest, RCA will review them and reply to all submitting parties as to whether a more formal proposal is required. RCA will aim to notify all site groups by June 20, 2018. RCA reserves the right to decline a formal site proposal. All reasonable Expressions of Interest will be weighted on their merits.



2. **Formal Proposal:** all site groups who have been notified of the opportunity to submit a formal proposal must do so no later than September 14<sup>th</sup>, 2018. These groups will receive a table identifying the specific metrics for each of the criteria, as well as potential questions or comments from the NTC Project Committee that arise in the review of the Expression of Interest. Proposal requirements are outlined below. Site groups are welcomed to pose questions to the Committee in advance of their proposal submission.

## PROPOSAL REQUIREMENTS

Upon confirmation by RCA in June, please include the following:

- Site group overview, contact information and details about your team
- Identify the type of water body and the method by which it would be utilized by RCA.
- Site strategy that meets RCA's NTC timeline and vision
- Identify how the site currently meets each of the key criteria and corresponding metrics identified, as well as any commitments (written, unwritten, financial, other) to enhance the site's ability to meet the key criteria and metrics in the future (how and by when)
- Statistical data that supports the site rationale and quantitatively addresses the criteria metrics
- Identify how the site meets the additional criteria identified, as well as any commitments to enhance the site's ability to meet the additional criteria
- Identify additional, useable, bodies of water that are in close proximity to the NTC. These bodies of water would meet the majority of key DTE criteria and would be ideally less than a three-hour drive from RCA's primary NTC. They would likely be a shared facility that is coordinated in partnership with a local rowing club, municipality, or private partner. The objective would be to acquire prioritized space and time on the water for RCA, to provide additional training opportunities and flexibility for the High Performance program
- Formal (written) commitments by public/private partners to support the NTC, with specific details as to how that support will be provided
- Board meeting minutes that demonstrate resolutions from established organizations to support the NTC project in a long-term capacity
- Site images as well as any video, mock designs or concept drawings (if applicable)
- Any anticipated costs to RCA as a result of facility construction or improvements
- Proposal must agree to and meet the terms as outlined below

***The NTC Project Committee will determine a set of finalists and will request a formal site visit and presentation from these finalists in the latter half of September.*** Site groups will be responsible for acquiring the necessary permissions and on-site logistics for these site visits. They must also ensure that all participants are provided with any site required personal protective equipment (i.e. work site, hazardous area) as well as personal flotation devices that meet RCA's Safety Requirements and Safety Guidelines should participants be placed on the water.

Informal site tours are also welcomed prior to September 14, 2018. At its discretion, RCA may also request a site visit at any time to assess the proposed site and meet with the site group to discuss aspects of its proposal.



## TIMELINES

RFP issued: May 9<sup>th</sup>, 2018

Expressions of Interest due: June 15<sup>th</sup>, 2018

RCA Notification to Site Groups: June 20<sup>th</sup>, 2018

Proposals due: September 14<sup>th</sup>, 2018

Additional vetting (if required): September 15<sup>th</sup> – October 7<sup>th</sup>, 2018

Selected NTC Site Group contacted: October 2018

NTC Project Announcement & Launch: October – November 2018

The selected site group will enter into a NTC Partnership Agreement with RCA that outlines the project commitments for all parties as well as general terms.

## TERMS

1. "Site Group" shall be the term assigned to the organizing party or individuals that submit a proposal.
2. By submitting a proposal, the Site Group agrees to all the terms and conditions of this Request for Proposal.
3. RCA may, at its discretion and without explanation to the prospective Site Groups, at any time choose to discontinue this process without obligation to such prospective Site Groups. Such a decision may not be appealed.
4. The statements made in the proposals are binding; therefore, an authorized representative of the Site Group's party, specifically a public/private partner who manages or regulates the site, must sign the proposal.
5. Proposal must clearly state any need for sub-partners, the work/support they will provide, their names, addresses, telephone numbers, email addresses, and expertise. RCA will not refuse a proposal based upon the use of sub-partners; however, it retains the right to refuse the sub-partners you have selected.
6. RCA does not bind itself to accept either the lowest cost/impact proposal or any proposal submitted, nor does it bind itself to accept the proposal that it scores the highest on its NTC scorecard criteria.
7. RCA will not be liable for any costs or expenses incurred in the preparation of a proposal.
8. The Site Groups, if chosen, shall undertake to indemnify RCA against claims and litigation (including legal fees) related to/arising from the activities of the Site Group.
9. RCA reserves the right to and may exercise any or all of the following rights and options with respect to this RFP:
  - i. To reject any and all proposals, to seek additional proposals (including beyond the assigned deadlines), to enter into negotiations and subsequently partner with more than one Site Group if such action is in the best interests of RCA, and to award or refuse to award a partnership as determined by RCA. RCA will not be required to provide reasons for accepting or not accepting any particular proposal.
  - ii. At its sole discretion to cancel or withdraw this RFP with or without the substitution of another RFP, to alter the terms and conditions of this RFP (including, without limitation, extending the times and deadlines referred to in this document), and to conduct investigations as to the qualifications of each Site Group at any time.
  - iii. Negotiate with one or more Site Groups.
10. Decisions made under this Request For Proposal are not appealable.



11. The selection of any Site Group is conditional upon the negotiation and execution of a satisfactory agreement between RCA and the Site Group. RCA will incur no liability to any Site Group as a result of these discussions, negotiations or modifications.

## **CONCLUSION**

Thank for your interest in responding to this RFP with *an initial Expression of Interest by June 15<sup>th</sup>, 2018*. We look forward to your response. Expressions of Interest and questions may be directed to the NTC Project Committee at [ntcproposals@rowingcanada.org](mailto:ntcproposals@rowingcanada.org).