

# Halifax 2014 Commonwealth Games Bid Society

## Final Report July 2007



# TABLE OF CONTENTS

INTRODUCTION	4
BACKGROUND & OVERVIEW	4
<i>2014 Domestic Bid Phase</i>	4
<i>2014 International Bid Phase</i>	4
<i>International Relations</i>	6
<i>Games Planning</i>	7
<i>Considerations for Future Bidding Cities</i>	8
<i>Timeframe for bidding</i>	9
<i>Metrics for Success</i>	9
<i>High-Level Strategic Approach</i>	10
<i>Bid Leadership</i>	10
<i>Bid Governance</i>	11
SOCIETY MANAGEMENT & OPERATION	11
<i>Bid Budget</i>	11
<i>Budget Rationale</i>	11
International Bid Budget Process	12
Expertise	13
<i>Highlights of the Financial Results of the Society</i>	14
<i>Revenue</i>	14
<i>Expense</i>	15
<i>Conclusion</i>	16
<i>Auditor's Report</i>	17
PERFORMANCE AGAINST OBJECTIVES	17
<i>Goal #1: Sport Development</i>	17
<i>Goal #2: Social Responsibility</i>	19
<i>Goal #3: Economic Opportunity</i>	21
<i>Goal #4: Responsible Management</i>	23
<i>Goal #5: Positioning for Success</i>	24
APPENDIX 1: HALIFAX 2014 BOARD OF DIRECTORS AND MANAGEMENT TEAM	27
APPENDIX 2: AUDIT COMMITTEE MEMBERS	28
APPENDIX 3: VENUES	29
<i>Commonwealth Park</i>	29
<i>Commonwealth Park Stadium</i>	30



<i>Commonwealth Park Multi-Sport Facility</i>	30
<i>Commonwealth Park Athletes' Village</i>	31
<i>Halifax Forum</i>	32
<i>Halifax Metro Centre</i>	32
<i>Wanderers Grounds</i>	33
<i>Halifax Commons</i>	33
<i>Halifax Core</i>	33
<i>Mainland Common</i>	34
<i>Dartmouth Sportsplex</i>	34
<i>Lake Banook</i>	35
<i>Bull Meadow</i>	35
<i>Martock</i>	35
<i>Dalhousie University</i>	36
<i>Saint Mary's University</i>	36
<b>APPENDIX 4: SPORT DEVELOPMENT</b>	<b>37</b>



## INTRODUCTION

The Halifax 2014 Commonwealth Games Bid Society (Halifax 2014) Final Report is intended to provide an overview of Halifax's international bid for the 2014 Commonwealth Games and the organization's final audited financial information.

The Final Report reflects Halifax 2014's summary of operations and strategies for the Bid project as a whole. On Thursday, March 8, 2007, the Halifax 2014 Commonwealth Games Bid Society and Commonwealth Games Canada received notice that the Province of Nova Scotia and the Halifax Regional Municipality had withdrawn their funding support of the bid for the 20th Commonwealth Games. Subsequently Canada's bid was formally withdrawn from the international competition for the 2014 Commonwealth Games with Abuja, Nigeria and Glasgow, Scotland.

## BACKGROUND & OVERVIEW

In 2002, Halifax participated in the 2010 Commonwealth Games domestic bid, losing to the city of Hamilton. The 2010 process proved instrumental in Halifax being selected as the successful candidate city for the 2014 Games, providing a base of knowledge and a stronger appreciation of the bidding process.

### 2014 Domestic Bid Phase

The domestic bid process began with the Halifax Regional Municipality (HRM) and the Province of Nova Scotia (PNS) jointly responding to a call of engagement from Commonwealth Games Canada (CGC), indicating the two local governments' interest in pursuing the right to host the 2014 Commonwealth Games. Halifax competed against Hamilton, York Regional Municipality and Ottawa.

On December 15, 2005 Halifax was chosen by CGC to represent Canada in the international competition to stage the 2014 Commonwealth Games.

### 2014 International Bid Phase

Halifax 2014 was established with the primary mandate of winning the Commonwealth Games on behalf of Halifax, Nova Scotia and Canada. The vision was to create a Halifax 2014 Commonwealth Games where the Commonwealth Family gathered for greatness to celebrate sport and culture in the Atlantic gateway to Canada. The bid embodied the Commonwealth values of Humanity, Equality, Destiny, as well as Excellence, Partnerships and Inclusiveness.

Halifax 2014 was governed by a Board of Directors (refer to Appendix I). The Board established an Executive Committee of the Board to meet more frequently and make decisions on their behalf as required. The mandate of the Board was to secure the 2014 Commonwealth Games for Halifax and Canada.



Halifax 2014 had five primary partners in the international bid: the Government of Canada, PNS, HRM, CGC and the sport community. Each partner was involved in various capacities in the development of Halifax's bid.

Through the involvement of Sport Canada, the Minister of Sport and the Foreign Affairs Minister, Halifax's bid had the commitment of the federal government with a financial contribution of \$3,500,000 towards the international bid budget. In addition, the Atlantic Canada Opportunities Agency (ACOA) committed a \$2 million value-in-kind contribution in support of economic and business development opportunities associated with attracting the Games and strengthening local expertise in attracting major events. The federal government also held observer status on the Halifax 2014 Board of Directors.

Both local governments were fully involved in the entire bid process beginning with the domestic bid. During the international bid, the local governments selected representatives to sit on Halifax 2014's Board of Directors (two members per government). These representatives were also members of the Executive Committee of the Board (one member per government). In addition, staff representatives from both local governments were appointed to act as day-to-day liaisons to work with and support Halifax 2014 staff.

Members of Halifax Regional Council voted on several occasions during the development of the bid, each time voting unanimously in favour of its support. Provincially, members of the House of Assembly made history in October 2005 by passing a unanimous all-party resolution supporting Halifax's bid. HRM Council voted to withdraw support on March 8, 2007, preceded by the provincial cabinet's decision to withdraw support on March 7, 2007. HRM contributed \$3,000,000 toward the international bid. The provincial contribution toward the international bid was \$3,500,000.

As the Canadian franchise holder, CGC had the ultimate responsibility of presenting a single candidate city to the Commonwealth Games Federation (CGF) in the bid for the 2014 Games. With a Bid Director appointed by CGC to oversee Halifax's bid, as well as five Halifax 2014 Board members (two who also acted as Executive Committee members), CGC was closely involved in the development of Halifax's bid.

The sport community was also an essential partner in the bid. Through representation on the Board of Directors (two members), the Executive Committee (one member) and the Sport Advisory Committee, the sport community played a key role in ensuring the primary legacies and goals of Halifax 2014 aligned with the sport development objectives of the region.

Led by the Chief Executive Officer, Halifax 2014 included a team of full-time staff who were responsible for preparing a successful bid. The team was tasked by its three funding partners to undertake a planning process that would provide the



most realistic and accurate costing information possible enabling Halifax to deliver a bid that would:

- Create a lasting, tangible legacy for the community;
- Meet CGF requirements;
- Create a unique athlete and spectator experience;
- Positively position Halifax and Nova Scotia internationally; and
- Leave a legacy that would impact the sport community at the financial, facilities and volunteer level.

In April 2006, more than 90 community leaders in the business, sport, health and public sector communities were invited to provide input and feedback to Halifax 2014 as the organization prepared to develop its bid submission. The feedback generated through the sessions was then used to form the basis of Halifax 2014's mission, values, goals and detailed objectives (i.e., the strategic plan).

Ultimately, the international bidding process focused on three key outcomes:

- Winning the bid;
- Providing accurate and reliable Games costing information to allow the three government funding partners to make their decision; and

The latter outcome was strongly influenced and dictated by the Government of Canada (Sport Canada) while both local governments thoroughly supported the approach. The requirement for accurate, reliable Games cost estimates was to be accompanied by a sound business plan. The economic assessment of those cost estimates and the business plan, showing a positive net benefit, would guide the funding partners as to the necessary and appropriate investment. The August 2006 report to HRM Council stated "Prior to finalizing the extent of the investment associated with the 2014 Commonwealth Games, the three levels of government are committed to ensuring that investment levels and expenditure commitments will be substantiated within the broad context of economic impact and benefit to HRM, the Province of Nova Scotia, the Atlantic Region and Canada". On November 30, 2006, Sport Canada announced a \$400 million contribution cap to the hosting of the Games, prior to Games cost estimates, a business plan or an economic impact study being finalized or provided for review and assessment by government partners.

### ***International Relations***

To achieve the first outcome of developing a successful bid, an aggressive international relations program, including both outbound and inbound travel, was developed. The key focus of the international strategy was to secure the intention of 36+ delegates to vote for Halifax. The strategy was based primarily on building meaningful relationships with each Commonwealth Games Association while taking time to learn what each was looking for in a Games experience. The information gathered through visits by Halifax 2014 to 60 of the 71 voting countries and territories would be used to form the foundation of the Halifax 2014 bid submission.



### ***Games Planning***

Coinciding with intense international outreach, Halifax 2014 was engaged in a detailed and dynamic Games planning exercise and in the development of the Games Operating estimates. The process allowed for the bottom-up development of both the Games capital investment (the costs associated with the venues and physical legacy that would be left to Halifax) and the Games operating estimate (the revenues and expenditures related to running and staging the Games).



The planning exercise saw the majority of Halifax 2014's resources focused on producing estimates that adequately anticipated Games costs and resulted in improved predictability, reliability and clarity with respect to what was, and what was not, included in Games estimates. All of these outcomes reduced the likelihood of increases to the cost or to the scope of the investment after being awarded the Games, as has been the case with earlier bids.

The capital planning began in June 2006 with initial sport and venue selection. The detailed planning, costing, scoping and conceptual design of all Games venues and facilities led to the capital estimate. Through continuous refinement, the process resulted in a series of potential options and the associated risks to inform government decision-making.

"Affordability" of the 2014 Games, like other investments government might assess, is ultimately determined by the predictability of the cost estimate; the economic impact of that investment; and, the individual capacity of each government partner to provide its proportionate share of the total government funding. The Halifax 2014 costing approach provided detailed information never before seen at the bid stage in Canada, increasing the reliability and predictability of Games costs as compared to previous bids. The capacity of each government to provide its share of the funding would have been assessed by each government individually, based on internal data such as debt targets and other program and financial priorities.

The Games estimate planning process concluded in January 2007 when the Board of Directors moved to approve Games costing detail for review and evaluation by the government funding partners.

The three levels of government undertook an independent economic impact assessment. This study was based on the Halifax 2014 estimates and plan. Following common practice, the Government of Canada hired independent experts to examine the detailed Games plans and estimates. Similarly, the Province of Nova Scotia engaged an external consultant to undertake a high level capital plan review. By early March, the funding partners had all received advanced drafts of each report.

The bid submission (Candidature File) was to be filed by Halifax 2014 by May 9, 2007. On November 30, 2006, Sport Canada announced a \$400 million contribution cap to the hosting of the Games. On March 8, 2007, PNS and HRM withdrew their funding support for the bid as it was determined by the local funding partners that they could not collectively close the significant funding gap between the estimated costs and the funding already committed by the federal government, expected contributions from private partners and games revenue.

## **Considerations for Future Bidding Cities**



### ***Timeframe for bidding***

The domestic bid started in July 2005 and concluded in December 2005, 22 months prior to the conclusion of the international bid phase on November 9, 2007 at the Commonwealth Games Federation (CGF) Annual General Assembly in Sri Lanka. The timeframe of the domestic phase presented an extreme challenge. Fundamentally, the lead time from the domestic phase to the completion of the international phase was insufficient to both complete the exhaustive detailed planning and financial costing required by the bid process and government funding partners and mount a successful, competitive bid process, complete with an effective international relations strategy and a community and public awareness campaign.

It is strongly recommended there be a minimum of 36 months (three years) from the time the domestic phase is complete, and the Canadian bid city is selected, to the conclusion of the international bid phase. In addition, more information including the actual cost to host a CWG Games and the extensive requirements of bidding should be made available to candidate cities during the domestic phase to enable them to make an informed decision about participating in an international competition of this magnitude.

### ***Metrics for Success***

Once the international bid competition phase is underway, the environment within which the bid society must operate makes it extremely challenging to get ahead of the daily pressures of time and deliverables in order to develop and secure the foundational elements that make for a successful bid.

In general, major milestones such as bid governance structure; high-level strategic approach for bid success; a solid foundation for stakeholder and public support; and clear success metrics that relate to government policy, business and investment objectives should be in place and agreed to by funding partners before the bidding execution phase and before firm commitments are made to proceed with the bid.

Ensuring all of these basics are securely in place, perhaps even before the Canadian franchise holder decides to call for bids, would help to avoid issues around governance, organizational structure, time, government commitment and ultimately public support.

As with any major strategic project, it is recommended that specific measures of success, minimum standards and clear criteria for decision-making be determined in advance of the international bidding phase. Putting aside time constraints, there must be clear parameters against which the bid committee develops the Games plan and the associated costs.

Agreed to early and made public, those parameters might include things such as:



- How the respective government contributions will be assessed or measured for affordability;

- What are the specific economic benefits that must be achieved;
- What are the non-Games services or levels of service that must be maintained by governments; and
- The specific debt targets that must be maintained.

Each of these items has an impact on the assessment of affordability, return on investment and the ability to maintain government services expected by tax payers.

### ***High-Level Strategic Approach***

Historically, developing a budget for a major event involves a high-level, top-down budget that will be further refined and validated if the bid city is successful. This approach is risky as detailed cost estimates are not known in advance. This approach is usually helpful to the bidding phase, but can be problematic during the early years of the hosting phase when true costs are determined.

Halifax 2014 chose a detailed costing approach based on the directive of the federal government and the local desire for significant transparency.

As long as sufficient time is built into the international bid phase and fundamental decisions and success metrics are dealt with ahead of time, building a high degree of fiscal due diligence into Games planning and estimating is achievable and will be of significant benefit over the long run. While Games planning and estimating should be an important part of the bid, it should not be the entire focus of the governors. By extension, the focus of the governing body, which ultimately drives bid operations and priorities, must be balanced across international relations, marketing and communications and financial planning. Then, during the international competitive phase, a successful bid must be led with international relations and marketing/communications considerations at the forefront.

### ***Bid Leadership***

Every effort needs to be made to determine the absolute commitment of all partners and stakeholders prior to bidding. Vocal and sufficient support from outside the bid committee, other than from the Bring on the Games group, during the international phase of the Halifax 2014 bid was noticeably absent. Building strong public support requires an authoritative, consistent, confident level of support from leaders, be they from the political, business, or sport communities, coupled with ongoing information and communication from the bid committee itself. If the bid is seen as going forward over or despite the wishes of the governments, public confidence will erode.

The evidence of the commitment from government partners should be commensurate with the overall investment required. If the investment in an event is to be hundreds of millions of dollars, then it must become one of the primary activities for government at all levels, with every policy developed or announcement made linking back in some way to the bid or to the policy



initiatives to which the event will contribute. Where timing negatively impacts the ability of governments to do this, it jeopardizes the bid itself.

### ***Bid Governance***

The Board of Directors was initially established based on requirements set out by the Canadian franchise holder (CGC), which dictated the number of appointees from that organization to be on the Board and Executive Committee. The remaining members were representative of the other stakeholder groups (First Nations, sport, athlete), the municipal government, provincial government and the community at large.

It is recommended that organizational structures for bidding be approached from a “form follows function” strategy. There is a tendency to consider who needs to be at the decision making table based solely on requirements of funding decisions or fundraising ability. While respecting the need to involve relevant constituent groups, there needs to be balance in recruiting board members with relevant experience in Games hosting and bidding. In addition, board members should play an integral role in crafting the mission and vision for the organization, to solidify buy-in.

## **SOCIETY MANAGEMENT & OPERATION**

### **Bid Budget**

#### ***Budget Rationale***

Preparing a Bid Book to win the right to host an international multi-sport games is a major undertaking. It is a complex process involving a multitude of clients, partners and stakeholders. It requires a significant investment of human and financial capital. Winning required a clear commitment to the purpose.

Recognizing the magnitude of the task of competing successfully for the 2014 Commonwealth Games, the bid budget was prepared in a manner designed to:

- Realize the Halifax 2014 Vision & Guiding Principles
- Meet CGF requirements
- Ensure economic, social and environmental benefits and legacies
- Promote economic opportunities
- Submit a winning Bid
- Ensuring a fiscally and environmentally responsible Games that are “right-sized” for HRM and Nova Scotia.

Winning the domestic rights to be Canada’s candidate city for the 2014 Commonwealth Games was the result of a clear mission, one robustly supported both financially and politically. This provided the Halifax bid team with the means to prepare a winning proposal. With the International phase, Halifax 2014 took a



considerable step; a move onto the international stage that required a cementing of that commitment, enhancement of existing partnerships and the marshalling of the political and financial will necessary to deliver the Games to Canada in 2014. The bidding environment changed substantially from 2002 and the 2010 bid. The bidding rules that were in place for 2010 and previous years were extensively altered and expanded. Quite simply, the CGF introduced a far more demanding and rigorous approach to the games bid that dramatically changed the scope and nature of the bid requirements. This change, while it aims to ensure a higher and arguably more appropriate rigour and fairness in the bid process, nonetheless presents an onerous undertaking with serious scope implications for the candidate city. The 2014 bid process is far more demanding than it was for 2010, with much higher bid book standards, resulting in a significant financial consequence to the bid (versus the Games). With this higher standard came a much more detailed and reliable Games plan and Games budget than in the past.

An additional factor that required the Halifax 2014 team to achieve a level of technical due diligence at the bid level never before seen in a Commonwealth Games bid, was the clear expectation of the Federal government and all government partners that there would be one request for Games funds, and only one. For 2014, there was an expectation and requirement that the estimates be more detailed and reliable than for past bids in terms of predicting Games hosting costs at the International Bid stage.

In reviewing the travel and hosting standards and expectations that exist in the realm of competitive bidding for Games, for this bid the question was asked, “Will we do whatever it takes to win?” The answer was an unequivocal no. The Bid plan set out to do the things necessary and dictated by the rules but would not extend beyond an acceptable code of conduct nor beyond the final approved budget. The travel and hosting standards reflected in the business plan and budget are the standard required in the current bidding environment and within the rules of the bid process to help secure the winning number of votes.

### ***International Bid Budget Process***

A variety of resources were utilized to craft the Bid budget: a comprehensive strategic and business planning exercise was completed; other successful bid submissions were reviewed; external specialists provided input and feedback; and financial experts addressed the details.

The aggressive timelines required dual tracking in the planning process, meaning the strategic plan was developed concurrently with aspects of operational plans. The strategic plan provided direction and the overall framework, while details required for budget elements emanated from the operational plans. These came together in a broad planning session to ensure congruence and business plan alignment.



## ***Expertise***

Halifax 2014 and CGC staff, developed the initial bid budget draft. This work was then validated by a group of external specialists to help ensure all cost sources had been identified. Further review and validation was then conducted in a number of small group meetings involving all the key contributors to the budget process:

### Games Consultants and Specialists:

- Bill Burke, Aquatics consultant, Melbourne 2006 CWG
- John Crace, WHW Architects, 2010 and 2014 Domestic Halifax Bid
- Clint Flood, Games Operational consultant, business planning for 1998, 2002, 2006 Commonwealth Games, 2010 and 2014 CWG bid monitor
- Tony Holding, Deputy CEO of Melbourne 2006 Commonwealth Bid and Manager of Planning (now Senior Director Strategic Relations Halifax 2014)
- Patrick Jarvis, IOC 2012 Olympic Games Evaluation Commission, London 2012 Olympic and Paralympic Summer Games Coordination Commission
- Bob Johnson, Architect consultant, Vancouver 2010 and London 2012 Olympic and Paralympic Games
- Debbie McDonald, Program Director, Workforce Planning and Operation, Vancouver 2010 Winter Olympic and Paralympic Games
- Chris Morrissey, fit-out consultant for Manchester 2002 Commonwealth Games and General Manager, 2007 Canada Winter Games, Whitehorse, Yukon
- Linda Oglav, Vice President Marketing and International Relations, Vancouver 2010 Winter Olympic and Paralympic Games Bid
- Larry Sengstock, Manager Sports and Operations for Melbourne Bid and Group Manager Sports Melbourne Games
- Jamie Wright, Architect design for 2008 and 2012 New York Olympic and Paralympic Summer Games Bids

This bottom-up, unit cost approach to detail in the bid budget preparation was utilized to mitigate the risk of under-estimating costs and created a starting point / “worse case scenario” in the earliest drafts. The rigor applied to the bid budget development was necessary to help ensure a fiscally prudent approach to the 2014 Commonwealth Games bid, one of the Guiding principles of the Bid Team.

Finally, the attention to detail was undertaken in an effort to ensure a successful outcome of the bid process, winning the rights to host the Games in 2014. However, it is critical to note that from the beginning it was clear that success should not only be measured by the final selection of the host city but also through the benefits that were realized through the process of bidding itself.



## Highlights of the Financial Results of the Society

The budget period for the Society was December 16, 2005 to March 31, 2008, representing the period of the International Bid project including the planned wind-up / transition period from November 2007 to March 31, 2008.

Total revenue and expense amounts compared to budget were impacted by the fact that the Bid was withdrawn mid-way through the budget cycle in March 2007. This is reflected more significantly in some areas of the budget (Site Visits by the CGA's) than others (Games planning) based on when each activity took place or was planned to take place.

Significant effort was made by the Society, following the March 8 announcement of the Bid withdrawal by the Province and HRM, to ensure that total overall costs of the bid did not exceed total funds committed and received. Spending following the withdrawal decision was driven by specific approvals of the Executive Committee. The approved wind-up plan included two primary activities: 1) settlement of the existing contractual obligations of the Society; and 2) completing the Transfer of Knowledge program to gather documents and make recommendations for future Bidding cities.

On April 4, 2007, the Executive Committee was advised that the final projected expenses of the Society would likely be between \$9.6 and \$10.0 million with final results ranging between a break-even and a deficit of \$533,000. The final audited results of the Society reflect total expenses of \$9.6 million with a surplus of \$45,553.

### *Revenue*

Revenues of the Society came from two primary sources, public financing from governments (Federal, Provincial and Municipal) and sponsor or donated funds. Other revenue from interest on bank accounts and sales of assets represent a small proportion of the overall revenue.

- Total **public financing** of \$8,512,703 compares to the total budget for public financing of \$10,000,000.
- The variance of \$1,487,297 relates entirely to the difference between the \$3,500,000 budgeted contribution from the Federal government and the amount received of \$2,000,000 plus interest earned on those funds.
- **Sponsor revenue** received of \$508,184 relates almost entirely to the Domestic phase of the bid. Only the value in kind donated with respect to office rent and furniture in the amount of approximately \$140,000, relates to the International phase of the Bid.
- Sponsorship revenues that had been pledged in the Domestic phase were not required to meet expenses of that phase of the Bid and were carried forward into the International phase. The focus of the sponsorship revenue effort for the International phase was targeted on the later part of



the Bid during spring, summer and fall of 2007. Although there were in fact commitments of cash and value-in-kind, these significant bid revenues could not be achieved, as this major campaign and related sponsor service did not occur.

### *Expense*

The three major categories of expense are Bid Marketing, Core Services and Games Planning.

- The majority of **Games Planning** activities had been substantially completed at the time the bid was withdrawn in March of 2007.
  - This budget area supported the creation of the venue and operations plans for the 2014 Games along with development of Class C capital estimates for planned facilities.
  - Over the 90 days following the Bid withdrawal, contracts were settled for work done prior to March 8, 2007.
  - Professional fees relate to the Society's Architect contract selected by RFP process in the spring of 2006.
  - The Society's Architect was the primary support for the development of the Class C capital estimates related to Games facilities. The Executive Committee approved additional funds of approximately \$300,000, in the fall of 2006 to complete a number of studies related to the capital estimates. These additional funds were to be absorbed within the approved budget of the Society
- 

- **Core Services** included staffing and space costs as well as legal, insurance, human resources, information technology, tax and office support.
- The Bid staffing effort was near peak in March 2007 and staff numbers were to have declined steadily from the spring of 2007 to a small final team slated to present in Sri Lanka in November of 2007 and then do the transition or wind-up following the final presentation.
- Budget allocations for staff were revised in July of 2006 to respond to the needs of the bid and funds were allocated to finance and communications. The finance positions were filled through consultants rather than staff salaries therefore costs are higher in this area.
- Leasehold improvements were paid in full and rental charges are included for the period of the bid plus the required 6-month notice period.
- Leasehold improvement costs were higher than had been budgeted and these costs were to be absorbed within the total approved budget of the Bid.



- 
- 
- **Bid Marketing** includes all the visits to Commonwealth Games Associations (CGA's, the voting delegates), undertaken during 2006 and early 2007. The majority of this travel was complete at March 2007 with only a few regions in the Commonwealth remaining to visit.
  - The CGA's, over 70 countries and territories, were slated to visit Halifax in the late summer of 2007; therefore the majority of these costs were unspent.
  - The CGA partner program, part of the International Bid program designed to provide direct support through coaching or equipment to CGA's, was cancelled after the Bid was withdrawn.
  - While some communications and promotions costs had been incurred supporting the local and international campaigns up to March 2007, major effort and budget was to be focused on the period of spring and summer 2007 once the Games estimates were complete and venue decisions had been made. There were also significant funds budgeted for the final presentation in Sri Lanka.

### ***Conclusion***

The Society structured its budget and contracts for the best efficiency possible assuming an operating period that ended in March 2008. Contracts had terms that went beyond March 2007 and minimum notice periods assumed an orderly wind-up of the Society would take place following the November final bid presentation.

The decision to withdraw the Bid in March 2007 required the Society to settle these contractual obligations as quickly as possible, recognizing that costs had to be incurred against the original obligations regardless of the cancellation of the Bid.

Since that time the Society has settled contracts for work done to March 8, 2007 and received legal advice on various requests for payment. The Society made no payments after March 8, 2007, which was not approved by the Executive Committee directly or through the authorization of the activity. In the majority of cases payments were recommended on the basis of both staff and legal advice.

The Bid team made every effort, in a very fast-paced environment, to ensure that not only were policies in place to guide spending, but that those policies were adhered to so that the public funds that supported the Bid to win the 2014 Games for Halifax were spent according to the approved budget and in a manner that was appropriate and consistent with direction from the Executive Committee.

The financial and audit results indicate these efforts were successful.



## Independent Auditor's Report

The audited Schedule of Revenues and Expenses is attached as a separate document.

## PERFORMANCE AGAINST OBJECTIVES

### Goal #1: Sport Development

- To nurture high performance sport throughout Canada and the Commonwealth.
- To position Canada as a leading summer sport nation and increase the profile of and participation in sport at all levels through education and promotion of the Commonwealth experience.
  - Halifax 2014's Legacy Program was designed to advance high-performance sport in Canada through development of coaching, sport sciences, sport medicine, and facilities and services for high-performance athletes.
  - Pre-Games programming, focused on each sport in the Halifax 2014 Sport Program, would have provided support to develop volunteers, coaches, officials and athletes from across the country.
  - Commonwealth Park would have positioned Halifax as a Commonwealth destination for major sporting events through athlete training and educational programming; coach, official and volunteer education for core sports of excellence; a sport science and sport medicine clinic; and, 12 fully funded professional coaching positions.
  - Commonwealth Park, and specifically Commonwealth Multiplex, was designed to be the focal point for high-performance sport in Nova Scotia and across Atlantic Canada as the Provincial High-Performance Training Centre.
  - Post-Games, Commonwealth Park was to become Canada's summer-sport training centre, hosting both national team training camps and individual athletes.



- **To ensure that all competition venues, non-competition venues, events, celebrations and ceremonies are fully accessible and meet or exceed international standards.**
- **To develop sustainable sport facilities which are broadly accessible for future generations in Canada and across the Commonwealth.**
  - The Games would have enabled the region to take a monumental step forward in addressing the facilities deficit through investments in new facilities, enhancements to existing facilities and ongoing investment in maintaining world-class venues with a mixed-use capacity. Though purpose-built for the Games, all facilities were designed to maximize community legacy and future use.
  - Halifax 2014's venue planning and selection centred on meeting the following criteria:
    - Meeting CGF requirements: seating and field of play;
    - Post-Games use/legacy such as future hosting capacity, community and recreational use, local and regional athlete and sport development; and
    - Creating a unique athlete and spectator experience.
  - Eight practice fields to host Rugby 7's were also planned as part of the bid and would have been converted for community use post-Games throughout HRM.
  - A Halifax 2014 Legacy Program was planned for the distribution of the legacy funds from the Games. The \$60 million Legacy Fund was planned to be used to fund two key activities: one, sport development and high-performance sport initiatives (\$20 million); and two, facility operations of Commonwealth Park stadium and multiplex (\$40 million). For the latter, the Facilities Endowment Fund would see the annual interest earned on the fund used to cover the operational costs of the new facilities.
- **To host a Games that will enhance the brand, properties and reputation of the Commonwealth Games and advance the values of the Commonwealth Games Federation.**
- **To position the Commonwealth Games as a top international sport event by showcasing the best athletes in the Commonwealth and attracting the world's attention to Halifax in 2014.**
  - Halifax 2014's Sport Program was based on its appeal to the Commonwealth with strong participation and performance for the Games and beyond, in a competitive and inclusive environment. It was also designed to complement local legacy development beyond the Games.
  - Halifax 2014 developed a sport program that focused broadly on meeting the following criteria:
    - High participation within the Commonwealth;
    - Achieving excellence, including world-class performances, Commonwealth medallists at world championships and Commonwealth athlete rankings;



- Providing local legacy and development opportunities for athletes and the community;
  - Meeting operational goals including drive-times, venue capacity and warm-up/training sites;
  - Participation for both male and female athletes;
  - Ability to attract sponsorship, spectators and broadcast audiences;
  - The hosting and participation costs of the sport; and
  - Fulfilling planned CGF sport program criteria (to be approved November 2007).
- **To provide opportunity for participants to achieve excellence and create lasting memorable Games experiences**
  - The CGA Partner Program was a phased program on in-kind support and services provided by the Bid to build the sporting capacity and team preparedness of Commonwealth nations competing at the Games. The first phase of the Program was designed to help prepare many nations and territories for national and regional competitions, starting with the 2010 Games.
  - The convenient location of the Village to Commonwealth Park meant that all athletes would have the ability to walk to and from the Opening and Closing Ceremonies.
  - The location of the Village was in close proximity to all venues - nearly 50% of the athletes would have been within walking distance to their competition venues while all venues were located within a 20 minute drive from the Village.
  - The Athlete Accreditation Centre, located within the Village perimeter, would ensure the smooth transition of athletes from their point of arrival in Halifax through to their accommodation in the Village.
  - The unique, athlete-centred concept of the Halifax 2014 Games would ensure athletes and coaches coming to the city could focus singularly on their preparation and performance.

## Goal #2: Social Responsibility

- **To have a lasting positive impact on the overall health, lifestyle and quality of life**
  - Strategic objectives of Halifax 2014 were founded in the United Nations Millennium Goals of eradicating poverty and hunger, universal education, reducing child mortality and improving health and environmental stability.
  - Nova Scotia could share its world-leading experiences in health promotion and leverage its success with the Commonwealth.
  - A secretariat within local government would plan and manage the implementation of school programs, health promotion campaigns, affordable housing initiatives, and community-based social program activities.



- A partnership with Green Standards, a world-leader in managed asset disposal: using corporate items like furniture and computer equipment that have been diverted from landfills, Halifax 2014 would deliver one School in a Box program to a community in need in each of the 70 Commonwealth nations and territories in the lead up to 2014.
- **To create a vibrant, sustainable village for the athletes and to support the prosperity, sustainability and growth of future communities**
  - The Village was designed to transform into 100 targeted assisted-living units for seniors, as many as 200 affordable housing units, and more than 900 open market family-centered housing units after the Games.
  - The medium density development would have supported district heating, public transit and live-work zoning to encourage self-sufficiency and a reduced reliance on automobiles.
  - The buildings and site development was designed with environmental sustainability in mind, and was derived from an international design competition reflecting exemplary standards of mixed use community housing.
  - All buildings were designed to achieve a minimum Leadership in Energy and Environmental Design (LEED) Silver rating.
  - Hosting the Halifax 2014 Games was aimed at accelerating the community's plans for urban renewal and in turn stimulating economic growth.
- **To involve and enable all communities to benefit from the sport, social, cultural, and economic potential that the Games provide**
- **To raise the profile of the Commonwealth Games through a range of promotion and education opportunities**
  - In collaboration with its educational partners, PNS would have developed and implemented an extensive program to engage schools throughout the province.
  - From multimedia learning resource kits providing age-appropriate activities and curriculum to educational web casts and elite athletes and sport animators visiting schools, students from across Nova Scotia and Canada would have had access to lessons relating to healthy eating, self-esteem, setting and reaching goals and the benefits of sport.
  - Commonwealth Village, which was to be located on 28 hectares of land on the harbour front, was an example of Games infrastructure that would have positively changed the face of North Dartmouth after 2014, injecting much-needed capital into the neighbourhood in addition to providing assisted-living and affordable housing for the community.
- **To engage our region and our people to promote inclusivity and desire for vibrant multi-cultural communities**



- A celebration of culture - both Canada's and those from around the Commonwealth - was planned to complement the Games' sport program.
- A Cultural Advisory Committee, consisting of a dynamic group of community leaders representing Halifax and Nova Scotia culture.
- The cultural program would combine a multitude of possible arts and cultural activities, including ticketed and free shows, visual and performing arts, literary and culinary arts, music, dance, special projects, video and film, crafts, galas and Internet programming:
  - Year-long Festivals Pre-Celebration to build anticipation leading up to the Games
  - Commonwealth Games Opening Night Gala
  - All 71 countries would be invited to exhibit in a seaside World Village Festival at Halifax Quay
  - All 13 Canadian provinces and territories would also be invited to host their own day-long public event
  - Public concerts featuring the best of Nova Scotia, Atlantic Canadian and Canadian and Commonwealth performers
- The First Nations were a strong partner in the 2014 bid and saw the Games as an opportunity to showcase and promote their culture to the world.
- A museum was planned immediately adjacent to Commonwealth Park, as a permanent legacy to the local First Nations and a gesture of friendship to aboriginal peoples throughout the Commonwealth and around the world.
- The First Nations Interpretive Centre was to house Mi'kmaq artifacts gathered from locations around the world.
- The Halifax 2014 Ceremonies would have included some uniquely Nova Scotian, Canadian and Commonwealth elements.

### Goal #3: Economic Opportunity

- **To create long term economic advantage for all partners**
  - The bid was developed in such a way as to leverage and enable economic opportunity.
  - The bid process was designed to measure the economic impact on the investment that would be made.
  - During the domestic phase of the bid, the bid committee used the Sport Tourism Economic Assessment Model to predict the economic impact for the province based on the preliminary Games estimate at that time, which showed the net benefits outweighed the investment with the predicted generation of \$1.9 billion in overall economic impact, \$475 million in salaries and 15,000 person years of employment.
  - During the international bid phase, HRM, PNS and ACOA, selected Canmac Consultants to do an independent economic impact analysis. This analysis was carefully designed to provide the primary basis for decision making by government partners.



- The report stated a conservative approach was undertaken and that positive economic benefits were significant even when identified risks were considered.
  - Total industry output for Nova Scotia was determined to be \$2.4 billion.
  - Total GDP for Nova Scotia projected at \$1.0 billion.
  - Total wages and salaries for Nova Scotia were projected to be \$752 million.
  - Total person years of employment projected for Nova Scotia was 17,862.
- **To utilize spectacular iconic venues which will play an important role for future generations of Canadians**
    - The 2014 Commonwealth Games were an opportunity to invest in existing facilities throughout HRM as well as invest in new facilities that could play an integral role in the community.
    - All of the proposed venues, whether new or existing, were planned and designed with sustainability and community need in mind.
    - The venue plans for the Games took advantage of the historic Halifax Harbour and promised to be iconic reminders of the long term benefits of the Games and of Halifax, Nova Scotia for decades to come.
    - The proposed capital investment for facilities and venues to host the 2014 Commonwealth Games was \$543 million.



- **To create opportunities to engage the business community so that the economic potential of the Games is realized**
  - The business community had been engaged in the development and the progress of the bid for the 2014 Games from its very inception.
  - Many members of the business community were involved in the strategic planning sessions to develop a vision for the Games bid.
  - A group of influential citizens and business leaders formed an organization called Bring on the Games to express and inspire confidence in Halifax and to mobilize a collective willingness to support the 2014 Commonwealth Games bid process.
  - At the time of withdrawal, there were more than 130 organizations signed on to the group (with another 20 that had expressed their intention to commit their support), all of whom would have played a lead role in the leveraging of the Games for business and economic development purposes.

## **Goal #4: Responsible Management**

- **To host an operationally excellent Games that demonstrate responsible use of human, physical, natural, environmental and financial resources**
  - The preparation of the bid included several stakeholder committees focused on ensuring the operations success of the Games, including both a Security Advisory Committee and an Environmental Advisory Group (EAG).
  - The Halifax Regional Police together with the RCMP were to lead an Integrated Command Security Planning Group that would have the sole responsibility for coordination of security during the Games.
  - The EAG was constituted as a voluntary stakeholder group to provide advice and guidance in the design and hosting of the Games.
  - Comprised of representation from all levels of government, the private sector, academia, NGOs and community groups, the EAG played an essential role in ensuring Halifax 2014's bid would meet environmental legacy benchmarks by developing principles for the environmental components of the bid:
    - Carbon Neutrality and Climate Change Recovery
    - Education for Sustainability
    - Efficient, Indigenous Renewable and Alternative Energy
    - Sustainable Natural and Built Environments
    - Integrated Systems-based Governance
    - Active and Low Energy Transportation
    - Water Quality and Conservation
    - Waste Diversion and Resource Management
    - Meaningful Community Inclusion and Engagement
- **To capture and share knowledge regarding responsible planning, development, and operations with future Games**



- Halifax 2014 worked closely with the three levels of government in effort to develop long-term partnerships that would foster ongoing collaboration and encourage government partners to exploit opportunities to link the Games to policy and programming.
- Identifying these synergies to realize the full, collective benefit of the Games for the city, province and country was the primary responsibility of each government partner, and Halifax 2014 proactively encouraged the three levels of government to work together to pursue this opportunity.
- **To provide a forum to create and leverage partnerships that lead to a long-term culture of collaboration at all levels of government and sport and across the Atlantic Provinces and Canada**
  - The Government Coordinating Committee was established with a mandate of:
    - Identifying and maximizing opportunities for the Government of Canada, PNS and HRM (that align with departmental mandates and priorities) to contribute to the Commonwealth 2014 bid process;
    - Developing a work plan and accompanying critical path for the achievement of deliverables; and
    - Supporting the creation and implementation of an internal communication strategy.
  - The planned Halifax 2014 Commonwealth Games Secretariat within both local governments would have served to further integrate the Games into government priorities.

## Goal #5: Positioning for Success

- **To build local, national, international and sport relationships that support Halifax 2014's Vision**
  - Throughout the bid, Halifax 2014 was focused on enriching the Commonwealth Games movement while at the same time uniting and inspiring Canadians from coast to coast.
  - Internationally, efforts concentrated on a carefully managed and implemented international relations outreach strategy to build and maintain meaningful relationships with Commonwealth Games delegates.
  - Halifax 2014 met with 60 of the 71 Commonwealth nations and territories, showcasing the city's capacity, capabilities and the overall vision for the Games.
  - Domestically, communications efforts focused on educating Nova Scotians, and more broadly Canadians, on the benefits of hosting the Games.
- **To demonstrate our capacity and capability to deliver on our Vision**
  - The communications approach used a series of announcements and events to engage the general public and key stakeholders in the bidding process. Select highlights include:



- The launch of the Support 4 Sport lottery program, providing financial support to both the bid and Nova Scotian amateur sport;
    - The launch of the local information campaign (HERE), bringing the message of the bid to Haligonians;
    - The joint partner announcement of the international bid budget in November, highlighting the commitment of the government partners to supporting Halifax's bid;
    - The announcement of the First Founding Partner, Alexander Keith's, and the launch of the in-case promotion that brought the Halifax 2014 brand to all corners of the province;
    - The inaugural event of the Bring on the Games Committee where over 100 businesses pledged to support the bid through promotion, leadership and involvement; and
    - The February stakeholder events held in Halifax and Ottawa to announce the Halifax 2014 Sport Program.
  - A series of announcements throughout March and April were also planned to announce all competition and training venues throughout the city - truly demonstrating the collective impact the Games would have on residents of HRM.
  - In addition, an aggressive community engagement strategy was to be executed once Halifax 2014 Games plans and costing received final approval from the government partners.
- **To capture and effectively communicate our Vision**
    - As the bidding process evolved, local awareness and support for the bid continued to grow.
    - Public opinion polling conducted throughout the bidding process showed support for the bid was consistent at 72% in Halifax, 77% across Nova Scotia and at 78% across Canada.
    - The bid submission in May, followed quickly by evaluation commission and inbound visits, would have resulted in further opportunities for broad ranged community engagement in the bid.
    - Involving community leaders in the development of the bid for the 2014 Games was an important objective for Halifax 2014. Starting with the April 2006 stakeholder planning sessions, Halifax 2014 continued to reach out to community representatives through dozens of advisory groups and stakeholder committees, on which more than 50 community volunteers served.
  - **To secure the human, financial, physical, and natural resources to deliver our Vision**
    - In order to host a successful Games in Canada, there must be a contractual foundation among the partners and the Organizing Committee, this is known as the Multi-Party Agreement (MPA).
    - The MPA is an extensive, detailed document that outlines the agreed to governance, reporting and legacies to be achieved through the hosting of the Games.



- The MPA process within Halifax 2014 was led by Sport Canada and PNS jointly, with other partners including HRM, CGC and Halifax 2014 (on behalf of the future Organization Committee).
- The Halifax 2014 MPA process was not completed as it was planned that the MPA would be signed to coincide with the production of the Candidature File (April 2007).



# APPENDIX 1: HALIFAX 2014 BOARD OF DIRECTORS AND MANAGEMENT

## Board of Directors

### Chair:

Fred MacGillivray, CEO Trade Centre Limited

### Commonwealth Games Canada (CGC) representatives:

Dr. Andrew Pipe, CGC President  
Suzanne Coffey, Former CGC Board Member  
Claude Bennett, CGC Past President  
Joan Duncan, CGC Former President  
Thomas Jones, CGC CEO

### Province of Nova Scotia representatives:

Robert Fowler, Deputy Minister, Premier's Office and Treasury & Policy Board  
Duff Montgomerie, Deputy Minister, Health Promotion and Protection

### Halifax Regional Municipality (HRM) representatives:

Dan English, HRM CAO  
Wayne Anstey, HRM Deputy CAO

### Sport representatives:

Ken Bagnell, President, Canadian Sport Centre Atlantic  
Jamie Ferguson, CEO, Sport Nova Scotia

### Athletes' representative:

Trevino Betty, CGF Athlete Representative to the Board

### First Nations representative:

Lloyd Johnson, Councilor, Millbrook First Nation

### Ex-officios:

Scott Logan, Halifax 2014 CEO  
Eric Savard, Commonwealth Games Canada Bid Director

### Observers:

Catherine Blewett, Atlantic Canada Opportunities Agency  
Trice Cameron, Sport Canada

### The Halifax 2014 Executive Committee of the Board:

Fred MacGillivray, Trade Centre Limited (Chair)  
Joan Duncan, Commonwealth Games Canada  
Thomas Jones, Commonwealth Games Canada  
Dan English, Halifax Regional Municipality  
Robert Fowler, Province of Nova Scotia  
Ken Bagnell, Canadian Sport Centre Atlantic

Scott Logan, ex-officio  
Eric Savard, ex-officio

### Halifax 2014 Management Team:

Scott Logan, Chief Executive Officer  
Dale MacLennan, CA, Senior Director of Finance, Administration and Government Relations  
Tony Holding, Senior Director of Strategic Relations  
Patrick Jarvis, Senior Director  
Deborah Hashey, Director of Communications  
Frank Garner, Director of Sport

Eric Savard, Bid Director, CGC



Kevin Riles, Director of Venues &  
Operations (May 2006-January  
2007)

## APPENDIX 2: AUDIT COMMITTEE MEMBERS

### Audit Committee Members

- Chair, Ron Smith, FCA, Chief Financial Officer, ImmunoVaccine Technologies Inc.
- Jamie Baillie, CA, President and CEO, Credit Union Atlantic
- Jim Eisenhauer, FCA, P Eng, President, ABCO Group Limited
- Sue Payne, CA, President, ACA Co-Operative Ltd.
- Zeda Redden, CMA, Bell Aliant Investor Relations, Bell Aliant Regional Communications Income Fund
- Dan English, CAO, Halifax Regional Municipality
- Robert Fowler, Deputy Minister of Treasury & Policy Board, Province of Nova Scotia
- Richard Powers, Treasurer of Commonwealth Games Canada, Joseph L. Rotman School of Management, University of Toronto



## APPENDIX 3: VENUES

The 2014 Commonwealth Games were an opportunity to invest in existing facilities throughout HRM as well as invest in new facilities that could play an integral role in the community. All of the proposed venues, whether new or existing, were planned and designed with sustainability and community need in mind. The venue plans for the Games took advantage of the historic Halifax Harbour and promised to be iconic reminders of the long term benefits of the Games and of Halifax, Nova Scotia for decades to come. The proposed capital investment for facilities and venues to host the 2014 Commonwealth Games was \$543 million.

### Commonwealth Park

Set on the shores of Halifax harbour, Commonwealth Park was to be the centrepiece of Halifax's developed Commonwealth Park, currently Shannon Park.

The Commonwealth Park infrastructure was designed with legacy at its core and would have been purpose-built for the Games. This compact setting included the Athletes' Village, the Stadium and the Multi-Sport Facility. The Opening and Closing Ceremonies and five sports would have been hosted here.

Post-Games the facilities would have been available for community needs, ranging from largescale outdoor concerts in the Stadium to school and community competitions in the Multi-Sport Facility. Provincial, national and Commonwealth athletes would have access to the Commonwealth Park facilities, including accommodations in the Athletes' Village.

Related to the development of Shannon Park, Halifax 2014 proposed to widen Windmill Road and Princess Margaret Boulevard, build a new road system and create new infrastructure for accessing Commonwealth Park. Construction of a wharf at Commonwealth Park would make it accessible to the existing ferry



network and the new fast ferries. As well, an active transportation trail was proposed from Commonwealth Park to the Dartmouth Waterfront.

### **Commonwealth Park Stadium**

A new stadium with a temporary seating capacity of 50,000 would have been built. It would have hosted the Opening and Closing Ceremonies and two sports.

**Sports:** Rugby (C), Athletics (C), including Marathon Finish Line

**Seating Capacity:** 50,000

**Capital Investment:** Approximately \$121.2 million

**Post-Games:** The Stadium would have been HRM's new venue for large, open-air cultural and spectator events. With a permanent seating capacity of 25,000, it would have offered numerous hosting opportunities for the municipality. The Stadium's design met various International Federation standards and requirements for hosting sporting events beyond the Games. For example, rugby, professional soccer and football games and athletics world championships could have been held in Commonwealth Park.

A 400-metre outdoor track beside the Stadium was required during the Games for the athletic warm-up. A dome over the track and the synthetic in-field would have allowed for year-round usage. Post-Games, the track would have had a seating capacity of 2,000.

### **Commonwealth Park Multi-Sport Facility**

A new multi-sport facility with a state-of-the-art aquatics centre and an adjacent temporary outdoor velodrome was proposed. During the Games, this facility would have housed the administration, sport science and medical facilities.

**Sport:** Aquatics (C)

**Seating Capacity:** 6,000

**Sport:** Badminton (C)

**Seating Capacity:** 2,500



**Sport:** Track Cycling (C & T)

**Seating Capacity:** 4,000

**Capital Investment:** Approximately \$159.4 million

**Post-Games:** The vision for the Multi-Sport Facility was that it would become a gathering place where people of all ages and walks of life would engage in sport, recreation and cultural activities. It would offer fitness/wellness services, programs in aquatics, sport development services, commercial opportunities and opportunities for community and corporate development.

The Multi-Sport Facility was proposed to be the size of four international basketball courts with 2,500 seats. It would be available to a wide range of groups for rental as well as open to the public. A state-of-the-art fitness centre with a weight training room for community use, along with a major sport science and medicine center, would be housed there. The facility would become a Multi-Sport High Performance Training Centre for summer sport and provide office space for Sport Nova Scotia and Canadian Sport Centre Atlantic.

The aquatic centre would be the first in Atlantic Canada with two 50-metre pools and a seating capacity of 3,000. It would have many uses from swimming lessons to diving and public play space.

### **Commonwealth Park Athletes' Village**

The concept for the Athletes' Village was designed to consider both post-Games legacy and the athlete experience. It would have been located adjacent to Commonwealth Park, meaning all athletes would have been able to walk to Opening and Closing Ceremonies, and to competitions held in the park.

**Capital Investment:** Approximately \$62.5 million

**Post-Games:** The Athletes' Village was proposed as a new housing development.

The design incorporated a mix of rental units and condominiums for owner



occupancy interspersed with townhouses to provide a community feel in the Village. There would be 100 assisted living units, 200 affordable housing units and 900 open market units providing a variety of choice and affordability. The Village concept also included a seniors' facility and a hotel on the site. Barrier-free accessibility is essential to any Games Village, and the Halifax 2014 bid included a park/trail system as its centrepiece, including roads and pathways for easy pedestrian and wheelchair access to all areas.

Provincial and national team training camps would have been held at Commonwealth Park. Fifty beds would be retained in the Village for athletes attending these camps and other Commonwealth athletes visiting the High Performance Training Centre.

## **Halifax Forum**

The Halifax Forum is a multi-use facility for sporting events, concerts and trade shows.

**Sport:** Boxing

**Seating Capacity:** 5,000

**Modifications:** A new entrance and lobby, new washrooms, upper level lounges and new seating were to be constructed. New ramping and an elevator would have been installed. Two center posts would have been replaced with a ceiling beam. Electrical upgrades, painting, reflooring, paving and landscaping were to be done.

**Capital Investment:** Approximately \$6.6 million

**Post-Games:** The Forum would have been completely renovated and the spectator experience significantly enhanced. As well, there would be improved wheelchair accessibility to the entire facility, with a new ramp and elevator.

## **Halifax Metro Centre**

The Halifax Metro Centre is the largest multi-purpose facility in Atlantic Canada.

**Sports:** Basketball, Gymnastics, Netball



**Seating Capacity:** 10,000

**Modifications:** Painting, reflooring and landscaping were to be done.

**Capital Investment:** Approximately \$1.5 million

## **Wanderers Grounds**

Located on the historic Halifax Commons, the Wanderers Grounds currently feature a single lawn bowls green and a rugby pitch.

**Sport:** Lawn Bowls

**Seating Capacity:** 2,500

**Modifications:** Four international competition-standard lawn bowls greens were to be installed.

**Capital Investment:** Approximately \$3.4 million

**Post-Games:** Two international competition-standard lawn bowls greens would remain. The other two greens would have been retrofit to accommodate a first-class rugby field.

## **Halifax Commons**

The Halifax Commons has a long-standing tradition of hosting a variety of sporting events. It currently has 11 ball fields and three sport fields.

**Sport:** Hockey (C)

**Seating Capacity:** 6,000

**Modifications:** Two temporary hockey pitches were to be built on the Commons.

**Capital Investment:** Approximately \$9.4 million

## **Halifax Core**

The Halifax core is home to impressive architecture, historical landmarks and stunning vistas.

**Sport:** Marathon (Start)

**Seating Capacity:** Start - 2,000

**Sport:** Road Cycling

**Seating Capacity:** 2,000



**Modifications:** Roadwork, paving and landscaping would have been completed to make the route Games-ready.

**Capital Investment:** Approximately \$3.9 million

## **Mainland Common**

Mainland Common is a recreational destination with a high school, a planned community recreation centre, Soccer Nova Scotia Training Centre, two large artificial surface fields, a ball diamond, a linear trail, locker rooms and support offices.

**Sport:** Table Tennis

**Seating Capacity:** Match Court - 500, Show Court - 2,500

**Modifications:** An enhanced field house based on an integrated planning process was to be constructed. It would have been a collaborative effort with 2011 Canada Winter Games and the community.

**Capital Investment:** Approximately \$8.4 million

**Post-Games:** The community would have a larger field house, including increased seating capacity. The table tennis area would have been transformed for use as an indoor soccer field.

## **Dartmouth Sportsplex**

The Dartmouth Sportsplex is a multi-purpose facility featuring a health and fitness centre, two pools and an arena.

**Sport:** Weightlifting

**Seating Capacity:** 2,500

**Sport:** Wrestling

**Seating Capacity:** 3,000

**Modifications:** A new entrance and lobby were to be constructed. In addition, painting, landscaping and paving of the parking lot was to be completed.

**Capital Investment:** Approximately \$2.0 million



## Lake Banook

Part of a 96 kilometer series of lakes, Lake Banook is a picturesque freshwater lake and the site of an international canoe course.

**Sport:** Triathlon

**Seating Capacity:** 2,000

**Modifications:** Trail upgrades, landscaping and modifications to host spectators.

**Capital Investment:** Approximately \$1.2 million

**Post-Games:** Enhanced infrastructure for future triathlon, rowing and canoeing events would have been the legacy.

## Bull Meadow

Located in Mount Uniacke, the Bull Meadow Range Complex operated by the Nova Scotia Rifle Association occupies 1,900 acres of land and supports a 900-metre range.

**Sport:** Shooting

**Seating Capacity:** 2,500

**Modifications:** New ranges were going to be constructed, including an indoor range and the outdoor range was going to be widened. Landscaping and site development were also proposed.

**Capital Investment:** Approximately \$3.9 million

**Post-Games:** This site would have benefit from significant upgrades, including new ranges and a new facility for future shooting events.

## Martock

One of Nova Scotia's premier downhill and cross country skiing destinations, Martock has the basic infrastructure in place to host the Games.

**Sport:** Mountain Bike

**Modifications:** Significant course work was required to prepare for competition.

**Capital Investment:** Approximately \$1.2 million

**Post-Games:** An enhanced and expanded mountain bike course would be the Games legacy at Martock.



## **Dalhousie University**

Dalhousie University, home to Dalplex, is a major university and community sport and recreation centre.

**Sports:** Netball, Aquatics

**Seating Capacity:** 2,100

**Modifications:** Refurbishments included a new North entrance, painting, paving and landscaping.

**Capital Investment:** Approximately \$0.7 million

## **Saint Mary's University**

Since its founding in 1802, Saint Mary's has developed its sport and recreation facilities to serve both students and the public.

**Sport:** Basketball

**Seating Capacity:** 3,000

**Modifications:** Halifax 2014 was contributing to the construction of a new multi-purpose facility at Saint Mary's University. This new facility, which includes an ice surface, will be utilized for various indoor sports and conferences.

**Capital Investment:** Approximately \$3.0 million

**Post-Games:** Hosting the Games would have helped Saint Mary's in their capital development. Saint Mary's had been working for a number of years with HRM to ensure this facility would meet current and future community needs for hockey and skating. It would be a compliment of the city's growth as a tourist and convention destination.

**Sport:** Squash

**Seating Capacity:** 2,500

**Modifications:** Upgrades to The Tower Athletic Facility's existing squash courts would elevate them to international standards, including changing solid walls to glass and enhancing the lighting.

**Capital Investment:** Approximately \$2.4 million



As well, the technical officials' village would have been in the residences at Saint Mary's

## **APPENDIX 4: SPORT DEVELOPMENT**

*The following section outlines the strategies and activities developed and implemented by Halifax 2014 to meet the objectives related to Sport Development.*

Never before has there been an opportunity for sport to be the essential catalyst for social change, excellence, collaboration among partners and for building facilities that would improve the city, the province and the country. The Games were a chance to bring much needed focus and attention to sport and sport development in the Atlantic region.

Halifax 2014's Legacy Program was designed to advance high-performance sport in Canada through development of coaching, sport sciences, sport medicine, and facilities and services for high-performance athletes.

Through programming, the Games would have resulted in increased capacity, knowledge and experience. Pre-Games programming, focused specifically on each sport in the Halifax 2014 Sport Program, would have provided support to develop volunteers, coaches, officials and athletes from across the country. Post-Games, Atlantic Canada would have had the infrastructure, capacity and experience to become the training centre for summer sport.

Commonwealth Park would have positioned Halifax as a Commonwealth destination for major sporting events. A residential sport program at Commonwealth Park was planned to offer athlete training and educational programming, as well as coach, official and volunteer education for core sports of excellence. A sport science and sport medicine clinic, as well as 12 fully funded professional coaching positions, would have attracted athletes from across the



country and the Commonwealth to train, develop and reach new athletic heights in Halifax.

Commonwealth Park, and specifically Commonwealth Multiplex, was designed to be the focal point for high-performance sport in Nova Scotia and across Atlantic Canada. The facility was planned to become an official Provincial High-Performance Training Centre with the primary objective of improving Nova Scotia's athletic performance at national and international single sport and multi-sport competitions, as well as to assist more Atlantic Canadians in their goal of reaching national team programs. At the national level, the facility was to be Canada's summer-sport training centre, hosting both national team training camps and individual athletes.

Leading up to the Games in 2014, Halifax would have played host to test events for each of the 17 sports included in the bid. International and national athletes would be invited to participate, providing a unique development and training experience. Invitational training camps were also planned for international and national athletes, providing an additional opportunity for competition preparation.

The Games would have also enabled the region to take a monumental step forward in addressing the facilities deficit through investments in new facilities, enhancements to existing facilities and ongoing investment in maintaining world-class venues with a mixed-use capacity. Purpose-built for the Games, all facilities were designed to maximize community legacy and future use.

Based on extensive study, planning and due diligence, Halifax 2014 identified a number of existing facilities that could be modified to host competition and training for the 2014 Commonwealth Games. In addition, areas where new facilities would meet both competition requirements and post-Games community needs were also identified.



Venue planning used a multi-step process that was driven by the Halifax 2014 Sport Program and the associated CGF requirements:

Halifax 2014's venue planning and selection centred on meeting the following criteria:

- Meeting CGF requirements: seating, field of play;
- Post-Games use/legacy such as future hosting capacity, community and recreational use, local and regional athlete and sport development; and,
- Creating a unique athlete and spectator experience.

In addition to the primary competition and training venues, eight practice fields to host Rugby 7's were also planned as part of the bid. The site selection for the fields, which would have been converted for community use post-Games, was based on meeting existing community needs in HRM. Preference was given to areas where no other new Halifax 2014 infrastructure was planned and where a combination of existing infrastructure such as schools and community centres would have resulted in increased capacity in outlying communities.

