

Halifax 2014

Report from the Stakeholder Meeting

April 19, 2006



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Introduction and Background

On April 19, 2006 over 70 community leaders gathered to provide input and feedback to the Commonwealth Games Candidate City Bid Society as the Bid team prepares to develop the Bid for the 2014 Commonwealth Games.

The objectives of the meeting were three-fold:

- To provide stakeholders with information about the Commonwealth Games, the Bid process and the Halifax 2014 Bid;
- To get feedback on the expected impacts of the Halifax 2014 Games on our community; and
- To begin to engage stakeholders in the Bid process.

The agenda for this event is provided in Appendix A.

The information collected through this meeting is intended to inform

- The development of the stakeholder engagement strategy that would support the bid and the bid process; and
- That detailed work planning related to development of the bid and the bid process which will be conducted during the week of April 24th.

As part of the meeting, stakeholders were asked to identify the positive impacts could be realized by our community by hosting the 2014 Commonwealth Games using four categories of impacts:

- Sport
- Social/Health
- Multicultural/Culture/Tourism
- Economic/Business

After identifying a range of impacts, each discussion group was asked to identify the 'top 5' positive impacts.

A summary of the key impacts that can be realized by our community as a result of hosting the 2014 Commonwealth Games is provided below. The detailed notes and 'top 5' from each group are provided in Appendix B.

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Throughout the discussions, stakeholders also identified activities that should be undertaken to promote the success of the Bid. These activities are also outlined below.

Key Impacts

The following were identified as the key impacts that our community as a result of hosting the 2014 Commonwealth Games.

- A 'triple bottom line' – social, economic and environmental benefits
- Development of the sport industry including facilities, human resources, financial resources, tourism, profile, hosting, sport science
- The Generation Jump – the Games will be a catalyst to realize the benefits and changes that are planned and envisioned for our community
 - Health promotion
 - Social policy objectives
 - Economic policy objectives
 - Infrastructure development (roads, transportation systems, sport and recreation facilities)
 - Transforming our communities
 - Security and preparedness
- Promoting the brand of our community – positioning Halifax as one of the Top 5 cities in Canada
- Creating a 'welcoming' community where we are able to support and attract a larger and more diverse population
- Relationships, linkages and partnerships that will create harmony within our communities through involvement and inclusion
- Direct economic impact
- Increased employment and skills development opportunities
- Small business development
- Increased export and trade opportunities
- Increased sports participation
- Improved health status and healthy lifestyle culture

Suggested Activities

The following were identified as suggested activities that would promote the success of the Bid and the Games. These suggestions should be considered in the detailed planning that the Bid Team will undertake the week of April 24th.

Equipping stakeholders to speak on behalf of and in support of Halifax 2014

Stakeholders were very positive about the potential impacts that hosting the Games could bring to our community and indicated a great willingness to promote the Games locally. In order to do this effectively they suggested that the Bid Team develop a 'cheat sheet' from which they could speak about the key messages and benefits of the Games. This 'cheat sheet' might identify the top 10 reasons why Halifax 2014 should host the Games supported by some facts that stakeholders could use to substantiate the potential benefits.

Through the discussion several key messages were identified:

- The Bid needs to be framed as belonging to the community rather than the Bid team
- There is confusion about the use of Halifax and HRM – consistently use of Halifax in context of the bid will help to build brand
- HRM Councilors need to be equipped with information and key messages to allow them to war effectively respond to questions and comments about the Games

It was clear from the discussion with stakeholders stakeholder engagement plan is required to be in place in the near future.

Developing an external communications strategy

Stakeholders understood why Halifax 2014 has not been proactively communicating about the bid and the commonwealth games generally but indicated a great urgency for the bid team to precede with an external communications strategy.

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Developing the committee structure

Many stakeholders indicated a willingness and desired to actively participate in the development of the Bid and in the bid process. To allow them to do so, they suggested that Halifax 2014 develop a committee structure that clearly identified opportunities for stakeholders and volunteers to participate in the process.

Conducting an economic benefits study

Stakeholders indicated that one of the key pieces of information that would enabled them stewards speak proactively and positively on behalf of the games was an articulation of the anticipated I cannot make benefits from the bid process and the games themselves. To this end, they suggested that Halifax 2014 conduct an economic benefits study and communicate the results of this study. Further they suggested that Halifax 2014 consult with the VANOC team to understand how they approached economic benefits quantification and estimation.

Developing the bid team

Stakeholders commented on the magnitude of the work that faces the bid team in the community generally in order to prepare for a successful bid. They encouraged Halifax 2014 to move quickly to create and staff its organization structure. To this end, Halifax 2014 was encouraged to more proactively engage the Governance Body for the Bid in activities that would allow the staff two precede with the work that is in front of them.

Stakeholders also identified the importance of having a corporate representatives on the governing body for the Bid.

Appendix A – Agenda

Stakeholder Meeting Agenda

April 19th 2006 8:00-1:00

Background for the Meeting

The Halifax 2014 Bid Team has begun the planning to create to a successful International Bid.

As part of this planning process, a number of senior community leaders are being invited to provide input on the potential positive impacts of the Games. The feedback from this meeting will be used by the Halifax 2014 Commonwealth Games Candidate City Bid Committee to inform the development of the Halifax 2014 Bid.

This meeting will also represent the first formal step in the broader community stakeholder engagement process that will support the International Bid.

Preparing for the Meeting

In advance of the meeting, you should consider the following questions:

- What are the positive impacts that our community can realize as a result of hosting the 2014 Commonwealth Games?
- What additional information do you need about the Halifax 2014 Commonwealth Games?

Agenda

8:00-8:45	Welcome and Introductions
8:45-10:00	Information about the Halifax 2014 Commonwealth Games and our International Bid
10:00-10:20	Break

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- 10:20-12:15 Capturing the Potential – Discussion Groups
A working lunch will be served
- 12:15-12:45 Sharing the Potential
- 12:45-1:00 Next Steps

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Appendix B – Detailed Notes

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Economic Impacts (Dale's Group)

- Infrastructure – Economic alarm impacts
- Tax base growth
- Tourism
 - Sport tourism
 - Profile international
- Use corp. connections to push the brand and bid (work)
- Which of goals we have already identified can be accelerated or attached.
- Springboard for district energy opportunity (can demo project)
- Upscale labour pool
- Bring home the kids we have lost
- North Dartmouth transformation
- Link to Downtown Dartmouth efforts and grow
- Skills gained and transformed from volunteer program
- Sustainability of transportation upgrades
- Potential to attract and support a higher population
- Allow immigration improvement / growth
- Atlantica concept
 - US market – increased profile = results improve
- CFL franchise
- Port expansion
- New opportunities will present themselves (events, etc.)
- Marine industry
- Increases the “critical mass” (Halifax/region) catalyst
- Linking and strengthening the points along the corridor.
- Pre games legacy opportunity

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- Maritime security technology (meet the games needs the builds the industry)
- Centre of excellence – link to homeland, security market.
- Catalyst to positively change the health outcomes and spending
- Cultural shift
- Need the business case for investment expenditures vs. work (both social and economic)
- Integrated technology - “integrated city”
- Triple bottom line
- Declared as action focused.
- Before and after environmental and tourism benefits
- Resident B&B and home rentals
- Matching economic opportunity to bid focus

Bid Economic Benefits (Now until November 9th, 2007)

- Create a distinctive tourism brand “What’s different from Glasgow?”
- Environmental sustainability profile and enhanced debate.
- Sharing research gathered about Halifax strengths
- Incorporate bidding in corporate documents
- Trade opportunities in CGA site visits
- Increase success of Tall ships 2007
- Clean up and streetscape improvements
- Match economic opportunities to bid strategy focus

Top 5 Economic Benefits of Infrastructure

1. Transformation of North Dartmouth
2. Potential to support and attract a larger population and immigration
3. Catalyst – increases our critical mass
4. Triple bottom line
5. Enhance our profile and debate regarding environmental sustainability
6. Trade opportunities – site visits
7. Streetscape and clean up for visitors
8. Sell our “distinctive” brand

Economic / Business Impacts (today to May 2007) – (Mike’s Group)

- Winning = Brand (pre/during/post)
- Engagement Business Community (during/post)
 - Early wins for business community
- Potential to engage small to medium businesses with intra-development (pre)
- Engage local business pre and during for post games business potential
- Games objectives align with provincial / municipal and federal economic strategies
 - “opportunities for prosperity”
 - Economic strategy
 - RDAs
 - OED
- Good for province and region
- Impact – benefit share. (need to get it out there.)
- Halifax 2014 Business community development plan rather than....
- Post games business opportunity
- Post games benefits (work/play/live)
- Help to link with immigration strategy

- Issue
 - Understand economic benefit and development piece
 - Investment vs. expenditure
- Potential benefit of business community – carrying the message (need to figure that out)
 - Small – out there
 - Medium * Need to understand benefit for them all
 - Large
- Tangible Benefits
 - Export potential
 - Stakeholder strategy

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- Business benefits as a measure of community benefits
- Bring 'em home, keep 'em home (as a strategy or theme)

Top 5

1. Catalyst to advance other projects , in particular, Infrastructure (4 levels)
 - Sport
 - Non sport
 - Community
 - Transportation
2. Brand Development (Halifax and its community reputation and profile)
3. Sport Event (health ties)
4. Economic Impact (Export potential)
5. Skills Development (“Bring ‘em home”, “Keep ‘em home”)
6. Community sustainability
 - Small business

Sport Impacts – (Ken's Group)

- Legacy / Sustainability
- Facilities / Resources
 - World class
 - Professional training (coaches, volunteers, officials)
- Building for the Future
- Building for our youth / our community
- Improved Infrastructure
 - Sport
 - Transportation
 - Capacity
- Capacity of Sports to compete
 - Leader to encourage – grass roots to develop
 - Encourages infrastructure
- Have the capacity to open opportunities / interest in getting involved.
- Responsibility in our bid
 - Reach a broader population besides elite (continue afterwards)
- Looking at the games as a catalyst
 - Health
 - Economy
 - Design
 - Education
- Opportunity to produce national caliber.
- Athletes in our province – don't have to go out of province to get strong coaching, infrastructure, etc.

- Employment through Sport (Broader)
 - Long term employment (coaches, facilities, sport medicine, research)
 - Communicate economic spin-off through sport
- Dedicated training centre as a legacy
- Halifax as a destination for sport.

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- It could be us!
- We could retain and attract people to come here.
- Capability to host other Games, competitions, etc.
- Linkages to universities / colleges
 - Programs / courses
 - Train professionals
 - Hire our own
- Accessibility of the city for everyone
 - Dartmouth / Bedford / Halifax
 - Ferries, etc.
 - Compliment transportation to universities, corporations, business
- The games can bring internship / experience opportunities for students
 - Education = participation = sport
 - Facilities to use and excel is HUGE
- Attract and keep people here due to facilities – participation + high elite competition
- Next opportunity for multi sport games is 2038. Sense of urgency
- Outreach – for communities in need, our communities. Sense of community (local and regional)
- “Active” transportation
 - Effect the physical well being of our residents/ families
- Aim to get buy in for all sports
- Target the “non” sport people
 - Quality of living in Halifax
 - Jobs, transportation, education, safety, facilities
- Create an environment (special)
 - Active living

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- Build both for the Elite / Grassroots
- Integration and a plan are needed. Develop the potential. Have to link the no interest / ability to Perf to
- Schools need to be involved. Curriculum
 - Sport
 - Geography
 - Education
 - Social Responsibility
 - Art
 - Culture
- Put Nova Scotia on the podium.
- Grass root (Politics)
 - Childcare
 - Transportation
 - Health
- Facilities / World Class (Build and they will come)
- Synergy between Grass root Perf ↔ Grassroots
- Federally, there is support – timing is right. Provincially we need infrastructure.
- Building for not only 12 days. Building for long term – training, participation
- Community based centre (thoughtful design)
 - Participation
 - Elite
 - Training
 - Build it right. Could be a great geographic site – regarding the jumping point before Europe.
 - Create a link for those who are not involved in sport.
 - Must create community development plan and communicate it.
 - Celebrate our cultural community
 - More than 12 days.
 - What are we getting for 750 billion? Can you put a price tag on quality of life, etc, etc....

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- This is an opportunity
- This is an investment in our future
- Opportunities – what are they?
- Must put a plan in place to communicate the vision, optimistic view point, good information.
- People have to be selling the message.
- Future and Jobs
 - How will the games affect me?
 - It is an investment
 - Sport makes a difference
 - It's about time
 - Imagine....
 - Open the world for us. So many linkages
- Many of our community issues will be assisted through federal money, if through the games.
- Create a positive crib sheet to help us promote the games.
 - Opportunities for sport schools
 - PSO prep for games
 - Health and viability of the region
 - Outreach / provincial, locally (buy in from the area)
 - Healthcare vs. financial expense of the games
 - Elevating our profile internationally
 - Reverse the drain leaving the area
 - Outreach to sport community – build a better Halifax (not related to sport at all)
- What are the possibilities?
 - Urban design opportunities (attract creative community)
 - Participation (5% including to 59%)
 - We are confident that we CAN do it!
 - Halifax (our role in Canada, our reputation). 1 of a kind! We have the opportunity that no one else has.

Top 5

1. Building a sense of community (locally, provincially, nationally, internationally)
2. Infrastructure
3. Catalyst
 - Create a link (sport / those non sport)
 - Physical being / change
4. Sport Development
 - Grassroot → podium
5. Employment Opportunities
6. Halifax as a destination

Cultural / Tourism / Multicultural Impacts – (Betty Lou’s Group)

- Increased tourism – relevant
- University sector – recruitment of:
 - Students
 - Staff
 - Student athletes

Opportunities for NS students to go abroad

- Increased quality of education
- Sense of pride
- Alumni impact throughout the world
- Plays into tourism *linkages*
- Highlight our culture and diversity of Nova Scotia region
- Cultural *exchange* – promote as the uniqueness of our “product”
- Opportunity to put best foot forward and promote our strengths
- Brand and promote in Canada / International
- Opportunity to *leverage* “Canada” has chosen Halifax – endorsement
- First nations uniqueness
 - Founding people
 - Rich history
- Stakeholder group of first nations as move forward
- *Catalyst* for these things
- Representing the diversity
- City region – level of maturity
- Consistency in messaging – *branding*
- Leverage awareness – raised profile
- Benefits are beyond borders
- Tourism Canada / Nova Scotia / Halifax (links with EGC)
 - Visitation, increased tourism
- BID – 70 nations
 - Pre

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- During
- Post
- Use own existing “stuff” to promote
- Examples of leveraging opportunities to raise awareness of existing groups and special cultural tourism
 - Mutual benefit
 - DRUM
 - Celtic Colours
 - Tattoo
- Atlantic Gateway to Canada
 - Leverage
 - European
 - Keji
- Commonality
 - Core values upon which culture has been built
- By hosting, build better bonds within our community
- Learn of other cultures – *exchange*
- Shatter myths regarding Canada / Nova Scotia
- Promote multicultural aspects of Nova Scotia / Halifax
- Specific growth opportunities
 - Aboriginal tourism
- Leverage to increase capacity in respective areas
- Relationships within sectors / links
- Legacy of corporate knowledge

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- Leverage and support – developing groups / communities
- Sport as a catalyst for positive lifestyle
- Mentoring programs
- Consultation and value from all members

Top 5

1. Catalyst for achieving stakeholder goals
2. Linkages that will create a harmony within our communities through involvement inclusion
3. Significant direct economic benefit to the city and region through games (Pre / during / Post)
4. Brand HALIFAX as one of Canada's Top 4/5 cities
5. Develop partnerships and relationships that will allow us to see long-term success and sustainability
6. Legacy is the realization of the aspirations of community.

Sport Impact – (Frank's Group)

- Sustainability
 - Calgary example
- Legacy post-games
 - Facility funds
 - Coaches
 - High performance countries
- Partnerships
 - i.e – universities, city, SNS, etc.
- First Nations relationships and sport potential
- Exposure / Catalyst for change
 - Multi-sport
 - Youth
 - Fitness
- Keep athletes in Nova Scotia
- Community vs. High performance
 - Usage agreements for facilities (city, universities, etc.)

- Corporate leveraging
- School programs
- Upgrade of officials (new officials)
- Volunteers
 - 10,000

- Confidence in OUR (Nova Scotia's) ability to host!
- Advocacy for sport, fitness, health

Economic Impact

- Jobs
- Industries (port a- potties)
- Elevate level of athletes in Nova Scotia
- Culture of excellence – world class
- Post (and pre) games hosting opportunities
- Cross pollination of sports

Top 5

1. Developing a Sport Industry

- Facilities
- HR - coaches, athletes, volunteers, officials (retention)
- Financial resources
- Tourism (programs, events)
- Profile (branding)
- Hosting
- Sport Science

2. Canada's (summer) Sports home

3. Participation

- Athletes
- Fitness, health, social, cultural

4. Partnerships

- Cultural, Corporate
- City
- Universities
- Province
- SNS
- CSCA
- Feds
- IF's

Social / Health Impacts – (Bob's Group)

- Healthy lifestyles
 - Students
 - Communities
 - Sports clubs
 - Build participation
- Attraction of university athletes (reputation)
- Search and rescue capability
- Safe games
 - Jump start emergency / security preparedness
 - Strength of Halifax bid – over Nigeria
 - Excellence now
- Accelerate development of athletes in region
- Attract funding – new mindset
- Accessible facilities – high performance and “regular” participation
- Active lifestyles – passive parks
- Trickle down to helping smaller communities to meet their needs
- New opportunities from new facilities help pay maintenance
- Opportunity to change behavior (ie – don't drive to work, walk instead)
- Opportunity to help less advantaged families get involved in sports “can do” attitude
- Businesses will come and stay
 - Income, jobs
 - Improved social fabric
- Importance to Atlantic Region
- Opportunity for youth to stay, good lifestyle
- Immigration
 - Welcoming community
 - Economic opportunity
- Youth crime? – activity, youth live.
- Volunteerism – foundation of community
- Take university sports / professional sport to higher levels – leaders in community

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- Community spirit – needs to be built in (ie. – youth corps?)
- Legacy infrastructure (ie – rock concerts, spiritual events, cultural, ethnic, political)
- Seniors (more activities / facility engagement)
- Shannon Park – spark development in Dartmouth
- Environmental – (ie – NSP smoke stacks eliminated, asthma benefits)
- “Green” model – demonstration of benefits spark business opportunities
- Identity
 - “can do” attitude
 - Not just elite athletes
- Inclusive facilities (i.e – special Olympics, vulnerable persons)
- Social aspects of mixed-use housing. Demonstration it works – long term care
- Name recognition – internationally and nationally
- Under-represented groups – opportunities
- Sports medicine excellence, innovation
- Education – global awareness
 - Welcoming
 - Community
 - Multiculturalism
- Training opportunities
- Tourism opportunities
- Elevate Nova Scotia to world class, progressive
- Self image
 - Confidence in ourselves
 - We can do, feel good

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- Health living campaigns
 - Smoking, gambling, obesity, drugs, drinking > responsible activities, behavior sponsors.
- Fund raising opportunities to address social issues
- “Participation” ads, activities. Broad participation, all levels
- “Commonwealth brand” – to stimulate community, youth
- Private / public partnerships
 - Takes over athletic facilities
- Affordability message
- “Investment mentality” – pay offs / return on investment greater than costs
- Open sky policy
 - Gateway
 - International carriers
 - Harbour
 - Generation jump
 - Economic
 - Social
 - Environmental

Top 5

1. Develop health lifestyles
 - change behaviors (youth, seniors)
2. Excellence in Security / Safety
 - Preparedness
3. Image
 - Brand name enhancements
 - Attitudes (ours, others of us)
 - Community spirit
4. Infrastructure – on going benefits
 - Benefits to province

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- Benefits to Atlantic Region (trickle down)
 - Economic
 - Social
 - Health
 - Accessibility (physical, cost)
5. Welcoming Community
- Walk the walk!

Social / Health Impacts – (Judith’s Group)

- Awareness (pre Games)
 - Health Promotion
 - Sport
- Young people – community interest
- Nutrition, physical activity
- Impact on awareness for disabled community lead to greater demands in community (pressures outside of HRM)
- Inclusive – province wide
- Bring HRM together
- Cultural diversity – celebration of that
- More than “traditional” Nova Scotia – broaden out culture in Nova Scotia
- Leverage NSHPP
- Legacy fund – key to leverage healthy agenda
- Role models / mentoring
- “Live well” message
- Promotion of health living – government departments work together – set benchmarks to celebrate “8” year journey
- Infrastructure to get Nova Scotians on team
- Significant benefits in lead up to the games
- Motivation for participation
- Corporate participation – influence corporate perspective
- Legacy
 - Tangible health benefits in facilities (rehab centre)
- Success – mentality shift – ware #1 “can do” that
- Form basis of social policy agenda
- Needs to be a vision – NSHPP – broaden and imbedded transformation to health lifestyle
- Catalyst to “implementing” healthy living
 - Provincial / Atlantic initiative
- Qualitative Measures are important

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- Opportunities with Millbrook

Sport Development

- Facilities – paddling, elite athlete drawing card
- Mixing elite / amateur –exposure, role modeling
- Facilities – key to sport development (opportunities to develop elite athletes)
- Sport schools → transportation – legacy fund
- Volunteer Legacy
- Provincial input (engage today)
- Access to sports science – health
- Coaching programs
- Ability to be inclusive – disabled integration

Multi-Cultural

- Build on good foundation
- Tie to Immigration strategy
- Facilities include cultural component
- Cultural events – draw to commonwealth park
- Pre and Post games
- Education component
- Education beforehand to exhibit it
- “NOT JUST AN EVENT”
- Highlight cultures to those coming for the games (those coming already associate with us) →
2 way street
- Broader provincial effort
- Cultural Mandate
- Mandates for park
 - Cultural
 - Multicultural festival
 - Multicultural venue
 - Health
 - Sport

Top 5

1. Catalyst for “healthy lifestyle” – provincial agenda
2. Legacy Fund – sustainability
3. Inclusive / Accessible
4. Opportunities beyond sport (cultural, leisure, community development)
5. START NOW – youth

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Notes from the Debrief

- Disabled persons commission wants to be on the committee (not just here for the day)
- External communication strategy
- Business Community – need “pieces to help” – speaking notes
 - Need to get info down
 - Need a corporate member on the committee and funding and carrying the message
- NSBI & Economic Development
 - Should have the logo – can be a part of the pitching internationally
 - Link with Brand Nova Scotia
- Rick Perkins – NSLC, was involved in our bid for Olympics
- Chuck Bridges / Peter Harpin
- EMO / Halifax fire / Police – need to engage quickly regarding security
- People want to help – need information
- Get Vancouver economic development plan / experts here to teach, regarding how they did this and communicate this
- C/T group saw value of working together to have more power as one voice
- Need to message this is our bid – all of us not the teams
- Need to give specifics on the what next and what they can do between now and November 2007
- Need to harness the power of the stakeholders
- No negatives in the group
- Need the Top 10 reasons why Halifax 2014 should host the games and some speaking notes behind this
- Difference between HRM and Halifax – need to consistently use Halifax
- Planning for provincial election campaign
- Need to engage councilors to help them address questions they are getting
- Need to ensure board assumes governance role so staff can get on with doing the staff work
- Need to engage the province – provincial perspective at the cabinet table
- Schools / education system (eg - adopt a country)
- Could use this in the provincial, social policy framework
 - Overall provincial policy / outcomes – reflected in the business plans with clear deliverables

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- Need a list of who was invited and didn't come and who should have been invited.
- Need to cross reference stakeholders so we know who we need to have involved in what / what we can use for what
- Leverage the NS/ HRM leaders who can help spread the message

Parking Lot

- How do we use what we have now (business connections) to win the bid?
- Be able to prioritize or to be sure the Games as a priority delivers the benefits
- Bid committee must be able to address "Investment"
- How will energy costs impact on games?