

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Confirming approval from the federal Minister to direct any financial surplus from hosting and staging the Games towards the Legacy Plan in accordance with the federal Contribution Agreement (see section 5.8 of Annex A).

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

Procedure related to these activities is attached.

Attachments

- [CGC Asset Disposal and Transfer Policy](#)
- [Asset Management Procedure](#)
- [Legacy Plan](#)

Niagara 2021
Canada Summer Games



Jeux d'été du Canada
Niagara 2021

NIAGARA 2021 CANADA SUMMER GAMES: LEGACY PLAN OUTLINE

JULY 2020

TABLE OF CONTENTS:

Introduction	1
Legacy Plan	3
Background	3
Goals and Objectives	3
Host Society and Partner Expectations	5
Host Society	5
Canada Games Council	5
Niagara Region	6
Ontario Government	7
Federal Government	7
New and Upgraded Facilities	7
Required Facilities	8
Concept for the Legacy Facilities	9
Business Plan for the Legacy Facilities	10
Canada Games Park	11
Sport Performance Centre	11
Brock-Niagara Centre for Health and Well-Being	12
Parasport Gymnasium	13
Combative Sports Centre	14
Twin-Pad Arena	14
Sport Offices	15
Cycling and Storage Pavilion	15
Henley Rowing Centre	16
Other Facility Improvements	16
Sport Equipment	16
Sustainability and Accessibility Features	17
Sport Development and Sport Management	18
Advancing the Canadian Sport Policy	18
Advancing Ontario's Sport Goals	20

Advancing Sport in Niagara	22
Sport Management	24
Transfer of Knowledge	26
Major Event and Multi-sport Games Planning	26
Games Observers Program	28
Staff Development	28
Games Experiential Learning Program	29
Volunteer Program	30
Social, Community, and Culture	31
Health and Wellness Benefits	31
Promoting Indigenous Inclusion	32
Accessibility	34
Sustainability in Practice	34
Canada Games Brand	35
Venue Name	35
Canada Games Awareness	35
Asset and Financial Legacy	37
Asset Disposal and Transfer Plan	37
Financial Legacy Plan	38
Next Steps	40

Appendices:

- Niagara Bid Proposal
- ICIP Funding Application
- 2021 Canada Games Business Plan
- Environmental and Climate Lens Assessments
- Brock Centre for Sport Capacity Report
- Brock and Sport-Travel Report
- Coaches Association of Ontario Letter
- Terms of Reference for Legacy Committee
- Terms of Reference for Infrastructure Committee
- Indigenous Partnership Council MOU
- Accessibility Audit Template
- [Legacy Project Details Template](#)
- Consortium Agreement
- CSIO Expression of Interest

- Support, engage and recognize all volunteers and their contribution to the success of the Games.
- Imbed in the Niagara communities a sense of unified pride throughout the planning and execution of the Games.
- Meet and exceed the expectations of all partner groups including all levels of government, Canada Games Council, corporate funders, venue owners, and other key identified stakeholders.

2. Legacy of sport infrastructure and programs

- Ensure the Games are a catalyst for the development of sport facilities and programs in Niagara.
- Increase sport capacity for all, regardless of physical ability, through the Games by:
 - Providing more opportunities to play;
 - Providing more places to play;
 - Increasing the number of trained technical leaders; and
 - Building experienced hosting capacity (administration and volunteers).
- Develop hosting, training, and administrative partnerships with Ontario and Canadian sport organizations and programs to enhance sport and athlete/coach development.
- Provide sports equipment to Niagara programs at low or no cost.
- Contribute to an event hosting approach that will put Niagara in a competitive sport hosting position.

3. Legacy for Niagara

- Develop a unified and strategic sport hosting strategy for all of Niagara - positioning Niagara as a premier destination for sport events in Canada.
- Position Niagara to capitalize on the hosting and success of the Canada Games beyond 2021.
- Inspire residents of Niagara to live healthy, active lives through educational and functional programs in all municipalities.
- Be a catalyst for improvement and development of community programs - positioning them for sustainable long-term success beyond the Games.
- Leverage the Canada Games as a community development tool and catalyst to foster further development within the Niagara community.
- Foster an ongoing community belief, spirit, and support of volunteerism.
- Celebrate Niagara's rich, diverse, and unique cultural communities and inspire all residents to think regionally.

4. Strengthen the Canada Games

- Deliver an unprecedented marketing campaign that will optimize awareness, participation and attendance at these and future Games.

coaches, and to focus on additional targeted sports that are strategic for that region, and for Ontario and Canadian sport development.

The CSIO is excited about the opportunity to create a CSIO regional centre in Niagara. The CSIO believes that Niagara is an ideal location for a CSIO regional centre – a centre that would focus on the development of additional targeted sports such as wrestling and other combative sports, rowing, canoe-kayak, outdoor cycling, ice sports and a number of para sports. These sports complement those already engaged with the CSIO, and are sports that are strategic for Niagara, Ontario and Canadian sport development. And the sport organizations responsible for the development of these sports are also very excited about this opportunity.

The CSIO is also enthused about the many partnership opportunities between a CSIO regional centre in Niagara and Brock University, including the opportunities for applied sport science and sport medicine research, internship programs, and the delivery of CSIO services and programs deeper down the development pathway.

The CSIO has prepared an expression of interest concerning a regional centre at Canada Games Park. Our Host Society will continue to collaborate with the CSIO to develop a plan for a regional centre in Niagara, and the financial plan for such a centre, during the development of the Asset Disposal and Transfer Plan (see section 8.1), the Financial Legacy Plan (see section 8.2) and the Sport Niagara Business Plan (see section 4.4 below).

3.3.2. Brock-Niagara Centre for Health and Well-Being

A health and well-being centre is planned at the Sport and Ability Centre to provide exercise and educational programs for Niagara residents, with a particular focus on persons with special needs and seniors. This health and well-being centre will be approximately 10,000 square feet and will include specialized training equipment, two studio rooms and a main training area.

There is already such a centre in Niagara (the Brock-Niagara Centre for Health and Well-Being). Its goal is to enhance the health and well-being of Niagara residents while advancing scientific knowledge in applied health research. The Brock-Niagara Centre's services currently include exercise and education programs for persons with cardiovascular disease, for persons in wheelchairs, for amputees, and for seniors. The Brock-Niagara Centre provides opportunities for Brock University students and faculty to partner with industry professionals and health providers in the delivery of these programs. Under the guidance of faculty, graduate and undergraduate students are receiving real-world learning and teaching opportunities that directly benefit the residents of Niagara.

The Brock-Niagara Centre for Health and Well-Being requires a new facility to provide these programs more effectively, and to expand its services to include programs for other persons with special needs such as stroke victims and persons with Parkinson's disease. The Sport and Ability Centre at Canada Games Park will be an ideal home for the Brock-Niagara Centre for Health and Well-Being. The effectiveness of the Centre's programs

The Sport and Ability Centre at Canada Games Park will be fully accessible, with elevators, ramps designed to Fully Accessible Design Standards (FADS), door operators and/or sliding doors at main entrances, and double the number of required barrier-free parking spaces. Common areas of the Sport and Ability Centre have also been designed to accommodate users with stability or mobility challenges, and include wide and open common areas, hallways and change-areas, and handrails on the indoor running track. A large universal change room and multiple universal washrooms will be located throughout the Centre. All change rooms are designed to be barrier-free. All signage and wayfinding has been designed to be fully accessible and gender-neutral. The Henley Rowing Centre will also be fully accessible, with universal change rooms and no stairs.

4. Sport Development and Sport Management

4.1. Advancing the Canadian Sport Policy

The Canadian Sport Policy recognizes that sport is an essential part of life in Canada and is a powerful means of enhancing health and well-being. The vision for the Policy is to establish a dynamic and innovative culture that promotes and celebrates participation and excellence in sport. The Policy is designed as a roadmap for the direction and desired outcomes for the 2012 to 2022 period. Five goals are set out in the Canadian Sport Policy relating to introduction to sport, recreational sport, competitive sport, high performance sport and sport for development. These goals are:

1. Introduction to Sport: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport;
2. Recreational Sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation;
3. Competitive Sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner;
4. High Performance Sport: Canadians are systemically achieving world-class results at the highest levels of international competition through fair and ethical means; and
5. Sport For Development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

This Legacy Plan advances all five of these goals, and also promotes the joint action plan (the F-P/T Priorities for Collaborative Action 2017-2022) for contributing to the goals of the Canadian Sport Policy.

The Canadian Sport Policy also recognizes the importance of “creative, progressive approaches to resource sharing, infrastructure development, community partnerships, and program delivery”. The 2021 Canada Games has brought together municipalities, post-secondary institutions, and dozens of community partners to host the Games and to develop and manage the infrastructure planned for the Games. According to the Canadian Sport

- Building on partnerships to provide even greater access and opportunities for the introduction of children and youth to sport; and
- Developing and implementing appropriate health and safety measures for combative and other sports.

Ontario's goal is to also become a world leader in amateur sport development – to ensure that:

- Athletes receive the right support as their skills develop; and
- Athletes have access to trained coaches, officials, and volunteers as they progress through the development pathway overseen by effective provincial and multi-sport organizations.

This Legacy Plan will also advance this goal. For example, Ontario recognizes that intercollegiate and interuniversity sport is an important training ground for the development of athletes, coaches and officials and the advancement of high-performance sport research. The many synergies between Brock University and Canada Games Park will be instrumental in this regard.

Finally, this Legacy Plan will also help Ontario achieve its sport excellence goals:

- Athletes can pursue excellence in high-performance sport; and
- Athletes have competitive training and development opportunities, access to the latest high performance programs, services, facilities and technologies and are led by quality coaches, technical leaders and sport science and medicine experts.

As discussed in Part 3 above, the facilities, equipment and programs at Canada Games Park, the Henley Rowing Centre and other venues upgraded for the Games will significantly advance these goals.

As well, based on recent discussions with the Coaches Association of Ontario, there exists an opportunity to advance the National Coaching Certification Program through several initiatives that would increase the capacity of coaching in Niagara and Ontario. The Coaches Association of Ontario projects that by adapting and expanding programs such as “Let’s Get Coaching”, a legacy initiative of the 2015 Pan/Parapan Am Games, programs undertaken at Canada Games Park and the other facilities developed for the 2021 Canada Games could see upwards of 750 coaches and volunteers trained each year in Safe Sport Initiatives. Our Host Society will continue to collaborate with the Coaches Association of Ontario during the development of the Asset Disposal and Transfer Plan (see section 8.1), the Financial Legacy Plan (see section 8.2) and the Sport Niagara Business Plan (see section 4.4).

4.3. Advancing Sport in Niagara

Hosting the 2021 Canada Games will profoundly advance sport in Niagara in many ways. The Games have been a catalyst for the development of much-needed new and upgraded sport and recreation facilities and equipment. This will increase sport and recreation capacity for all residents of Niagara, regardless of physical ability, by providing more places and opportunities to play. And the athletes competing at the Games will inspire Niagara's next generation of sport champions and motivate many other Niagara residents to live healthy, active lives. The recruitment and training of thousands of volunteers for the Games will foster an ongoing community belief, spirit, capacity, and support of volunteerism. Collectively, the intellectual and tangible benefits of hosting the Canada Games in Niagara has directly improved the capacity of sport, recreation, and wellness in Niagara. As discussed above, the increase in facilities will drive an increase in participation. Supported by the training of thousands of volunteers, coaches, and administrators, Niagara is well positioned to capitalize on newly created capacity.

And importantly, all of these benefits will enhance the opportunities for Niagara to host future sport events and continue to realize these many benefits.

The vital importance of tourism and sport tourism to our economy cannot be underestimated. Tourism is a key sector for the Ontario economy and the sports industry is a significant contributor. In fact, sport tourism has been the fastest-growing segment of Canada's tourism industry. Tourism has also been a major economic contributor in Niagara, generating a significant amount of business activity, jobs, and other economic benefits. And Niagara recognizes the importance of the growth opportunity for sport tourism – for example, the City of St. Catharines Economic Development Strategy calls for an increased focus on sport tourism and the future attraction of signature national and international events.

This Legacy Plan and the facilities developed for the 2021 Canada Games has significantly advanced this sport tourism growth opportunity. Attached is a detailed Report, prepared jointly by the Centre for Sport Capacity at Brock University and Sport-Travel that provides background information about the benefits of sport event tourism, provides an overview of sport event tourism that has occurred in Niagara, and projects the potential Niagara region economic benefits arising from the development of the 2021 Canada Games facilities. The Report concludes that:

“As a result of hosting the 2021 Canada Summer Games, the Niagara region will be well positioned to take advantage of the fastest growing segment of the tourism industry – that being sport tourism.” Niagara's reputation as an international destination and new transportation infrastructure enhancing the region's connection to the Greater Golden Horseshoe will place Niagara in a prime position to capitalize upon the economic benefits, including employment, of sport tourism and increase tourism performance in the area as a whole. Investment in new sport and recreation infrastructure will situate Niagara as a strong option

when international, national and provincial sport federations consider where to stage development initiatives and events. With substantial upgrades to existing infrastructure and new construction currently scheduled, Niagara's facilities will be state-of-the-art and ready to host the world."

The facilities developed for the 2021 Canada Games have been strategically planned with many community stakeholders to provide an incredible opportunity to attract and host future sport events and provide economic benefits for many years to come. For example, the City of St. Catharines and Niagara's rowing community were recently successful in their bid to host the World Rowing Championship in 2024. This likely would not have happened without developing the Henley Rowing Centre.

Another example is cycling tourism. Venture Niagara Community Futures Development Corporation has identified cycling tourism as a potential economic driver in Niagara and has been developing many exciting cycling initiatives. Venture Niagara is excited about Canada Games Park, and believes that it will be an ideal central hub for hosting outdoor cycling competitions and for cycling tourism in Niagara.

In addition to enabling Niagara to attract sport events it currently does not have the capacity to host, the facilities developed for the 2021 Canada Games will also replace aging facilities and enable Niagara to maintain its ability to host sport events. An example is the new athletics facility at Canada Games Park. There is currently only one athletics facility in all of Niagara that is capable of hosting a major athletics competition. That existing Niagara athletics facility has always been a popular and extremely well-used hub for athletics – however, it is coming to the end of its life span. Therefore, the new athletics facility at Canada Games Park is required for Niagara to continue to host athletics competitions.

There are also several national and provincial sport organizations that have already expressed interest in hosting future regional, provincial, national and international competitions at the facilities planned for the 2021 Canada Games. Further, because Canada Games Park is located adjacent to Brock University and near Niagara College, it will also be an ideal location to host University and College championships and events.

Finally, in addition to enabling Niagara to attract future sport events, this Legacy Plan and the facilities developed for the 2021 Canada Games will provide additional economic benefits. The decline in Niagara's manufacturing sector has meant that Niagara needs to continue to diversify its economy and seek new opportunities for economic growth. Jobs in the sports, recreation and tourism sectors represent such opportunities.

In addition to the new job opportunities that would be available at the 2021 Canada Games facilities and during the hosting of future sport events, there will also be many experiential learning opportunities and work placement programs, especially given the close proximity of Canada Games Park to Brock University and Niagara College. These facilities will serve as a vital catalyst and incubator to help our youth develop job skills directly (e.g., through co-ops and internships) and indirectly (e.g., through the role of sport in developing life

5. Transfer of Knowledge

5.1. Major Event and Multi-Sport Games Planning

Our Host Society has taken advantage of the extensive depth and breadth of Multi-Sport Games knowledge within the organization to improve Canada Games planning processes. In collaboration with the CGC, our Host Society is developing a series of best practices that can be utilized by future host societies and for future event hosting. These best practices consist of project planning processes, venue operations manuals, and Games-time policies and procedures.

5.1.1. Project Planning Processes

An overall project planning process, designed to track and support individual functional area operational planning and to pull that planning together in a cohesive, useful document is being developed. This will be available in the form of a:

- Sub planning manual and templates;
- Project plan manual and template; and
- Timeline for implementation.

The high-level workflow is as follows and will be shared with future host societies along with a comprehensive list of applicable policies and procedures and a timeline for development:

- Staff develops list of policies and procedures
- Functional Area Chairs vet list of policies and procedures
- Planning staff write policy and procedure template
- Planning staff manages writing and approval workflow:
 - Staff write policies and procedures
 - Chairs review and approve policies and procedures
 - Interdependent staff and chairs review
 - Publish policies and procedures
 - Share and introduce at Games Services Committee Meetings
 - Scenario exercises involving policies and procedures during venue team meetings

5.1.2. Venue Operations Manuals

Venue operations manuals (see [here](#) for an example) are developed by the Games venue teams for each venue. These manuals have considerable unnecessary overlap and can be very lengthy. Our Host Society is developing a template that leverages Google Drive and its ability to link documents. This will reduce overlap, improve version control and improve the usefulness of each manual. The Venue Operations Manual template will be

transferred to future host societies and available to Niagara sports organizations to support comprehensive event planning.

Multi-Sport Games require effective venue use agreements to ensure both parties understand delivery expectations, commitments, Games-time operations and costs. Ensuring Games operations adhere to CGC and host society standards represents a further challenge. Our Host Society has developed a legal template ([linked here](#)) for an effective venue use agreement. This template will be available to future host societies and Niagara sports organizations and venue owners that are hosting future events.

5.1.3. Games-Time Policies and Procedures

Games-time policies and procedures are normally prepared by the volunteer chair of each functional area and can be a cumbersome process. Our Host Society has centralized this process through a functional area responsible for planning. This has assisted to ensure greater consistency among policies and procedures through the establishment of a robust template and review process. Collectively, this has assisted the volunteer chairs to more effectively and efficiently develop policies and procedures supported by staff through the planning functional area.

Sometimes overlooked during large events, risk-management requires extensive advance planning and operational vigilance. Our Host Society is building a Games-time Risk Advisory Group as part of its leadership volunteer structure. The mandate of this Group is to identify and assess the risks associated with the operation of the Games, to address methods to manage and mitigate identified risks and to monitor their effectiveness. Beginning in fall of 2020, this Group will consult with functional area chairs and venue team leads for this purpose. At Games-time, this Group will continuously monitor venues to ensure appropriate mitigation measures are in place and effective. This initiative represents a best practice for the Canada Games and the following tools will be available for future host societies and Niagara sport organizations planning future events:

- Risk assessment tool
- Risk training for volunteers
- Games-time risk registry for each venue
- Daily venue audit form for use by venue team leads
- Daily risk report for review by senior leadership
- Incident reports

5.2. Games Observers Program

Transfer of knowledge is an important element of the Canada Games. Each host society relies on previous Games to share their experiences and challenges. Our Host Society's Transfer of Knowledge Program is three pronged:

1. Google Drive: Google Drive has proven to be an important tool in our planning. Through constant evaluation of the folders and the file names, we are endeavouring to ensure that most documentation originates from the Google Suite of programs and is available on the central drive. Further, we will turn over a 2021 Folder with full compliance to the naming convention, thereby making it easier to locate files. We will also create a high level overview of our file tree for easy reference by future host societies.
2. Final Report: By introducing a journaling program in September 2019, our Host Society has already begun to prepare our final report. This journaling program allows each functional area to record its experiences on a monthly basis so that the Final Report reflects the complete planning experience. Leadership volunteers will also contribute to this program and thereby ensure that there is a fulsome view of the Games experience from a variety of voices.
3. Observers Program: our Host Society is developing a robust Observers Program including pre-Games and post-Games support for future host societies.

5.3. Staff Development

Our Host Society has developed and implemented a variety of [training and development initiatives](#) that build the professional skills of our workforce. The skills learned will be leveraged by staff when they redeploy in their future employment, and the training resources can be shared broadly. Some of this training has been implemented based on legislative requirements (e.g. discrimination and harassment) and other training has been 'organically grown' from within our organization. For example, our Host Society has implemented mandatory Accessibility for Ontario with Disabilities (AODA) training for all volunteers and staff.

On a monthly basis, our staff have also been invited to prepare and present on a topic of personal interest or expertise. For example, one session was recently led by our Manager, Venues and Overlay on the topic of hosting effective meetings. Our Volunteer Services Team has also presented on the topic of engaging volunteers. The topics have been diverse, and well-received by staff through a Lunch & Learn format. In some instances, our Host Society has invited external speakers to present relevant topics, such as cultural competency presented by staff from the Folk Arts Multicultural Centre, and ethical and fair play in sport presented by Safe Sport. Each of the presentations are housed in a shared folder and used as a resource for future hires. They will also be packaged and available to future host societies and other community organizations.

In addition, our Host Society is exploring an opportunity to provide a formal, tailored and certified training program to its staff through a partnership with the Goodman School of Business at Brock University. The [Non-Profit Leadership Certificate](#) is a program whereby participants complete a number of sessions related to skill development. Sessions are selected based on organizational need and cover a variety of topics including: crucial conversations, conflict management, change management, coaching for performance, emotional intelligence, power of teamwork, and many more. The course would be delivered in two cohorts, over a six day period - spread out over three months to ensure minimum disruption to regular workflow. Exploration of this program is currently being conducted, with an eye to leverage the existing partnership with Brock University as well as tap into a grant opportunity to offset the costs.

could be adapted to suit other similar audiences such as local community and sport organizations who host small or large scale events requiring volunteers. Specific volunteer training modules will include:

- General Games orientation
- Health and safety
- Accessibility for Ontarians with a Disability (AODA)
- Discrimination and harassment/Safe Sport
- Role-specific training

Following the completion of the above training modules, volunteers will also participate in venue-specific training in a real-time format.

The newly developed Safe Sport training module will be delivered through a partnership with the Coaching Association of Canada and the Coaches Association of Ontario. This training will not only assist volunteers during the Games, it will also form a solid foundation of learning that can be taken with our volunteers to future opportunities beyond the Canada Games while advancing the sport development goals of our partners.

To enhance future hosting capacity in Niagara, our Host Society will also be conducting training for minor officials participating in the Games. This training will be undertaken for approximately 750 minor officials in all 18 sports. In addition to this training, our Host Society will partner with the respective national and/or provincial sport organization to support individual, sport-by-sport training sessions in those sports where there is currently a limited pool of minor officials in Niagara to draw from. A needs assessment will be conducted to determine which sports will conduct such supplemental minor official training. Partnerships with organizations such as Niagara Health and Brock University's MedPlus program will also assist to create a trained workforce of sport medical volunteers. And the inclusion of a parasport representative on each of the sport organizing committees that features a parasport competition in the Games (i.e., athletics, swimming and sailing) will enhance the volunteer capacity in Niagara for hosting future parasport events.

6. Social, Community, and Culture

6.1. Health and Wellness Benefits

The Canadian Government recently released its *Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada – Let's Get Moving*. This policy is a “national policy document that is intended to move the country”. *Let's Get Moving* advises that being physically active is key to good overall health and to preventing chronic disease. It also acknowledges that levels of physical inactivity and sedentary living among Canadians are critical issues in Canada.

The link between physical activity and improved health is now widely accepted. In childhood, regular physical activity contributes to healthier body weight, better cardiovascular fitness, stronger bone density and greater

strength. Later in life, physical activity helps improve health and wellness, and prevents chronic illnesses like cancer, stroke, osteoporosis, hypertension, Type 2 diabetes and heart disease. As discussed previously, the Brock Niagara Centre for Health and Well-Being serves the vulnerable populations suffering from some of these ailments.

And, as stated by the Ontario Government in its recent 2019 Budget, research shows that students would benefit from more opportunities for physical activity. As well, in addition to physical health, researchers have increasingly been studying the relationship between student participation in sports and mental health. Studies have found that school sport participation during adolescence may protect against poor mental health in early adulthood. Students who consistently participated in school sport during secondary school reported lower depressive symptoms, lower perceived stress and higher self-rated mental health compared with students who were never involved in school sport. Researchers are continuing to study the association between sport participation and mental health benefits.

The 2021 Canada Games will encourage and motivate people to participate in sport - not only the thousands of young athletes directly participating, but also the many others that will be inspired and motivated by those young athletes to lead a healthy active lifestyle.

As well, the facilities and their programs developed for the 2021 Canada Games will enable many more people to participate in sport and recreation activities, including Niagara's older adults. The encouragement of our aging population to participate in sport and recreation is particularly important. Sport participation tends to decrease as people get older. And, given the clear link between exercise and better health outcomes, as well as the concern with improving quality of life for seniors, it is important to increase the participation in sport and recreation for older adults. For example, the inclusion of an indoor track and a health and well-being centre at Canada Games Park specifically support this initiative. This is particularly important in a community like Niagara, which has an older population than the provincial average.

Beyond the benefits of sport participation and recreation on physical and mental health, the facilities developed for the 2021 Canada Games will also strengthen the regional health and wellness ecosystem for all people including low-socioeconomic groups, marginalized populations, and under-served groups. For example, the Brock Niagara Centre for Health and Well-Being requires a new facility to provide its programs effectively, and to expand its services to include programs for other persons with special needs such as stroke victims and those with Parkinson's disease. And the Ontario Association of Children's Rehabilitation Services (OACRS) is excited about the opportunities at Canada Games Park. OACRS represents organizations such as the Niagara Children's Centre (located beside Canada Games Park) that provide support programs for children and youth with special needs, including recreation therapy.

As well, with the new Canada Games Park facilities located adjacent to Brock University, there will be many opportunities for Brock to partner on applied health and wellness research at Canada Games Park, including

established a Sustainability Working Group and expanded its scope to not only consider environmental sustainability, but also social and economic sustainability. Our sustainability program will be an important legacy from the 2021 Games.

A key initiative that will be undertaken as part of our sustainability program is the development of our 'Green Team' of 50 to 60 volunteers. The Green Team program is being developed in partnership with the Niagara College Environment Management and Assessment Program, Brock University, and several key community organizations. During Games-time, members of the Green Team will be assigned to a specific sport and non-sport venue and to ensure that appropriate sustainability practices are carried out. The Green Team will also undertake various educational and awareness initiatives.

Our Host Society is also working towards the ISO 20121:12 Framework for the Games and is working to ensure these standards are integrated into all planning, and guide the In-Games self-declaration audit and post-games sustainability report. Pursuing the ISO 20121 standards will provide a pilot program for future Games. Whereas previously applied standards have focused on environmental issues alone, the ISO 20121 standards aim to drive sustainability performance in a holistic and strategic manner, encompassing all three pillars of sustainability: economic, social and environmental. These standards also provide the framework needed to measure, minimise and eliminate the negative environmental, social and economic impacts of an event; optimise planning and processes; and maximize the benefits of events. The ISO 20121 standards aim to ensure that all events leave behind a positive and lasting legacy.

Our Host Society is also planning to host a Sustainability Summit that will bring together industry leaders, policymakers, entrepreneurs, researchers and post-secondary students from Niagara and beyond to consider innovative ways to link sustainability and conservation with sport and community. Key topics for discussion will include:

- The planning and delivery of sustainable sport events;
- Integrating sustainability and conservation into legacy projects and programs;
- Linking sustainability and conservation with sport events and associated legacy programs; and
- Incorporating the three pillars of sustainability within event management.

7. Canada Games Brand

7.1. Venue Name

The key venue developed for the 2021 Canada Games is commonly referred to as Canada Games Park. As contemplated in the Hosting Agreement with the CGC, the words 'Canada Games' and 'Jeux du Canada', and the Canada Games logo, will be used on external signage at the Sport and Ability Centre at Canada Games Park and will remain in perpetuity. Further, there will be permanent recognition of the volunteers for the 2021 Canada

Games at the Sport and Ability Centre at Canada Games Park. Our Host Society has been working with the CGC regarding the script and logo to be used on the signage.

7.2. Canada Games Awareness

Our Host Society has many initiatives to raise awareness of the Canada Games.

One such initiative relates to our program for Games visitors. Our Host Society is working with Sport-Travel to develop a visitor experience platform that will help Games visitors plan their stay in Niagara during the Games. Visitors will be able to use this platform to select and reserve accommodations, attractions, restaurants, transportation, entertainment, tour options and more. This visitor experience platform will:

- Provide a custom branded web application to assist with all travel related bookings;
- Include a ticketing management system that can integrate with travel related bookings; and
- Provide access to group housing modules and discounted travel services.

The platform will provide unprecedented offerings and convenience for Canada Games visitors. This platform will also broaden the reach of these services for future host societies and sport events.

Our Host Society has included these awareness messaging opportunities into an interactive education and outreach program that falls under three key avenues:

- Catch the Spirit program;
- Social and community events (e.g., World Turtle Day); and
- In-Games activation (e.g., with the Green Team and at ceremonies).

Our Host Society has endeavored to elevate the Catch the Spirit education program by developing a robust [school assembly format](#) designed to educate junior kindergarten to sixth grade students with video content relating to turtles, indigenous peoples, the Canada Games and our Games. This program also includes a novel and inspirational medal program which would enable deserving students to receive a replica Games Medal that will allow them to access various Games events. The Canada Games partner in the medal program, Teck, is working closely with our Host Society on this initiative.

Our Host Society is also working closely with Teck to design the Games medals in a manner that will raise awareness. Traditionally a smaller component of a Games branding strategy, our Host Society saw an opportunity to enhance this program and the resulting awareness of the Canada Games. Our Host Society has implemented a local and provincial call to action for potential artists to design the medal. Uptake on this call to action has been tremendous. In addition to creating awareness, it has promoted a sense of inclusion. As well, previous host societies have usually unveiled their medal two-days prior to the start of their Canada Games.

The CGC Hosting Agreement also requires that the Asset Disposal and Transfer Plan be carried out within one year after the Games. As mentioned, our Host Society has asked the Legacy Committee to remain in place until June 30, 2022 to oversee the implementation of this Legacy Plan, including the Asset Disposal and Transfer Plan. Further, the CGC Hosting Agreement contemplates that our Host Society will continue to operate after the Games for up to one year in order to dispose of all property, meet all legal obligations, pay all debts and complete final financial statements.

8.2 Financial Legacy Plan

The CGC Hosting Agreement also contemplates the development of a Financial Legacy Plan to cover the distribution of any funds remaining at the conclusion of the Games. Any financial legacy fund, and programming generated as a result of the financial legacy from the Games, is to be developed in a way that is consistent with the sport development needs of Niagara or Ontario. The legacy fund and programming must be titled with the words 'Canada Games' and be managed by a not-for-profit organization recommended by the Legacy Committee for approval by our Host Society Board of Directors.

As set out in section 4.4 of this Legacy Plan, our Host Society is planning to develop a business plan for the establishment of a sport organization in Niagara, and to do so in collaboration with Niagara Region, other community partners and many Niagara, provincial and national sport organizations. For the purposes of this Legacy Plan, we refer to this organization as Sport Niagara. And, while the Sport Niagara Business Plan has yet to be developed, our preliminary plan contemplates that Sport Niagara will be an independent, incorporated, not-for-profit organization.

In this Legacy Plan, the Legacy Committee is recommending that any 2021 Canada Games Legacy Fund be managed by Sport Niagara after our Host Society dissolves. Sport Niagara would be required to ensure that the 2021 Canada Games Legacy Fund would be managed in accordance with this Legacy Plan and the Financial Legacy Plan to be developed (see the timelines in section 9). In addition to implementing this Legacy Plan and managing the 2021 Canada Games Legacy Fund, Sport Niagara would prepare regular reports (e.g., annually) to the CGC and the funding partners of the 2021 Canada Games Legacy Fund.

Therefore, in parallel with the development of a Business Plan for Sport Niagara and the development of an Asset Disposal and Transfer Plan, our Host Society plans to develop a Financial Legacy Plan with oversight from the Legacy Committee. As called for in the CGC Hosting Agreement, this Financial Legacy Plan will include a plan for the distribution of any financial legacy at the conclusion of the Games.

Importantly, the Financial Legacy Plan will also address partnership opportunities and efforts to leverage additional resources to enhance and sustain this Legacy Plan. This will be a critical part of the Financial Legacy Plan and can be based on models from previous Games.

WN Develop Legacy Final Plan (including final Legacy Project Details Template) - by June, 2022;
XN Carry out the Asset Disposal and Transfer Plan - within one year after the Games; and
YN Carry out the Financial Legacy Plan - within one year after the Games.

It is important to recognize that this Legacy Plan was developed during the Covid-19 pandemic. As a result, there is additional uncertainty concerning some of the outcomes discussed in this Plan. However, our Host Society is hopeful that the timing of the 2021 Canada Games will provide an important opportunity to celebrate our recovery from the pandemic.

Following the postponement of the 2021 Canada Games to 2022, the Host Society Board of Directors approved the following adjustments to the timeline of this Legacy Plan's Next Steps:

1. Approve Legacy Plan Outline - July, 2020;
2. Submit draft of the Legacy Project Details Template to Sport Canada - September 30, 2020;
3. Discussions with partners regarding Final Legacy Plan, Legacy Organization Business Plan, and Legacy Use Agreements - ongoing;
4. Approval and establishment of Legacy Organization Business Plan - by October, 2021;
5. Approve preliminary Financial Legacy Plan (with preliminary asset list) - by April, 2022;
6. Complete Agreement with Legacy Organization re Legacy Fund - by May, 2022;
7. Develop preliminary Asset Disposal and Transfer Plan - by June, 2022;
8. Approve Final Legacy Plan (including final Financial Legacy Plan, final Asset Disposal and Transfer Plan, and final Legacy Project Details Template) - by September, 2022;
9. Complete Legacy Use Agreements (e.g., with Consortium re Canada Games Park) - by September, 2022;
10. Carry out the Asset Disposal and Transfer Plan - within one year after the Games; and
11. Carry out the Financial Legacy Plan - within one year after the Games.

May 2021:

1. Approve preliminary Legacy Plan - July, 2020;
2. Submit draft of the Legacy Project Details Template to Sport Canada - September 30, 2020;
3. Prepare framework for Legacy Organization Business Plan - by May, 2021;
4. Approval and establishment of Legacy Organization Business Plan - by October, 2021;
5. Discussions with partners regarding Final Legacy Plan and Legacy Use Agreements - October, 2021 to September, 2022;
6. Approve preliminary Financial Legacy Plan (with preliminary asset list) - by April, 2022;
7. Complete Agreement with Legacy Organization re Legacy Fund - by May, 2022;
8. Develop preliminary Asset Disposal and Transfer Plan - by June, 2022;
9. Approve Final Legacy Plan (including final Financial Legacy Plan, final Asset Disposal and Transfer Plan, and final Legacy Project Details Template) - by September, 2022;
10. Complete Legacy Use Agreements (e.g., with Consortium re Canada Games Park) - by September, 2022;
11. Carry out the Asset Disposal and Transfer Plan - within one year after the Games; and
12. Carry out the Financial Legacy Plan - within one year after the Games.