

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

Financial Legacy Plan (Board Approved May 2022)

1. Background

The Legacy Plan for the 2022 Canada Games was developed and approved by the Legacy Committee established for the 2022 Canada Games, and subsequently approved by the Board of Directors of the 2022 Canada Games Host Society in July, 2020.

The Legacy Plan calls for any financial surplus from hosting the 2022 Canada Games to be directed towards the Legacy Plan. The Legacy Plan also calls for the development of a Financial Legacy Plan to address the distribution of any financial surplus from hosting the 2022 Canada Games. Any such surplus from a Games is often referred to as a legacy fund. Any such legacy fund from the 2022 Canada Games is to be referred to as the 2022 Canada Games Legacy Fund.

The Legacy Plan also contemplates the establishment of a new not-for-profit sport organization in Niagara to implement much of the Legacy Plan after the Host Society dissolves. This organization is referred to in the Legacy Plan as Sport Niagara. Sport Niagara will be critical to the continued advancement of sport in Niagara and to maintain, build upon and maximize the many benefits achieved from hosting the 2022 Canada Games.

As part of the Legacy Plan, the Legacy Committee recommended that any 2022 Canada Games Legacy Fund be managed by Sport Niagara after the Host Society dissolves. Sport Niagara would be required to ensure that the 2022 Canada Games Legacy Fund would be managed in accordance with the Legacy Plan and this Financial Legacy Plan. After the Legacy Plan was approved by its Board of Directors, the Host Society has proceeded to establish Sport Niagara.

2. Sport Niagara

As approved by the Host Society's Board of Directors at its September, 2021 Board meeting, two not-for-profit corporations have been established to operate as Sport Niagara.

One corporation (2022 Canada Games Sport Development Inc.) will focus on sport development and has the following objects:

- Promoting amateur sport and the development of high-performance athletes;
- Operating a sport performance centre at Canada Games Park for the development of high-performance athletes;
- Delivering training programs that bring promising amateur athletes from the grassroots level to national and international levels;
- Staging local, regional, provincial and national sport competitions; and
- Providing training and certification programs for coaches and referees.

The other corporation (2022 Canada Games Community Development Inc.) will focus on community development and has the following objects:

- Promoting community health through physical activity and sport participation;
- Alleviating financial or other barriers to participation in, and increasing access to, physical activity and sport; and

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- Advancing education through physical activity and sport participation.

Both of these corporations have made applications to become charities.

2022 Canada Games Sport Development Inc. is applying to become a registered Canadian amateur athletic association (RCAAA) under Canada's *Income Tax Act*. If its application is successful, 2022 Canada Games Sport Development Inc. would be considered a "qualified donee" and would be able to issue official donation receipts for income tax purposes for any gift it receives from a corporation or individual.

2022 Canada Games Community Development Inc. is also applying to become a registered charitable organization under the *Income Tax Act*. This registration would also enable 2022 Canada Games Community Development Inc. to issue official donation receipts for income tax purposes.

A business plan for Sport Niagara is currently being developed in accordance with the Project Plan approved by the Host Society's Board of Directors at its November, 2021 Board meeting.

3. Next Steps

The Hosting Agreement between the CGC and the Host Society requires that this Financial Legacy Plan be carried out within one year after the Games. Key actions to advance this Financial Legacy Plan over this period include:

- Completing the Business Plan for Sport Niagara in accordance with the November 17, 2021 Project Plan. As described in the Project Plan, this involves completing the financial plan for Sport Niagara, including:
 - Advancing discussions regarding potential ongoing funding support from the Government of Canada, the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries and Niagara Region;
 - Advancing discussions with other organizations regarding potential funding support;
 - Developing a revenue generation plan in relation to Sport Niagara programs and services (including the operation of the Sport Performance Centre at Canada Games Park) and the hosting of sport and other events;
 - Developing a long-term fundraising plan to support Sport Niagara's programs and services; and
 - Negotiating appropriate lease/legacy use agreements regarding Canada Games Park facilities, the Henley Rowing Centre and the basketball court at the Meridian Centre;
- Completing an agreement with Sport Niagara regarding the management of the 2022 Canada Games Legacy Fund. It is anticipated that this agreement would include provisions requiring that Sport Niagara:
 - implement applicable parts of the Legacy Plan (including parts of the Financial Legacy Plan and Asset Disposal and Transfer Plan);
 - Ensure that the Legacy Fund is managed in accordance with the sport and community development objectives set out in the Legacy Plan;
 - Prepare regular reports concerning the management and implementation of the Legacy Plan for the CGC and the funding partners; and
 - Ensure that the 2022 Canada Games Legacy Fund is named and branded in a manner acceptable to the Host Society, Sport Niagara and the CGC; and

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- 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).

2022 Canada Games Asset Disposal and Transfer Plan (Board Approved May 2022)

1. Background

The Legacy Plan for the 2022 Canada Games was developed and approved by the Legacy Committee established for the 2022 Canada Games, and subsequently approved by the Board of Directors of the 2022 Canada Games Host Society in July, 2020. The Legacy Plan calls for the 2022 Host Society to prepare this Asset Disposal and Transfer Plan with oversight from the Legacy Committee, and in accordance with the Asset Disposal and Transfer Policy of the Canada Games Council (CGC).

The CGC Hosting Agreement for the 2022 Canada Games requires that this Asset Disposal and Transfer Plan be carried out within one year after the Games. The CGC Hosting Agreement contemplates that the 2022 Host Society will continue to operate after the 2022 Canada 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.

This Asset Disposal and Transfer Plan is preliminary in nature. While the CGC Asset Disposal and Transfer Policy contemplates that this Plan be prepared now, the Policy acknowledges that there is additional information required in order to complete and implement this Plan, including:

- preparing a preliminary 2022 Host Society asset list - the CGC Asset Disposal and Transfer Policy calls for a preliminary asset list to be completed by early July, 2022;
- preparing a final 2022 Host Society asset list - the CGC Asset Disposal and Transfer Policy calls for this final asset list to be completed as part of final reporting after the 2022 Canada Games;
- determining the financial position of the 2022 Host Society following the Games - while the current 2022 Canada Games Budget (V6) contemplates the generation of \$100,000 in revenue from the sale of 2022 Host Society assets, this may be changed by the 2022 Host Society Board depending on the financial position of the Host Society following the 2022 Canada Games; and
- negotiating Legacy Use Agreements concerning the disposal and transfer of many of the key assets owned by the 2022 Host Society.

2. Identification of 2022 Host Society Assets

The CGC Asset Disposal and Transfer Policy calls for this Plan to address the distribution of:

“tangible assets owned by the Host Society as at the end of the Games, whether purchased or donated, and including without limitation all technical and electronic sport equipment, other movable sports equipment and materials, medical equipment and supplies, other movable property such as office furniture and computer equipment and software, together with any intellectual property such as videos, pictures and software.”

While the CGC Asset Disposal and Transfer Policy calls for a preliminary asset list to be completed by early July, 2022, because of the postponement of the 2022 Canada Games and the reduced time between the 2022 Canada Games and subsequent Games, the 2022 Host Society will prepare a preliminary list of these assets sooner - i.e., by early June, 2022.

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In accordance with the CGC Asset Disposal and Transfer Policy, this list of assets will include:

- items already earmarked as part of the 2022 Canada Games Legacy Plan;
- items that cannot be sold, as they are not owned by the 2022 Host Society; and
- assets that should not be made available for sale to the general public but rather transferred to future host societies as part of their first right of refusal of 2022 Canada Games assets.

With respect to the identification of “items already earmarked as part of the 2022 Canada Games Legacy Plan”, this list will include items identified in 2022 Host Society legal agreements that relate to the transfer or disposal of assets which the 2022 Host Society owns. For example, the 2022 Host Society has entered into a Court Use and Storage Agreement with the City of St. Catharines concerning the basketball floor which the 2022 Host Society purchased for the 2022 Canada Games and that is currently stored in the Meridian Centre in St. Catharines. That Agreement requires the 2022 Host Society to entertain discussions with the City concerning the potential legacy of this basketball floor. Should the 2022 Host Society decide to sell this basketball floor, the City is to have a first right of refusal to purchase this basketball floor at two-thirds of its current fair market value.

The preliminary list of assets owned by the 2022 Host Society will also identify those items that are to be made available to future host societies. The 2022 Host Society will work with the CGC to identify these assets.

3. Implementation

As contemplated by the CGC Asset and Disposal Policy, the 2022 Host Society will implement this Asset Disposal and Transfer Plan after the 2022 Canada Games and provide regular updates on its progress to the CGC.

The list of items on the 2022 Host Society preliminary asset list that are to be made available to future host societies will be provided to the 2023 and 2025 Canada Games Host Societies after this list is completed in early June, 2022.

In accordance with the CGC Asset and Disposal Policy, the 2022 Host Society will provide first priority to the 2023 Host Society for it to purchase those items on the 2022 Host Society preliminary asset list that are to be made available to future host societies. Second priority will be given to the 2025 Host Society.

The 2023 and 2025 Host Societies will be asked to identify those items on the 2022 Host Society preliminary asset list that are to be made available to future host societies and that they wish to purchase by early July, 2022. The 2022 Host Society will then work with the 2023 and 2025 Host Societies to reach an agreement with each concerning the purchase and delivery of these items by mid July, 2022. The 2022 Host Society will deliver the items purchased by the 2023 and 2025 Host Societies by early September, 2022.

The disposal and transfer of other items owned by the 2022 Host Society to other organizations and to the general public is planned to be completed by the end of October, 2022.

The 2022 Host Society has entered into an agreement for the use of its main Games Warehouse until the end of October, 2022, and has entered into employment agreements with appropriate staff that extend until the end of October, 2022 in order to implement this Plan. These staff will be responsible for managing the Games Warehouse (including inventory control) and distributing 2022 Host Society assets in accordance with this Plan and direction from the 2022 Host Society Board. A copy of the current 2022 Host Society Asset Management

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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

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- 2021 Canada Games Business Plan
- Environmental and Climate Lens Assessments
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- Brock and Sport-Travel Report
- Coaches Association of Ontario Letter
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- Indigenous Partnership Council MOU
- Accessibility Audit Template
- [Legacy Project Details Template](#)
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- CSIO Expression of Interest

1. Introduction

The Canada Games were started in 1967 as part of our nation's centennial festival. Intended to be a national celebration of youth, sport, and culture, the Canada Games have provided a wonderful legacy for the many Canadians that have participated in the Games, and the many communities across Canada that have hosted the Games. Hosted on a rotation among Canada's provinces and territories, the 2021 Canada Games will be only the third time the Games have been held in Ontario since their inception more than 50 years ago.

In 2016, an open competition was commenced for Ontario communities to bid to host the 2021 Canada Games. Niagara saw this as a tremendous opportunity for incredible growth – a powerful catalyst to help provide vital and transformative legacy, including the development of much-needed sport and recreation facilities. Niagara was inspired by the Canada Games Council's call to action for bid communities:

- To think big and be creative;
- To think locally, regionally and nationally, and
- To integrate legacy into planning.

This call to action captured the imagination and passion of Niagara, and Niagara's Bid Group established the following goals for the 2021 Canada Games:

1. To provide a phenomenal experience for the athletes and other participants at the 2021 Canada Games – an experience that will propel their development, allow them to perform their best and inspire them to dream big;
2. To provide a legacy of sport infrastructure and programs that are vital for Niagara, Ontario and Canadian sport development;
3. To provide a legacy of infrastructure, community programs and spirit that will be transformative for Niagara; and
4. To provide an unmatched podium and partnership for the Canada Games Council to build upon the success of previous Canada Games and strengthen the Canada Games property.

After Niagara won the opportunity to host the 2021 Canada Games in March 2017, our Host Society was established to plan, organize and deliver the Games. Our Host Society recognized that, while the 2021 Canada Games are a generational opportunity for Ontario, they are likely a once-only opportunity for Niagara - when the Games return to Ontario a couple decades from now, another highly competitive bid process is likely to occur. Therefore, our Host Society built upon the goals established by Niagara's Bid Group and developed:

- Our vision for the Games - *to inspire, transform and unify*;
- Our mission for the Games - *to provide a transformative Canada Games experience for the Games participants and the people of Niagara, and in doing so, create stronger communities*; and
- Our plan to host a Games "*once, and for all*" of Niagara.

This Legacy Plan describes the many initiatives undertaken and planned by our Host Society to achieve these objectives in relation to the legacy from the 2021 Canada Games. For example, one important initiative concerns our Host Society's development of new and upgraded sport facilities for the 2021 Canada Games. New facilities developed for the Games include Canada Games Park in Thorold, and the Henley Rowing Centre in St. Catharines. Upgrades to existing facilities across the Niagara region are also being undertaken, including baseball and softball fields in Welland, Niagara Falls, and Grimsby. In addition to enabling or greatly enhancing the sport competition at the 2021 Canada Games, these new and upgraded facilities have been strategically planned with many community stakeholders to also provide a critical legacy 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.

2. Legacy Plan

2.1. Background

In accordance with the Hosting Agreement with the Canada Games Council (CGC), our Host Society has established a Legacy Committee to prepare this Legacy Plan. The Legacy Committee includes representatives from the CGC, Niagara Region, Sport Canada, the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries, and our Host Society Board of Directors. As required by the CGC Hosting Agreement, this Legacy Plan has been prepared using the CGC Legacy Core Plan Framework, and incorporates the Canada Games Legacy Principles that are included with the Terms of Reference for the Legacy Committee.

Our Host Society has also established an Infrastructure Committee to oversee the development of the 2021 Canada Games infrastructure plan and to work closely with the Legacy Committee concerning the legacy initiatives relating to that infrastructure plan.

2.2. Goals and Objectives

Our Host Society has developed key objectives in relation to each of the four goals established by Niagara's Bid Group as mentioned in the Introduction above. These objectives are:

1. Phenomenal participant experience

- Deliver a transformational experience for athletes and their teams from the moment they arrive at the Games to their departures.
- Create a welcoming, inclusive and accessible experience for all spectators, families and friends.

- 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.

- Organize cultural celebrations that affirm the diversity of Canada's identity and showcase the specific cultural riches of Niagara Region.
- Ensure all functional and venue operational areas have comprehensive plans in place to deliver the best possible level of service and support for these and future Games.
- Enhance the Games Transfer of Knowledge program by developing and sharing new models and systems that include:
 - Leveraging experiential learning opportunities with Brock University and Niagara College;
 - Building a comprehensive hosting and tourism plan to showcase the Region;
 - Integrating innovative technology platforms; and
 - Hosting a sustainable and environmentally responsible Games.

2.3. Host Society and Partner Expectations

Our Host Society established a number of responsibilities for the Legacy Committee in its Terms of Reference in relation to the development of this Legacy Plan. Similarly, the CGC has also identified expectations regarding this Legacy Plan in the CGC Hosting Agreement. Further, our Host Society has entered into funding agreements with our principal government partners that contain requirements relating to this Legacy Plan. These expectations are summarized below.

2.3.1. Host Society

In the Terms of Reference for the Legacy Committee, our Host Society asked the Committee to develop this Legacy Plan for approval by our Board of Directors, and to remain in place until June 30, 2022 to oversee the implementation of this Legacy Plan. As part of this process, the Legacy Committee was also asked to develop and oversee an Asset Disposal and Transfer Plan, and a Financial Legacy Plan. The Financial Legacy Plan is to include criteria for the distribution of any financial legacy from the 2021 Canada Games, and to recommend an organization or fund to administer that financial legacy. Finally, the Legacy Committee is to produce a Final Legacy Report after the Games that identifies all significant legacies accruing from hosting the 2021 Canada Games. Our Host Society also asked the Infrastructure Committee to work closely with the Legacy Committee to ensure that the facilities planned for the 2021 Canada Games are developed in accordance with this Legacy Plan, and to provide guidance and oversight concerning the implementation of Legacy Plan initiatives relating to these projects.

2.3.2. Canada Games Council

The CGC Hosting Agreement for the 2021 Canada Games requires that this Legacy Plan include provision for:

- The development of Asset and Financial Legacy Plans;

- The carrying out of the Asset Disposal and Transfer Plan within one year after the Games;
- The carrying out of the Financial Legacy Plan within one year after the Games; and
- The development of a Final Legacy Report that identifies all other significant legacies that will accrue from hosting the Games.

The CGC has also asked that this Legacy Plan incorporate the CGC's Legacy Principles, enhance support for amateur sport, and promote the Canada Games Property and brand. These key Legacy Principles are divided into the following categories and form the basis of this Legacy Plan:

- New Facilities or Upgraded Facilities;
- Sport Development;
- Sport Management;
- Transfer of Knowledge;
- Social, Community, and Culture;
- Canada Games Brand; and
- Asset and Financial Legacy.

The CGC Hosting Agreement contemplates that the Asset Disposal and Transfer Plan cover the management and distribution of tangible assets acquired by our Host Society, and that it takes into account the needs of future Canada Games Host Societies in accordance with the CGC's Asset Disposal and Transfer Policy. The Financial Legacy Plan is to cover the distribution of any funds remaining at the conclusion of the Games. It is also to address partnership opportunities and efforts to leverage additional resources to enhance and sustain the Legacy Plan. 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 the Niagara region or Ontario. The legacy fund and programming must be titled with the words 'Canada Games' (in French and English), and promotional vehicles must be branded with the Canada Games logo. The 2021 Canada Games Legacy Fund is to be managed by a not-for-profit organization recommended by the Legacy Committee for approval by the Host Society Board of Directors.

The CGC Hosting Agreement also requires that the words 'Canada Games' and 'Jeux du Canada', and the Canada Games logo, be incorporated in the name of at least one major facility built or renovated for the Games, and that the naming rights remain in perpetuity. The facility must be branded with the Canada Games logo, which must be used on external signage. The CGC must approve the script (in both official languages) and logo to be used on the signage/plaque. The CGC has proposed that there be permanent recognition of the volunteers for the 2021 Canada Games at the Sport and Ability Centre at Canada Games Park.

2.3.3. Niagara Region

Our Host Society has entered into a Transfer Payment Agreement with Niagara Region which includes a commitment by the Region to provide our Host Society with certain funding for legacy projects. This

commitment is reflected in the August 2019 Transfer Payment Agreement with the Ontario Government concerning additional funding for Canada Games Park under the *Investing in Canada Infrastructure Program* (ICIP).

The Niagara Region Transfer Payment Agreement also states that its contribution to the 2021 Canada Games will be acknowledged on signage at appropriate capital construction and renovation projects funded by the Niagara Region (i.e., Canada Games Park). Our Host Society is to provide a permanent plaque at Canada Games Park that outlines that the project has been made possible in part through funding from Niagara Region. The plaque design and location are to be pre-approved by Niagara Region.

Niagara Region has also entered into an agreement with our Host Society to transition responsibility for the construction of Canada Games Park. The finalization of that Agreement is subject to certain conditions, including the consent of the Province. In that Transition Agreement, the Region commits to use commercially reasonable efforts to ensure that the long-term lease for Canada Games Park, and the agreement with the other Consortium members that will own and manage Canada Games Park after 2021, include provision for implementation of this Legacy Plan in relation to Canada Games Park. Niagara Region also agreed to be responsible for satisfying the requirements of the CGC, the Ontario Government and the Federal Government in relation to naming, signage and the acknowledgement of the sources of financial support in relation to Canada Games Park.

2.3.4. Ontario Government

Our Host Society has entered into two Transfer Payment Agreements with the Ontario Government. The first concerns funding for the Games generally (both operating and capital). The second was entered into as of August 2019, and concerns additional funding for Canada Games Park under the *Investing in Canada Infrastructure Program* (ICIP). These Agreements require that the Province's contribution be acknowledged on signage at appropriate capital construction and renovation projects funded by the Government of Ontario (including at Canada Games Park). A permanent plaque is to be provided that outlines that the project has been made possible in part through funding from the Province. The plaque design and location are to be pre-approved by the Ministry.

These Agreements also require that this Legacy Plan provide for an Asset Disposal and Transfer Plan. As part of that Plan, our Host Society must transfer title to and ownership of any asset acquired with the additional ICIP funding for Canada Games Park to the Consortium that will own and manage Canada Games Park (at a ratio of 25% each Consortium member) after the Games. The Consortium is not to dispose of any such asset for five years unless otherwise agreed to by the Ontario and Federal Governments.

2.3.5. Federal Government

Our Host Society has entered into a Contribution Agreement with the Federal Government. As well, the August 2019 Transfer Payment Agreement concerning the additional ICIP funding for Canada Games Park also provides the Federal Government with a number of rights. The Contribution Agreement requires that our Host Society seek approval from the federal Minister on this Legacy Plan and to direct any financial surplus from hosting the Games toward this Legacy Plan.

Our Host Society must also acknowledge the Government of Canada's support on signage at any structure or property for which the Government of Canada provided funding (i.e., Canada Games Park). A permanent plaque will be provided that outlines that the project has been made possible in part through funding from the Federal Government. The plaque design and location will be pre-approved by Sport Canada.

3. New and Upgraded Facilities

During its bid for the 2021 Canada Games, Niagara's Bid Group identified a number of new sport facilities and upgrades to existing sport facilities that would be required to host the Games. These required sport facilities included new facilities (e.g., for athletics and beach volleyball) as well as upgrades to existing facilities (e.g., for baseball and softball).

Niagara's Bid Group also saw the 2021 Canada Games as a critical opportunity and powerful catalyst to develop additional and much-needed legacy facilities. Therefore, its bid proposed that, in addition to the required sport facilities, Niagara hoped to build two key legacy facilities for the Games – a Sport and Ability Centre and the Henley Rowing Centre. The Sport and Ability Centre and some of the required sport facilities (e.g., the new athletics and beach volleyball facilities) would be located on property owned by Brock University adjacent to its main campus. Brock's main campus was planned to be the Athlete Village for the Games, and this adjacent property was referred to as Canada Games Park (CGP).

Niagara's Bid Proposal contemplated that there would be no financial risk associated with this plan in relation to the legacy facilities. The required sport facilities would be funded by the capital funding committed during the Bid - \$3 million from each of the Federal, Provincial and Niagara Region governments. Niagara's Bid Proposal advised that, because the legacy facilities are not required for the Games, they would only be developed if additional funding was obtained. Niagara committed to preparing a comprehensive business plan to support the building of these legacy facilities if its bid was successful.

A full list of all the facilities constructed or renovated by, or in partnership with, our Host Society, including detailed financial information, will be available in the Project Details Form, to be completed by September 30, 2020.

3.1. Required Facilities

As noted above, a number of new sport facilities and upgrades to existing sport facilities were required to host the 2021 Canada Games. In addition to being used for the Games, these required facilities and equipment will provide a vital, publicly accessible, legacy after the Games for community groups and many other users. Our Host Society will collaborate with many of the sport organizations that will use these facilities after the Games 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).

The new and upgraded sport facilities required to host the 2021 Canada Games consist of:

- New athletics facility
 - located at Canada Games Park
 - new athletics competition and training venue that will include a 400m outdoor track, grass infield and facilities for all field events (jumps and throws)
 - athletics equipment will also be provided (e.g., hurdles and jumps) together with storage
 - permanent bench seating along the main straightaway of the outdoor track with concrete concourses to accommodate temporary seating for major events
 - an indoor 200m track will be located in the adjacent Sport and Ability Centre
 - additional warm-up and training facilities for field events will be located in the area south of the Sport and Ability Centre parking access road (i.e., north of the Merrittville entrance)
 - available for competition and training after the Games by Niagara's athletics clubs and for community use
 - approximately 300 parking spaces available on a complimentary basis to all CGP users
- New beach volleyball centre
 - located at Canada Games Park
 - new beach volleyball competition and training facility with six courts
 - equipment will also be provided (e.g., scoreboard, nets) together with storage
 - accessible pathways to connect the outdoor facilities with the Sport and Ability Centre
 - available for community use after the Games
- New mountain bike course
 - located on property owned by Ontario Power Generation in St. Catharines
 - available for mountain biking and community use after the Games
- New basketball hardwood floor
 - located at Meridian Centre for the Games
 - could be used for basketball at the Meridian Centre and Canada Games Park after the Games
- New lacrosse turf floor
 - will be used for lacrosse at Canada Games Park and other Niagara venues after the Games
- New wrestling mats
 - will be used for wrestling at Canada Games Park and other Niagara venues after the Games

- Improvements to Eleanor Misener Aquatic Centre at Brock University
 - improvements to diving and swimming facilities
 - will be used for diving and swimming after the Games
- Upgrades to Welland baseball complex
 - upgrades to facilities at baseball complex in Welland
 - will be used for baseball after the Games
- Upgrades to Oakes Park baseball complex
 - upgrades to baseball facilities at Oakes Park in Niagara Falls
 - will be used for baseball after the Games
- Upgrades to Southward Community Park softball complex
 - upgrades to softball facilities at Southward Community Park in Grimsby
 - will be used for softball after the Games
- New equipment to support various other sport competitions during the Games; and
- New equipment to support the planning and delivery of other parts of the Games.

3.2. Concept for the Legacy Facilities

As mentioned, Niagara's bid for the 2021 Canada Games also proposed that two key legacy facilities be developed for the Games – a Sport and Ability Centre and the Henley Rowing Centre.

The concept for the Sport and Ability Centre originated from the City of St. Catharines 2015 Recreation Facility and Programming Master Plan, and from Brock University's interest in developing a new athletic complex. The St. Catharines Master Plan identified the need for new "multi-use" and "multi-generational" sport and recreation facilities that contain "something for everybody", and would create "year-round hubs of community activity". The St. Catharines Master Plan also called for the City to "initiate potential partnership discussions with an educational institution, area municipality, or other suitable partner to construct a new arena complex".

Niagara's bid for the 2021 Canada Games proposed that this Sport and Ability Centre be located at Canada Games Park - i.e., property owned by Brock University adjacent to its main campus. Niagara's plan was for Canada Games Park to include the Sport and Ability Centre as well as a new athletics facility and a new beach volleyball facility – two new facilities required to host the Games.

The concept for the Henley Rowing Centre originated from the Niagara rowing community. The Henley Rowing Course in St. Catharines has hosted regional, provincial, national and international rowing competitions for more than 100 years, and in 2024 will once again host the World Rowing Championships. However, while the Henley Rowing Course is a wonderful watercourse for rowing, it lacks essential off-water training and support facilities. A new Rowing Centre at the Henley Rowing Course would provide these facilities.

3.2.1. Business Plan for the Legacy Facilities

As was committed in Niagara's Bid Proposal, as soon as our 2021 Canada Games Host Society was formed, we proceeded to prepare a comprehensive business plan to support the development of these two key legacy facilities. That business plan consisted of three parallel programs:

1. Extensive community consultation concerning the facilities and programs to be included;
2. Detailed architectural design and costing; and
3. The pursuit of additional funding.

These programs are described in the July 2019 Funding Application submitted by our Host Society to the Ontario and Federal Governments pursuant to the *Investing in Canada Infrastructure Program* (ICIP). The Ontario and Federal Governments responded very positively to this Application and entered into the August 2019 Transfer Payment Agreement with our Host Society and the Consortium that will own and manage Canada Games Park after 2021 - i.e., Niagara Region, Brock University and the Cities of St. Catharines and Thorold. The following additional capital funding commitments were made in the August 2019 Transfer Payment Agreement towards the development of Canada Games Park:

- Federal Government - \$29 million (in addition to the \$3 million committed during the Bid for other capital projects);
- Ontario Government - \$29 million (in addition to the \$3 million committed during the Bid for other capital projects);
- Niagara Region - \$20,036,786; (including the \$3 million committed during the Bid)
- St. Catharines - \$10 million;
- Thorold - \$5 million; and
- Brock University - \$4,387,674 (most as value-in-kind for use of its campus as the Games Village) plus a nominal contribution of the land for Canada Games Park.

It is important to note that our Host Society has approached the funding for the required sport facilities and for the planned legacy facilities differently. Our Host Society allocated sufficient capital funding to ensure the required sport facilities are built or upgraded to meet the venue standards required to host the Games. However, because the planned legacy facilities are not required for the Games, the capital funding allocated by the Host Society for these facilities can be regarded as additional or surplus funding. The Host Society's approach has been to develop the planned legacy facilities to the full extent of the additional/surplus funding.

3.3. Canada Games Park

There is tremendous support for Canada Games Park – in Niagara and from the broader Ontario and Canadian sport community. Importantly, Canada Games Park has been strategically planned with many community stakeholders to provide a critical, public, legacy after the Games. In addition to propelling the development of the participants at the 2021 Canada Games, Canada Games Park will strengthen our sport system by creating and improving critical sport facilities and programs to help develop our future generations of champions from Niagara, Ontario and Canada, and will host many other future sport events.

Upon completion of construction, Canada Games Park will be owned and managed by a Consortium formed by the City of St. Catharines, the City of Thorold, Niagara Region and Brock University. The details that govern this Consortium will be set out in the Consortium Agreement currently being finalized. That Agreement will be added as an Appendix hereto after it is finalized. As part of the Transition Agreement (discussed in section 2.3.3), Niagara Region has committed to ensuring that the Consortium Agreement includes provision for implementation of this Legacy Plan.

There are many significant benefits from this collaborative ownership/management structure. Post-secondary institutions are significant contributors to sport through opportunities for participation, managing facilities, training leaders, officials, administrators and volunteers, and conducting research and evaluation. Local governments and municipal recreation departments also provide this training, deliver sport programs and stage sport events. This partnership at Canada Games Park will support many vital community programs after the 2021 Canada Games. With the benefit of the renowned experiential learning and applied research programs at Brock University, Canada Games Park will be well-positioned to provide a legacy of community facilities and community programs that will be transformative for Niagara.

As discussed above, Canada Games Park will include two new facilities that are required to host the Games - a new athletics facility and a new beach volleyball facility. It will also include a new Sport and Ability Centre which will consist of the following facilities:

3.3.1. Sport Performance Centre

A sport performance centre will be established at the Sport and Ability Centre to provide sport services and programs for high-performance and developing athletes and coaches. This sport performance centre will be approximately 6,000 square feet and will include sport services facilities such as high-performance training and testing equipment, training and testing areas, change rooms and support spaces.

One option being considered is for the sport performance centre to be managed as a regional centre by the Canadian Sport Institute of Ontario (CSIO). The CSIO was established as part of the 2015 Pan/Parapan Am Games and forms part of the Canadian Olympic and Paralympic Sport Institute Network that is such an important part of our national sport system. Like other Canadian Sport Institutes, the CSIO focuses on targeted sports – sports that are best served by the particular sport institute based on individual sport needs and the particular facilities that are available at that Sport Institute. For example, the main sport facilities resulting from the 2015 Pan/Parapan Am Games include a cycling velodrome and an aquatic centre. This has enabled the CSIO to focus on assisting targeted sports such as indoor (track) cycling, swimming and diving.

One of the strategic priorities of the CSIO is to expand this focus and to further strengthen our sport system by establishing a network of regional centres that are strategically located in Ontario – a hub and spoke model. This model will enable the CSIO to deliver its world-leading sport services and programs to more athletes and

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

will also be enhanced by the synergies with a sport performance centre, and by the parasport gymnasium and other facilities at Canada Games Park.

3.3.3. Parasport Gymnasium

There is an urgent need for more accessible sport facilities in Niagara and its relatively large para-population. Therefore, the needs of the parasport community have been a priority from the start of planning for Canada Games Park.

A parasport gymnasium will be housed within the multipurpose fieldhouse at the Sport and Ability Centre and will address the need for additional parasport and other accessible recreation facilities in Niagara. The multipurpose fieldhouse will include four full-sized gymnasiums, a 200m suspended indoor track, seating for approximately 700 spectators, storage space, male and female change rooms, and a universal change room. The parasport gymnasium has been designed to accommodate several parasports, and the ceiling height will be sufficient to accommodate basketball and volleyball. There will also be storage facilities for sport equipment including specialized parasport equipment.

ParaSport Ontario strongly supports our Legacy Plan and is especially excited about the opportunities that Canada Games Park will afford in expanding the ParaSport Ontario 'Try Me' program and the development and growth of accessible sport clubs. The Brock-Niagara Penguins is the leading organization for parasport and other para-related programs in Niagara. The Penguins will be a key user of Canada Games Park, and its programs will significantly benefit from the parasport gymnasium and other accessible multipurpose facilities at Canada Games Park.

Similarly, the Ontario Para Network (ONPara) (formerly Ontario Wheelchair Sports Association, which governs wheelchair basketball, wheelchair rugby and wheelchair tennis) is also excited about the opportunities for its athletes at Canada Games Park. Those opportunities include not only training for wheelchair sport athletes, but also opportunities for ONPara to host regional, provincial, national and international competitions in Niagara.

The parasport gymnasium and other facilities at Canada Games Park will also be used for a number of youth and children's programs, including special needs and rehabilitation programs. For example, 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.

Our Host Society will collaborate with many of the organizations that will use the parasport gymnasium after the Games 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).

3.3.4. Combative Sports Centre

A combative sports centre will also be housed within the multipurpose fieldhouse in the Sport and Ability Centre and will address the need for competition and training facilities for wrestling and other combative sports. New wrestling mats and equipment purchased by our Host Society in advance of the Games for the 2019 Canadian Wrestling Trials will be used for the Games and for training and competition after the Games.

Niagara and Brock University have a storied tradition in wrestling and other combative sports. This tradition will be continued and enhanced by a world-class competition and training facility at Canada Games Park. Wrestling Canada, the Ontario Amateur Wrestling Association and other combative sport organizations (e.g., Canadian Fencing Federation, Taekwondo Canada, and Boxing Ontario) are excited about the opportunity for this combative sport centre, coupled with the services provided at the sport performance centre, to benefit their athletes and coaches.

Our Host Society will collaborate with many of the sport organizations that will use the combative sports centre after the Games 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).

3.3.5. Twin-Pad Arena

The twin-pad arena will replace aging community arenas and be used by a number of ice and dry floor user groups. The arena will include two NHL-sized pads, spectator seating, six change rooms and two official rooms per pad, three permanent team rooms, and coach/trainer/video rooms. Importantly, the arenas have been designed to support the requirements for para ice hockey. One pad will have seating for approximately 1000 spectators and room for media workspaces. The other pad will have approximately 200 seats. Hospitality areas will be available adjacent to the main concourse and will overlook one pad and the outdoor athletics facility.

The arena has also been referred to as an 'ice-box' because it will not only host on-ice programs such as Brock University's hockey programs, but will also host box lacrosse programs. There is extensive community enthusiasm and support for the inclusion of male and female box lacrosse in the 2021 Canada Games. Importantly, Niagara's plan is for Canada Games Park to be a centre of excellence for the continued development of lacrosse after the Games. This plan will be enhanced by the addition of a turf lacrosse floor which, while purchased for the Games, will continue to be available for use at Canada Games Park and other Niagara venues after the Games.

The new basketball hardwood floor purchased by our Host Society (with contributions from Canada Basketball and the City of St. Catharines) for the 2018 FIBA U18 Americas Championship will be used at the Meridian Centre during the Games. Our Host Society will discuss the legacy use of the new basketball floor with the City of St. Catharines during the development of the Asset Disposal and Transfer Plan. The City has a first right of refusal to

purchase the new basketball floor should our Host Society decide to sell it as part of the Asset Disposal and Transfer Plan prepared by our Host Society (see section 8.1). This new basketball floor could continue to be used at the Meridian Centre or, together with the multipurpose fieldhouse in the Sport and Ability Centre (with 4 full-sized gymnasiums), could be used in the twin-pad arena to host future basketball events and programs at Canada Games Park.

Our Host Society will collaborate with many of the sport organizations that will use the twin-pad arena after the Games 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).

3.3.6. Sport Offices

Approximately 10,000 square feet of office space will be available in the Sport and Ability Centre at Canada Games Park for sport organizations and other sport service providers. Meeting spaces will double as hospitality spaces overlooking one of the arena pads. A café with seating is also planned to provide food services for the sport offices and other users of Canada Games Park. Administrative space for Canada Games Park is included at the south entrance of the Sport and Ability Centre.

In addition to the many Niagara sport organizations and service providers that are interested in calling Canada Games Park their home, several provincial and national sport organizations have expressed interest in locating their administrative offices at Canada Games Park. These sport organizations recognize the many beneficial synergy opportunities that would be present at Canada Games Park, including the opportunity to partner with Brock University and Niagara College, and their renowned experiential learning and applied research programs.

Our Host Society will collaborate with many of the sport organizations and sport service providers that are interested in using these sport offices after the Games 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). These sport offices would also be an ideal home for Sport Niagara.

3.3.7. Cycling and Outdoor Storage Facilities

A storage facility for outdoor equipment (e.g., athletics and beach volleyball equipment) will be located adjacent to the Sport and Ability Centre. There will also be bike racks, bike repair stations, and a staging area for cyclists interested in accessing the many trails surrounding Canada Games Park and the nearby mountain bike course developed for the 2021 Canada Games. Accessible pathways will connect the cycling facilities (and the beach volleyball and athletics facilities) with the Sport and Ability Centre. Approximately 300 parking spaces will be available on a complimentary basis for all users of Canada Games Park.

Cycling has a rich history in Niagara and continues to be an extremely popular sport and recreation activity. In addition to the many cyclists in Niagara, nearly 100,000 cyclists visit Niagara each year. The cycling and other

facilities at Canada Games Park will provide an ideal central hub for hosting outdoor cycling competitions and for the many cycling clubs in Niagara and other recreational cyclists to congregate and engage in their cycling activities.

3.4. Henley Rowing Centre

The Henley Rowing Course in St. Catharines has hosted regional, provincial, national and international rowing competitions for more than 100 years and will host the rowing competition at the 2021 Canada Games. However, while the Henley Rowing Course is a wonderful watercourse for rowing, it lacks essential off-water training and support facilities. Therefore, our Host Society is planning to build a rowing centre (with accessible change rooms and training facilities) at the Henley Rowing Course for the 2021 Canada Games.

The Henley Rowing Centre will support the continued development of Niagara's many rowers and ensure that Niagara continues to be a premier destination for rowing in Canada. Importantly, this development will enable the Henley Rowing Course (the only international Class A rowing course in Canada) to continue to host major national and international championships, such as the 2024 World Rowing Championships. Rowing Canada is also very excited about this new rowing centre. Rowing Canada believes that it will help to ensure the success of the Henley Rowing Course as a NextGen Hub. Row Ontario believes that this rowing centre will also provide vital training opportunities for its provincial team athletes and coaches.

3.5. Other Facility Improvements

Our Host Society has been planning additional facility improvements in other Niagara communities that will be used during the Games. For example, our Host Society is planning to contribute to a bandshell that will host West Lincoln's 13 for 13 community celebration during the Games. This bandshell will provide an important legacy after the Games through the hosting of many other community gatherings, social events, and cultural and artistic performances. Details concerning all facility improvements will be included in the draft Legacy Project Details Template to be prepared by September 30, 2020 (see the timelines in section 9).

3.6. Sport Equipment

A large amount of new sport equipment will be purchased by our Host Society to support the various sport competitions at the Games. Much of this equipment will remain for use after the Games at the facility that hosted the particular sport during the Games (e.g., the athletics and beach volleyball equipment at Canada Games Park). Our Host Society is also working closely with our volunteer leads and organizing committees for each sport to identify what sport equipment required for the Games should be purchased or rented/borrowed, and what the preferred legacy use is for the sport equipment that is purchased. In some cases, our Host Society may partner with other organizations to share costs and to enable those organizations to own equipment that will be used after the Games. Some of the new sport equipment purchased for the Games may be transferred

after the Games to Sport Niagara. These plans will be included in the Asset Disposal and Transfer Plan (see section 8.1).

3.7. Sustainability and Accessibility Features

Environmental sustainability is one of the pillars of the 2021 Canada Games and has been an important consideration in the design of the facilities planned for the Games. Indeed, from the earliest stages of design, superior energy performance and greenhouse gas emission minimization have been fundamental components of the facility conceptualization for Canada Games Park and the Henley Rowing Centre.

During the design of the Sport and Ability Centre at Canada Games Park and the Henley Rowing Centre, Sustainable Buildings Canada was engaged through Enbridge's Savings by Design Program. The designs of the Sport and Ability Centre and the Henley Rowing Centre far exceed the energy performance goal of the Savings by Design Program and the energy efficiency standards in the Pan-Canadian Framework on Clean Growth and Climate Change. The Sport and Ability Centre has been designed as an energy efficient high-performing building. It incorporates a number of measures to improve energy efficiency and minimize greenhouse gas emissions. The Henley Rowing Centre has been designed as a net zero energy and net zero carbon building. These features are discussed more fully in the attached Environmental Report and Climate Lens Assessments prepared by the design team.

Another important feature of Canada Games Park is its proximity to the Niagara Escarpment and the many trails (including the Bruce Trail) that are ideal for cycling and hiking along the Escarpment. Canada Games Park will facilitate access to these trails. The Niagara Escarpment has been nominated by Canada, and designated by UNESCO, as a World Biosphere Reserve. These Reserves are 'science for sustainability support sites' – special places for testing interdisciplinary approaches to understanding and managing changes and interactions between social and ecological systems. Located adjacent to the Niagara Escarpment, Canada Games Park affords a unique opportunity to further these UNESCO goals. And connecting sport facilities to paths, parks, green spaces and trails, and improving their accessibility, creates tremendous opportunities for sport and physical activity. A key focus at Canada Games Park will be to educate visitors and trail users regarding the many important environmental features of the Niagara Escarpment. As well, in partnership with the Niagara Peninsula Conservation Authority, habitat restoration projects for turtles (our mascot/guardian for the 2021 Canada Games) are being planned near Canada Games Park and the Henley Rowing Centre.

Accessibility is another pillar of the 2021 Canada Games and has also been a fundamental consideration in the design of the facilities planned for the Games, including Canada Games Park and the Henley Rowing Centre. This emphasis has been paramount given the inclusion of the Brock Niagara Centre for Health and Well-Being and the strong emphasis on the use of these facilities for parasport programs by organizations such as the Brock Niagara Penguins and other community clubs.

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

Policy, the importance of forging linkages “cannot be overemphasized” – linkages within the sport system and with stakeholders beyond it. Our Legacy Plan is premised on such linkages and partnerships.

For example, our Host Society has formed key linkages and partnerships with Brock University and Niagara College. The Canadian Sport Policy recognizes that the education sector plays a critical role in facilitating the contribution of sport to personal, community and socio-economic development. The Canadian Sport Policy states that post-secondary institutions are significant contributors to this development through opportunities for participation, building and managing facilities, training leaders, officials, administrators and volunteers, and conducting research and evaluation. And both Brock University and Niagara College are known as leaders in experiential learning.

Brock University has established one of the country’s biggest, most successful co-op cultures. Brock also has a long-term vision to expand its partnerships with community sport and health and wellness initiatives. Located adjacent to Brock University, Canada Games Park will be a critical enabler for this kind of growth. And Brock University’s important role in the ongoing management of Canada Games Park will also be instrumental. In addition to Brock’s many experiential learning and work placement programs, there will also be many opportunities for Brock to partner on applied sport science and sport medicine research at Canada Games Park, including research regarding exercise science, long-term athlete development, sport psychology, nutrition, predictive analytics (including analytics to improve athlete performance) and athlete safety (including concussions).

Our Host Society has also partnered with Niagara College on several programs. For example, four Environment Management and Assessment graduate students have been hired as interns to assist our Host Society to plan and deliver our Games sustainability program. And faculty and students from Niagara College’s Broadcasting Program have been instrumental in planning and delivering the broadcast and webcast of our test events (i.e., the 2018 FIBA U18 Americas Basketball Championship and the 2019 Canadian Wrestling Trials. Niagara College faculty and students will also perform key roles in the broadcast/webcast of the Games, including roles as camera operators, broadcasters, and producers.

The Canadian Sport Policy also recognizes the important role of local governments and municipal recreation departments in providing facilities and infrastructure, delivering sport programs, training leaders, officials, administrators and volunteers, and staging sport festivals and events. Municipal ownership and management of the Canada Games Park facilities after the 2021 Canada Games will also help achieve these significant opportunities.

Another important objective of the Canadian Sport Policy is to ensure that facilities developed for major Games and events are available after-use for all members of the community. Our Host Society’s Legacy Plan also advances this objective. For example, Canada Games Park will be a community hub that is centrally-located in the heart of Niagara. It will be home to multi-use, multi-generational facilities, with something for everyone.

Finally, an important objective of the Canadian Sport Policy is to ensure that sport events are designed and delivered to benefit host communities and local economies. Niagara's manufacturing sector has been in decline for many years. Niagara's unemployment rate continues to be higher than the provincial average. Perhaps more concerning is Niagara's high youth unemployment rate. These concerns have been exacerbated during the COVID-19 pandemic. Organizing the 2021 Canada Games and developing the infrastructure planned for the Games has provided an important economic boost for Niagara. Sport Tourism Canada's Model projects an economic benefit from hosting the Games of approximately \$400 million and support for over 2100 jobs. Our Host Society will undertake a thorough economic impact study after the Games.

4.2. Advancing Ontario's Sport Goals

This Legacy Plan also advances the Ontario Government's goals in relation to sport. As stated in the 2019 Budget, part of the Ontario Government's Vision is for Ontario to be "the best place to play and be an athlete". The recent Budget goes on to advise:

"In Ontario, there are over two million athletes that participate in organized sports activities. These athletes are supported by thousands of coaches, officials and volunteers. Sports provide health and wellness benefits, and are a source of civic pride. To make the most of sports in the province, the government is taking steps to unite the sector, assist with collaboration and focus resources to help build a stronger sports system. The government wants Ontario to be one of the best places to play sports. From modern arenas and fields to exceptional coaches, residents can enjoy sports and recreation at all levels and abilities... the government will develop a sports action plan ... to support sports for all age ranges... to encourage safe participation in sports from playground to podium."

This Legacy Plan will help achieve these important goals and commitments. It also addresses all three pillars of Ontario's most recent Sport Plan (2015) - participation, development and excellence.

Ontario's goals in relation to sport participation are to ensure that:

- All athletes are better able to participate in safe, organized sport;
- Opportunities are available for all Ontarians to get involved in organized sport; and
- Athletes participating in organized sport are provided with a positive experience.

As discussed in Part 3 above, this Legacy Plan will help achieve many of Ontario's action plans in relation to these sport participation goals, including:

- Increasing and supporting parasport participation and access to appropriate facilities;
- Improving access to sport programs for priority populations;

- 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

and employability skills). These crucial opportunities will help Niagara's young people gain important real-world experience and skills to better prepare them for the job market and provide a critical bridge between academics and employment.

Further, as economic, social and cultural barriers break down in the globalized world, competition to attract new investment has become an increasing challenge. Investors are not only assessing the economic factors that support their own growth; but aware that potential employees are more mobile, they are also assessing factors that create livable communities that attract and retain top talent. For Niagara, attracting new investment and the best talent is particularly important to revitalize the region. This is especially important as opportunities in traditional sectors of the Niagara economy have disappeared. The departure of local talent, and the difficulty in attracting new talent to the region, hinders the region's efforts to move from a shrinking manufacturing centre to a vibrant knowledge-based economic centre.

The 2021 Canada Games and the facilities developed for the Games improve the livability of Niagara, and will increase social and health outcomes of its residents. This will help Niagara to attract and retain top talent, to attract new investments, and to spur economic growth. However, to ensure these benefits are maximized, it is essential that there be a sport organization in Niagara that is focused on this goal and manages the many initiatives to achieve it.

4.4. Sport Management

As discussed above, hosting the 2021 Canada Games has advanced sport in Niagara in many ways. And these many benefits will enhance the opportunities for Niagara to host many future sport events and to continue to realize similar benefits. However, in order to seize these opportunities and maximize these benefits, it is critical that there be a sport organization in Niagara that is focused on doing so.

For many years, the Niagara Sport Commission performed this role. Indeed, the Niagara Sport Commission took the lead role in establishing Niagara's Bid Group for the 2021 Canada Games and preparing Niagara's Bid Proposal. However, after Niagara Region won the bid and was awarded the opportunity to host the 2021 Canada Games, our Host Society was formed. Soon thereafter, the Niagara Sport Commission folded.

During the last several years, our Host Society has performed some of the tasks previously undertaken by the Niagara Sport Commission. For example, our Host Society helped to attract and host the 2018 FIBA U18 Americas Basketball Championship and the 2019 Canadian Wrestling Trials. Our Host Society also helped to attract the 2020 U14/U16 Boys Canadian FastPitch Championship, the 2020 U16 National Lacrosse Championship and the 2020 (now 2021) Minto Cup for lacrosse. Our Host Society also supported the successful bid for the 2024 World Rowing Championships.

However, after the 2021 Canada Games, our Host Society will dissolve and Niagara will no longer have a central sport organization that is focused on advancing sport in Niagara, including bidding for and supporting the hosting of future sport events in Niagara.

In the summer of 2019, Niagara Region commissioned a report from Brock University's Centre for Sport Capacity titled "*Towards a "Made-in-Niagara" Sport Tourism Model: The Case for a Sport Event Office*". That Report proposed the establishment of a regional sport tourism office in Niagara "because sport tourism is a multi-million dollar contributor to Niagara's economy". The Report went on to make the following conclusions and recommendations:

- **Sport tourism is an important contributor to the Niagara economy**
 - Recommendation 1 - The Niagara Region recognizes sport tourism as a key component of future economic development initiatives
- **Niagara needs a central, region-wide sport event office**
 - Recommendation 2 - An arm's-length sport event office be established
- **A sport event office requires sustained operational and bid funding**
 - Recommendation 3 - The Niagara Region provide stable long-term operational funding for a sport event office
 - Recommendation 4 - The Niagara Region provide stable long-term operational funding for a sport event bid fund
- **A sport event office should offer high-level (strategic) as well as low-level (tactical) services**
 - Recommendation 5 - The sport event office develop a "diverse portfolio" strategy for sport event bidding and hosting, aiming to attract events ranging from small-scale to large-scale
 - Recommendation 6 - The sport event office offers event bidding and evaluation services

In addition to recommending the establishment of a sport event office, the Report recommended an overall event hosting strategy be created that focuses on the attraction of sport tourism events to Niagara. As stated in the Centre for Sport Capacity's Report, the creation of a "central, region-wide sport event office with stable operational funding positions the Niagara Region as an active partner among sport tourism stakeholders and as a champion for economic development".

As part of this Legacy Plan, our Host Society is planning to develop a business plan for the establishment of such a sport organization in Niagara, and to do so in collaboration with Niagara Region, Host Society funding partners, 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.

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. Upon approval of this Legacy Plan, the Host Society will begin developing the Business Plan for Sport Niagara. In addition to performing the key responsibilities identified in the Brock University Centre for Sport Capacity Report and this Legacy Plan, Sport Niagara will focus on advancing the development of sport in the Niagara Region. These responsibilities will be refined as part of the Sport Niagara Business Plan, but could include:

- Forming partnerships with key provincial and national sport organizations (e.g., Indigenous Sport and Wellness Ontario, Coaches Association of Ontario and Canadian Sport Institute Ontario) to advance sport in Niagara, Ontario, and Canada;
- In partnership with such provincial and national organizations and with many Niagara sport organizations, developing and delivering programs and events to enhance opportunities for Niagara to participate, develop and excel in sport;
- Developing and delivering programs to support the continued development of technical sport leadership and capacity in Niagara, including coaches, officials, and sport volunteers;
- Developing and implementing a strategy to bid for and host future sport events in Niagara;
- Overseeing the development and implementation of long-term user and hosting strategies for the facilities and equipment that are part of this Legacy Plan, including ensuring equitable access to those facilities for high-performance and para sport, and for sport event hosting.
- Entering into an agreement with our Host Society which would require that Sport Niagara oversee the 2021 Canada Games Legacy Fund after our Host Society dissolves. Under that agreement, Sport Niagara would ensure that the 2021 Canada Games Legacy Fund is managed in accordance with this Legacy Plan and the Financial Legacy Plan (see section 8.2);
- Continuing to implement this Legacy Plan and preparing regular reports concerning the implementation of this Legacy Plan and the management of the Legacy Fund. This would also be required by the aforesaid agreement. Such reports would be provided to the CGC and the funding partners of the 2021 Canada Games Legacy Fund; and
- Those responsibilities as set out in the Legacy Project Details Template (to be developed further in the draft prepared by September 30, 2020 - see the timelines in section 9).

The development of a comprehensive Business Plan for Sport Niagara, and the subsequent establishment of Sport Niagara in accordance with that Business Plan, will be critical to the continued advancement of sport in Niagara and to maintain, build on and maximize the many benefits achieved from hosting the 2021 Canada Games. Importantly, after our Host Society dissolves and our Legacy Committee ceases to exist, Sport Niagara could also be responsible for overseeing the implementation of this Legacy Plan, including the Asset Disposal and Transfer Plan (see section 8.1) and Financial Legacy Plan (see section 8.2). As discussed above, our Host Society has asked the Legacy Committee to remain in place until June 30, 2022 to oversee the implementation of this Legacy Plan. This should provide sufficient time for the Legacy Committee to assist in the development and implementation of the Business Plan for Sport Niagara (see the timeline in section 9).

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.

5.4. Games Experiential Learning Program

Our Host Society has partnered with Niagara College and Brock University to enable many mutually beneficial opportunities for learning and professional development. These opportunities are covered through volunteer roles, internships and placements, and hirings. While in these roles, students acquire skills working in a professional setting, as well as gain applicable hands-on experience that supports their educational and career goals. These opportunities have also developed through curriculum projects.

For example, the Human Resources Training and Development course at Niagara College conducted a group project this past semester to develop training modules for use during volunteer on-boarding. The knowledge and skills gained in these learning settings help to build the students' portfolio and skills that they can, in turn, take to their next stage in their education and career. Equally important, our Host Society benefits from the research and assignments the students develop, and staff members build their own skills in mentoring, delivering presentations, and managing people.

Another example is the partnership formed with the Environment Management and Assessment Graduate Program at Niagara College through several key planning and delivery avenues. Several Environment Management and Assessment graduate students have been hired as interns to assist our Host Society to plan and deliver our Games sustainability program. And faculty and students from Niagara College's Broadcasting Program have been instrumental in planning and delivering the broadcast and webcast of our test events (i.e., the 2018 FIBA U18 Americas Basketball Championship and the 2019 Canadian Wrestling Trials. Niagara College faculty and students will also perform key roles in the broadcast/webcast of the Games, including roles as camera operators, broadcasters, and producers.

5.5. Volunteer Program

Approximately 350 planning volunteers and more than 4,000 Games-time volunteers are needed to plan and deliver the 2021 Canada Games. The massive task of recruiting, training and supporting all of these volunteers requires extensive people management, organizational, and communication programs. Our Host Society has developed a visual tool that will assist Games staff and volunteers through this process. This tool depicts the [Volunteer Journey](#) from the time of application, through the many stages of their journey, including recruitment, orientation, assignment, scheduling, and eventually the post-Games celebration. This tool will be available to future host societies and other organizations hosting future sport events.

This large volunteer workforce will be able to harness the skills and experiences they developed as part of their involvement with the Games in their employment, as well as bring their learning to other areas of community service. They will help to foster community belief, spirit and support of volunteerism long after the Games are over, and will provide a tremendous support group for future sport events in Niagara.

Our Host Society plans to develop and implement five self-directed training modules that will be delivered via a web-based learning management system. This system will be turnkey for future host societies, and the content

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

research regarding healthy active living and life-span development, including the link between physical activity and mental health.

Niagara Health is also excited about the facilities being developed for the 2021 Canada Games and the many benefits they will provide, including for the health and wellbeing of Niagara residents. Niagara Health is looking forward to seizing the opportunity that these facilities will provide after the Games to build on its bold vision of 'A Healthier Niagara.'

6.2. Promoting Indigenous Inclusion

Indigenous peoples have been present in Niagara for thousands of years. Indigenous cultures within Niagara currently include those of the Haudenosaunee, Anishinaabek, and Métis peoples. From the start of planning, our Host Society has recognized the vital importance of promoting Indigenous participation and engagement in the 2021 Canada Games. We have formed an Indigenous Partnership Council to include Indigenous communities and partners in an advisory role. Several initiatives have been created and supported by this Council:

- Creation of an Indigenous Partnership Council memorandum of understanding (MOU);
- The addition of Indigenous leads on several key functional area committees (i.e., ceremonies, artistic festivals, athletes village, volunteer services);
- Creation and design of the cultural project "Guardian of the Games" that celebrates indigenous culture, teachings, and respect;
- A partnership at Niagara Place at Canada Games Park that will include Games-time activation as a celebration site for the Indigenous Partnership Council to plan and deliver; and
- A partnership with NPAAMB (Indigenous Youth Employment and Training Organization) to help deliver other Indigenous participation initiatives for the Games.

As mentioned, our Host Society and the Indigenous Partnership Council have developed a "Guardian of the Games" program that celebrates Indigenous culture, teachings, and respect, and complements our mascot program. Our Host Society selected a turtle as our Guardian/mascot because of the vital awareness messaging opportunities which it afforded, including the extremely strong connection between turtles and Niagara's Indigenous communities.

Importantly, the Haudenosaunee are the originators of lacrosse and continue to strongly support and participate in Canada's national summer sport. Niagara is a hotbed for lacrosse in Canada and many Indigenous lacrosse players from Niagara have played for the Iroquois Nationals – an organization formed and sanctioned by the Grand Council of the Haudenosaunee to compete in international lacrosse. The inclusion of male and female lacrosse in the 2021 Canada Games has provided a number of important opportunities for Indigenous inclusion in the Games.

For example, as part of the development of this Legacy Plan, our Host Society has been working closely with Indigenous Sport and Wellness Ontario (ISWO), the officially recognized Provincial/Territorial Aboriginal Sport Body in Ontario. ISWO is dedicated to providing opportunities for Indigenous Peoples to participate in sport, recreation, and wellness activities. Our Host Society has been working closely with ISWO to identify collaborative initiatives to grow Indigenous sport in Ontario. And the inclusion of lacrosse in the 2021 Canada Games, together with the plan for Canada Games Park to be a centre of excellence for the continued development of lacrosse after the Games, provides another important opportunity for Indigenous programs. One of the initiatives that our Host Society is discussing with ISWO concerns the opportunity to work with the Canadian Lacrosse Association (CLA) to advance the work of its Indigenous Development Committee and the First Nations Lacrosse Association. The CLA is working hard to increase the number of Indigenous participants in lacrosse, and to build and strengthen CLA's partnerships with Indigenous organizations that participate in lacrosse.

Our Host Society will continue to collaborate with the Indigenous Partnership Council, ISWO and the CLA 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).

6.3. Accessibility

Our Host Society has partnered with several community organizations, including Niagara College, to ensure that accessibility is a pillar of the 2021 Canada Games. Several accessibility initiatives are planned for the Games and will provide an important legacy, including:

- Development of a tool to conduct venue accessibility audits in partnership with Niagara Region and the Therapeutic Recreation Program at Niagara College;
- Development of an accessibility volunteer training program for Games staff and volunteers - including AODA training;
- Establishing an Accessibility Committee consisting of accessibility lead volunteers for Games venues and accessibility advisors for key functional areas;
- Implementing accessibility retrofits identified through the accessibility audits in partnership with DSBN, Niagara College and other community partners; and
- Undertaking an accessibility program involving experts in the planning and delivery of the Games

Our Host Society is also planning to undertake several athlete 'walk-throughs' prior to the Games by athletes with varying disabilities to ensure all accessibility needs are identified and addressed at the Games venues.

6.4. Sustainability in Practice

Large sporting events are an important opportunity to educate and create awareness around environmental issues. Niagara's rich and diverse natural environment provides an opportunity for our Host Society to advance this awareness for Niagara residents, Games participants and visitors to the Games. Our Host Society has

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.

Our Host Society is instead planning to unveil our medal and recognize our medal design contest winner at a separate event hosted for this purpose - a 100 Day Out celebration. To build anticipation for the 2021 Canada Summer Games, and to strengthen the Canada Games brand, the 100 Day Out celebration will not only unveil the 2021 Canada Games medal, but it will also feature exhibits of past Games, including the medals from those Games.

Our Host Society's ambitious plans for the Opening and Closing Ceremonies will also significantly enhance the brand of the Canada Games. Further, our Host Society's plans for the Games cultural festival will significantly enhance the brand of the Canada Games. The fact that the 2021 Canada Games will be hosted in a region that is Canada's premier summer tourist destination and has 13 diverse municipalities opens unprecedented opportunities for a cultural festival. To maximize these opportunities, our Host Society is planning a cultural festival that will rotate across 13 communities; each possessing their own cultural heritage and identities, while still sharing the same Niagara spirit and core values of hospitality, accessibility while celebrating sport and culture. To enhance the unique nature of each event, each of our 13 municipalities has been paired with one of Canada's provinces or territories, creating the 13 for 13 Cultural Festival, and celebrating each side of the pairing through entertainment, food, art, dance and more.

In addition to the nightly rotating 13 for 13 Cultural Festival, our Host Society will host daily celebrations at Niagara Place, which is to be centrally located at Canada Games Park. Niagara Place will be a daytime gathering hub, allowing visitors, families, Games participants and Niagara residents to explore components of what makes Niagara such a special place. Local food offerings can include Niagara's fabulous fresh, seasonal fruit and vegetables; local wineries, breweries and distilleries can showcase their world-class product; and Niagara-based cultural organizations can share their art, music, dance and entertainment.

Other initiatives planned by our Host Society to raise awareness of the Canada Games include our planned broadcast and webcast program for the Games, our advertising program and our torch relay.

8. Asset and Financial Legacy

As discussed above, the Hosting Agreement with the CGC for the 2021 Canada Games requires that this Legacy Plan provide for the development of an Asset Disposal and Transfer Plan and a Financial Legacy Plan. Both of these Plans are to be carried out within one year after the Games.

8.1. Asset Disposal and Transfer Plan

Throughout the planning and hosting of the 2021 Canada Games, our Host Society has acquired, and will acquire, many tangible assets required for planning and hosting the Games. These assets span from sport

equipment to signage, to electronics to office supplies. After the Games are over, our Host Society must sell, transfer, endow or dispose of these assets.

The CGC Hosting Agreement contemplates that our Host Society will develop an Asset Disposal and Transfer Plan to cover the management and distribution of tangible assets acquired by our Host Society, and that this Plan will take into account the needs of future Canada Games host societies in accordance with the CGC Asset Disposal and Transfer Policy. That CGC Policy calls for the Asset Disposal and Transfer Plan to detail the procedures by which assets will be disposed of and transferred.

Importantly, the CGC Policy contemplates that the Asset Disposal and Transfer Plan will not be prepared until just before the Games are held. The CGC Policy states that the Asset Disposal and Transfer Plan is to be completed two months before the Opening Ceremonies, and a preliminary asset list is to be produced one month before the Opening Ceremonies. A complete list of assets is to be prepared after the Games as part of the Legacy Final Report (see section 8.3).

Therefore, our Host Society plans to complete the Asset Disposal and Transfer Plan with oversight from the Legacy Committee over the next several months. In accordance with the CGC Asset Disposal and Transfer Policy, the Asset Disposal and Transfer Plan will include:

1. A plan to distribute tangible assets owned by our Host Society as at the end of the Games, whether purchased or donated, and including all technical and electronic sport equipment, other movable sports equipment and materials, medical equipment and supplies, other movable property such as office furniture and computer equipment and software, together with any intellectual property or items involving intellectual property such as videos, pictures and software;
2. A distribution process for sport equipment and other assets owned by our Host Society;
3. Identification of assets that are not owned by our Host Society;
4. Warehousing, securing, and transfer plan of Canada Games Movement assets;
5. Client priority for asset cost recovery (with priority for future host societies);
6. Timelines;
7. Post-Games warehouse staffing, and other staffing requirements needed to execute the Plan, and
8. Inventory control measures.

In preparing the Asset Disposal and Transfer Plan, consideration will also be given to existing commitments concerning certain assets. For example, some of the assets acquired by our Host Society are already earmarked for the Consortium that will own and manage Canada Games Park. This is because the ICIP Transfer Payment Agreement with the Ontario Government requires our Host Society to transfer title to and ownership of those assets acquired with the additional Canada Games Park ICIP funding to the Consortium (at a ratio of 25% each Consortium member) after the Games. The Consortium is not to dispose of any such asset for five years unless otherwise agreed to by the Ontario and Federal Governments.

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.

For example, as part of the 2010 Vancouver Olympic Games, \$110 million was set aside as a legacy fund to aid in the operational costs of the key legacy facilities for those Games, and to fund amateur sport and coaching development. And for the 2015 Pan Am Games, the federal and provincial governments shared in a \$77 million commitment to the Toronto 2015 Legacy Fund. This Fund, managed by the Toronto Community Foundation, contributes to the operating costs and capital maintenance of three key legacy facilities: the Toronto Pan Am Sport Centre at University of Toronto in Scarborough; the Athletics Stadium at York University; and the Velodrome in Milton.

Our Host Society and our community partners recognize the critical importance of ensuring that the facilities and equipment developed for the 2021 Canada Games provide a vital legacy after the Games. For example, in addition to the financial commitments made to construct Canada Games Park, the Consortium members that will own and operate Canada Games Park have already made significant commitments to a Capital Reserve Fund for Canada Games Park.

With respect to the timing for development of the Financial Legacy Plan, the CGC Hosting Agreement does not require the Financial Legacy Plan to be carried out until one year after the Games. Therefore, the Financial Legacy Plan can be completed after the Games when our Host Society understands the complete financial position of the Games. As noted above, 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 development and implementation of the Financial Legacy Plan. Further, the 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.

8.3 Legacy Final Report

In accordance with the CGC Legacy Core Plan, our Host Society Legacy Committee will prepare a Legacy Final Report for archival purposes. The Report will identify all realized legacies accrued from hosting the 2021 Canada Games as per this Legacy Plan. The Legacy Final Report will be shared with the CGC and government partners, and will include the completion of the CGC's Legacy Project Details Template.

9. Next Steps

As set out in this Legacy Plan, there are several important steps that must be taken by our Host Society. These next steps, and the timelines, are as follows:

1. Draft of the Legacy Project Details Template - by September 30, 2020;
2. Develop Asset Disposal and Transfer Plan - by two months before the Opening Ceremonies;
3. Produce Preliminary Asset List - by one month before the Opening Ceremonies;
4. Prepare Sport Niagara Business Plan - by March, 2022;
5. Develop Financial Legacy Plan (with final asset list) - by April, 2022;
6. Complete Agreement with Sport Niagara re Legacy Fund - by May, 2022;

7. Develop Legacy Final Plan (including final Legacy Project Details Template) - by June, 2022;
8. Carry out the Asset Disposal and Transfer Plan - within one year after the Games; and
9. 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.