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## Re: Item 8.1.1

**Community Planning and Economic  
Development Committee  
February 16, 2017**

**Special Events Advisory Committee  
February 22, 2017**

**TO:** Chair and Members of Community Planning and Economic Development

Original Signed

**SUBMITTED BY:**

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Maggie MacDonald, Managing Director, Government  
Relations and External Affairs

**DATE:** January 4, 2017

**SUBJECT:** HRM's Role and Approach to Tourism, Festivals, and Special Events

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### Information Report

#### **ORIGIN**

June 16, 2016: MOVED by Councillor Craig, seconded by Councillor Watts that the Community Planning and Economic Development Standing Committee request a staff report that outlines the process and key stakeholders for articulating HRM's role and approach to tourism, festivals, and special events as outlined in Halifax Economic Growth Plan 2016-21, recently approved by Regional Council. MOTION PUT AND PASSED UNANIMOUSLY.

#### **LEGISLATIVE AUTHORITY**

The Halifax Regional Municipality Marketing Levy Act, 2001, c. 51, s. 1 confers legislative authority to impose a levy, to be known as a marketing levy, upon a person who, for a daily charge, fee or remuneration purchases accommodation in the Municipality. The levy collected shall be used by the Council to promote the Municipality as a tourist destination.

The Halifax Regional Municipality Charter 2008, c. 39, s. 1. (the Charter) confers legislative authority to enter into a contractual relationship with Destination Halifax for the purposes of delivering services as specified in Schedule A to the agreement.

## **BACKGROUND**

Tourism can be defined as the activities of people traveling to and staying in places outside their usual environment for leisure, business or other purposes for not more than one consecutive year. From a policy perspective, tourism development entails governments', communities' and the private sector's efforts to increase tourist visitation and spending, thereby growing jobs, increasing wages and realizing other community benefits. Conventions, festivals, sporting events, cruise ships, air travel, out-of-province marketing, local tours and other assets and efforts play a role in attracting tourists to Halifax.

The Halifax Regional Municipality (HRM) is a significant tourism stakeholder in Halifax. It owns the Scotiabank Centre, a concerts, sports, and special events venue in downtown Halifax with a 10,000+ seating capacity; and, it provides operational funding to Trade Centre Limited which manages Scotiabank Centre and the World Trade & Convention Centre. HRM also has a one-third stake in the construction of the Halifax Convention Centre, and a 50% interest in the crown corporation tasked with operating it. In addition, HRM provides approximately \$2.9 million in annual tax relief to the Halifax International Airport Authority which operates the Halifax Stanfield International Airport; and, through funding from the marketing levy, HRM provides funding to attract and host large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination, and attract tourists to HRM for multi-day visits. Its operational support to the Halifax Partnership also advances the work of the Halifax Gateway Council, tasked with growing air and cruise visitation to Halifax.

HRM has tasked Destination Halifax, its assigned Destination Marketing Organization (DMO), to promote the municipality as a "year-round destination of choice for business and leisure travelers." Created in April 2002, Destination Halifax advertises in external markets and attends trade shows to attract and secure meetings and conventions. The organization is a partnership between the Province of Nova Scotia, HRM, the Hotel Association of Nova Scotia (HANS) and participating industry members. Its Board of Directors includes a staff representative of HRM's Chief Administrative Officer, an elected representative of Council and the Mayor, all of whom are voting members. In 2014, Regional Council endorsed Destination Halifax's current arms-length governance model.

Destination Halifax receives the majority of its funding from HRM, which is provided through an annual operating grant and 60% portion of the Marketing Levy, a percentage assessment levied on the rental of certain hotel rooms in HRM. The operational grant has remained at \$386,600 +HST per year since at least 2013-14. The levy disbursement to Destination Halifax in 2016 was approximately \$2.1 million. HRM's levy disbursement and operational grant to Destination Halifax account for approximately 89% of Destination Halifax's revenues.

Attachment 1 outlines the mandate, related activities and HRM financial support to major tourism stakeholders in HRM.

## **DISCUSSION**

### **Developments in the Tourism Sector**

Halifax's five-year economic strategy, the *Halifax Economic Growth Plan 2016-21* (Economic Growth Plan) was endorsed by Regional Council in April 2016, and it includes a commitment to articulate HRM's role and approach to tourism, festivals, and special events. This was deemed necessary in light of developments in the local tourism sector throughout 2015. They included:

- **The creation of a new provincial tourism agency.** In April 2015, the Province of Nova Scotia disbanded the Nova Scotia Tourism Agency (NSTA) and created in its place Tourism Nova Scotia (TNS), a private sector-led Crown Corporation. TNS' mission is to undertake strategic marketing and sector development activities to attract more first-time visitors, with the aim of doubling tourism revenues to \$4 billion by 2024. TNS does not provide core/operational funding to other organizations; therefore, the \$75,000 Destination Halifax had received annually from the Province through the previous NSTA ceased.

- **New leadership and strategic direction at Destination Halifax.** In September 2015, Destination Halifax hired a new President and Chief Executive Officer.
- **The Halifax Convention Centre.** The \$169 million Halifax Convention Centre was being (and continues to be) built and its sales team had begun pursuing meeting and convention leads in national and international markets.
- **Ongoing development of the “100 Islands” as a tourism destination on the Eastern Shore.** The Nova Scotia Nature Trust, Destination Eastern and Northumberland Shores (DEANS), the Atlantic Canada Opportunities Agency, the Nova Scotia Department of Environment and local residents were working together to protect and market a stretch of wilderness between Clam Harbour and Mushaboom Harbour as an eco-tourism destination. Known as the “100 Wild Islands”, the area is considered a “vast, untouched, ecologically rich and diverse coastal archipelago”<sup>1</sup> that could provide incremental economic benefits to Musquodoboit Harbour, Sheet Harbour, Sherbrooke, and surrounding areas.

Then, in April 2016, the Province announced that its major events funding organization, Events Nova Scotia, would be transferred from Tourism Nova Scotia to the Department of Communities, Culture and Heritage.

### Recent Alignment on Tourism Issues

Since the above motion was passed by the Community Planning and Economic Development Standing Committee in June 2016, greater clarity and alignment of tourism roles and approaches have been achieved. More specifically:

- **Destination Halifax has developed sales and marketing strategies aligned with Tourism Nova Scotia (TNS).** In 2016, Destination Halifax developed five-year leisure travel sales and marketing strategies. In terms of leisure travel, the organization is focusing on attracting Maritimers to visit Halifax because:
  - they account for the largest segment of leisure travelers to the municipality (56% versus the second largest segment, Ontario, at 9.5%);
  - Maritimers visiting Halifax are largely drawn to Halifax’s “urban experiences”, a competitive advantage over other nearby destinations;
  - there is opportunity to grow the segment since Halifax only has a 15% share of intra-Maritimes leisure travel;
  - there is a greater opportunity for repeat visitation; and,
  - this segment is the most cost-effective to reach.

To grow visitation, it will position Halifax in the minds of Maritimers as the place full of activity, enhance the Destination Halifax website, and promote specific events and activities.

Destination Halifax is not foregoing other geographic markets. Instead, it is working with TNS who will take the lead on marketing the province in Montreal, Quebec, Toronto, Northeastern United States, Germany, United Kingdom, and China. In these markets, TNS will promote the province’s uncrowded “explorer-friendly” seacoast, while Destination Halifax will use social media and partners’ communication channels to showcase outdoor activities common in rural Halifax. Last year,

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<sup>1</sup> 100 Wild Islands Legacy Campaign, <http://www.100wildislands.ca/faq/>, accessed January 4, 2017.

Destination Halifax partnered with TNS to buy online search terms through the TNS Google account to maximize its marketing investments in target markets.

As for the meetings and conventions (M&C) segment, it represents approximately one quarter of all visitor spending in the municipality. The largest share of M&C room nights booked are for Canadian associations (45.8%) and international associations (18.9%). Destination Halifax intends to, among other things, grow the Canadian association segment by: increasing sales activity in the Ottawa and Toronto regions; increasing bookings by third-party planners by focusing on domestic site selection companies; and, extending the traditional M&C season by marketing to the SMERF (Social, Military, Educational, Religious and Fraternal Groups) market. In many instances, Destination Halifax and the Halifax Convention Centre Corporation Centre work together to submit bids to conference planners.

- **HRM's role in rural tourism development is clearer.** Tourism is a rural economic development opportunity, particularly along the Eastern Shore, and the role of HRM and its partners are clearer. Destination Halifax plays the overall tourism marketing role for HRM. Destination Eastern and Northumberland Shore (DEANS) meanwhile markets the Northumberland (Pictou & Antigonish) and the Eastern Shore (Eastern Halifax and Guysborough County). The Halifax Partnership (the Partnership) provides economic development expertise where needed; and, HRM may provide in-kind expertise and additional funding.

In 2016, collaboration between partners on the development of the 100 Wild Islands worked in the following way:

- Any images and videos captured by Destination Halifax of the Eastern Shore will be shared with partners and may be used in future marketing campaigns;
  - Recognizing its lead role in tourism marketing, Destination Halifax agreed to oversee DEANS' use of \$6,400 in HRM funding to market the Eastern Shore to tourists;
  - With funding from the Atlantic Canada Opportunities Agency, DEANS, along with the Halifax Partnership, coordinated community and business into a tourism plan for the area; and,
  - In August, Regional Council approved a \$300K grant to the Nova Scotia Nature Trust's to assist in the acquisitions of the approximately 7,000 acres of near-shore islands; and,
  - On January 19, 2017, the Community Planning and Economic Development Standing Committee (CPED) passed a motion recommending to Regional Council that the Municipality provide in-kind and financial support in the amount of \$33,700 to DEANS to further develop tourism along the Eastern Shore.
- **Destination Halifax continues to work with tourism stakeholders on other issues as well.** Destination Halifax's President and CEO sits on the Board of the Halifax Gateway Council to help grow air and cruise visitation to the municipality. In 2017, it will be working with Parks Canada, Discovery Centre, Halifax Waterfront Development Corp, and the Restaurant Association of Nova Scotia to market their respective attractions.
  - **Destination Halifax entered into a revised services agreement with HRM.** In October 2016, Regional Council approved an amended Services Agreement with Destination Halifax. It reflects current market conditions and is aligned with Tourism Nova Scotia's new organizational strategy,

Destination Halifax's new key performance indicators and sales and marketing strategies, and the *Halifax Economic Growth Plan 2016-21*.

Destination Halifax's input into the *Halifax Economic Growth plan 2016-21*, its new sales and marketing strategies, its amended services agreement with the HRM, ongoing development of the 100 Wild Islands, and continued collaboration with the Halifax Partnership, the Port of Halifax, Halifax Convention Centre, and other tourism stakeholders on other tourism matters has clarified stakeholder roles and approaches in the sector generally.

### Assessing Halifax's Role in Major Events

While roles in Halifax's tourism sector appear clear, they are less so in the area of major events. HRM's major event hosting mandate, as stated in the 2010 Halifax Regional Municipality Event Strategy is to "support organizations to attract and host large-scale special events within the Halifax Regional Municipality through grants". HRM does not directly prepare or support bids to secure major events, nor does it provide organizations with enhancements to their event schedules once in Halifax.

Destination Halifax commits to "foster marquee festivals and events that will provide an increased opportunity for destination animation and draw tourists to the Municipality" as outlined in its services agreement with HRM. To these ends, it: bids on sporting events that do not require significant coordination among local partners; provides marketing and bid support expertise via event committees (e.g. 2015 Canadian Country Music Week); and, provides marketing collateral to partners involved in developing major event bids. These partners include universities, sports and cultural groups in the municipality, as well as the Scotiabank Centre and the Halifax Convention Centre. Destination Halifax also promotes events in order to attract leisure travelers to the municipality

Halifax has a history of hosting significant major events. While many of these events brought quantifiable economic and social benefits to the municipality, the isolated manner in which they were organized may have limited their impact.

With this and the above CPED recommendation in mind, in September 2016, HRM staff launched a project to clarify the roles and responsibilities of Halifax's key major events stakeholders and to develop a more coordinated and collaborative approach to event development and staging.

In September and October 2016, HRM invited major events stakeholders to review the current approach to major event attraction and hosting in Halifax, and to determine if there was consensus to move forward as a group to create increased partnerships, role clarity, and stream-lined decision making processes.

Representatives from the following organizations were invited to participate: Destination Halifax, Halifax Partnership, Sport Nova Scotia, Canadian Sport Centre Atlantic, Events Nova Scotia, Hotel Association of Nova Scotia, Scotiabank Centre, Halifax Chamber of Commerce, Halifax Convention Centre, Restaurant Association of Nova Scotia, and the Nova Scotia Department of Communities, Culture and Heritage. The initial sessions were facilitated by GM Event Inc. and the complete report can be found in Attachment 2.

From these sessions, six issues were identified:

1. **Leadership.** While there are many organizations and groups involved in the development and staging of major events, there is no designated lead agency or shared leadership model to provide clarity and direction on coordination, roles and accountability.
2. **Vision.** Halifax lacks a clear and distinct vision and mandate related to major event development and hosting. In its absence, a more ad hoc approach has been adopted and the financial, time and reputation pressures limit a fact-based decision-making process.

3. **Resources.** The human and financial resources required to develop new business and the opportunity costs associated for major event bids is a gap in the current model for Halifax and is a limiting factor in attracting events that bring preferred impacts or benefits.
4. **Differences in the sport and cultural landscapes.** There are distinct differences in the sport and cultural landscapes as it relates to bidding and staging major events and it is important to recognize these variations in order to understand that a blanket approach may not ensure success in event development and staging. One example of the differences is sport events typically have a more defined bid process with a clear path to attracting an event.
5. **Risk management.** The lack of clear ownership of or responsibility for major event financial guarantees represents an issue for event attraction and could place Halifax at a competitive disadvantage.
6. **Event legacies.** There is evidence that when planned, legacies from major events can benefit the community. A consistent approach to planned legacies is a best-practice and can help to drive positive outcomes from each major event.

HRM will be holding quarterly meetings over 2017 with stakeholders to address these issues and:

- Establish a vision and mandate for major event development and staging for all stakeholders and the collective or shared vision;
- Evaluate the merits of a lead agency vs. shared leadership approach to major event development and staging;
- Assess the business case for financial and human resource requirements to support potential solutions for major event development and staging;
- Conduct a related risk assessment that includes financial, reputational, operational, and governmental alignment considerations; and,
- Develop a consistent approach to planned legacies (financial, sport, cultural, social and environmental) that can be adopted pre-bid and allow for this important element to become part of the planning and execution of all major events.

A progress report on this project will be prepared for Regional Council in 2017-18, and any proposed substantive changes to HRM's current approach to major event hosting will be submitted to Regional Council for approval.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications.

### **COMMUNITY ENGAGEMENT**

There was no community engagement in the preparation of this report.

### **ATTACHMENTS**

ATTACHMENT 1: Tourism Stakeholders in HRM

ATTACHMENT 2: Event Hosting/Event Attraction – Stakeholder Strategy Input Report (Fall 2016)

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Jake Whalen, Senior Advisor, Economic Policy & Development, 902-490-2349

**Original Signed**

Report Approved by:

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Maggie MacDonald, Managing Director,  
Government Relations and External Affairs, 902-490-1742

**ATTACHMENT 1: Tourism Stakeholders in HRM**

Name	Entity	Mandate & Related Activity	HRM Financial Support
Destination Halifax	Society	To promote Halifax as a year-round destination of choice for business and leisure travelers.	60% of the HRM Marketing Levy (\$2.1 million in 2016) + annual operating grant of \$386K
Destination Eastern and Northumberland Shore (DEANS)	Society	To market and administer tourism on the Eastern and Northumberland Shores.	\$6,400 (2016-17) administered through Destination Halifax
HRM Culture and Events	HRM Service Area	To administer culture and events grant programs, including those for tourism. Its Tourism Grant Program is funded by the marketing reserve and supports major events that increase room nights and create broader economic impacts in HRM.	\$425,500 program funding for special events (Tourism Grant Program)
Halifax Convention Centre Corp./ Trade Centre Limited	Joint Municipal-Provincial Corp.	To operate, maintain and manage the activities of the Halifax Convention Centre in a manner that will promote and develop economic development, tourism and industry in the Province generally and in HRM in particular. /The new HCCC will likely operate Ticket Atlantic and the Scotiabank Centre.	HRM-Fed-Prov cost-sharing agreement on \$169 million convention centre / \$643K (2016-17)
Scotiabank Centre	HRM Asset	Concerts, sports and special events venue with a 10,000+ seating capacity.	Self-sustaining model
Halifax Partnership	Extra-Prov Limited Partnership	To attract, retain and grow business, talent and investment in Halifax.	\$1.9 million (2016-17)
Tourism Nova Scotia (and Events Nova Scotia)	Crown Corp.	Grow tourism and maximize its benefits in Nova Scotia	\$0
Tourism Industry Association of NS	Society	To advocate for the tourism industry in Nova Scotia; key Destination Halifax partner.	\$0
Hotel Association of NS	Society	To advocate for the hotel industry in Nova Scotia.	\$0
Waterfront Development Corp.	Crown Corp.	Develop and revitalize the lands surrounding Halifax Harbour and any other lands designated by the Province.	\$0
Halifax International Airport Authority	Capital Corp.	To manage the Halifax International Airport Authority.	Tax Relief \$2.9 million (2016-17)
Halifax Gateway Council	Halifax Partnership Focus Area	To improve the efficiency and competitiveness of the Halifax Gateway for the movement of goods and people.	Part of contribution grant to the Halifax Partnership
Halifax Port Authority		Cruise ship attraction and servicing.	\$0
ACOA	Federal dept.	To create opportunities for economic growth in Atlantic Canada. ACOA's STEP Program is co-funding DEANS' scoping of the 100 Wild Islands development.	\$0



**ATTACHMENT 2:**

**Event Hosting/Event Attraction – Stakeholder Strategy Input  
Report (Fall 2016)**

FALL  
2016

# HALIFAX

EVENT HOSTING/EVENT ATTRACTION – STAKEHOLDER STRATEGY INPUT  
GM EVENT INC.

## **About GM Event Inc.**

GM Event Inc. is a Halifax, Nova Scotia based consulting firm specializing in the development of sound strategy and industry best practices in sport, tourism, major event attraction, execution and measurement. GM Event Inc. works with host cities, destination organizations, event rights holders and governments in Canada and the United States to develop new business opportunities while maximizing the value of existing properties through informed business decision-making.



## Project Overview

Halifax has a history of hosting significant major events. While many of these events have been successful and brought quantifiable economic and social returns for the city, province and local business, these results have often been generated from organizations working in isolation or building unique partnerships for each event or bid which may have limited their impact.

In the absence of a clearly outlined strategy for the attraction and execution of major events for Halifax, there is an opportunity to clarify and better define the roles and responsibilities for all partners and stakeholders who are active in the development and staging of events.

In September 2016, Halifax launched a project to identify the roles and responsibilities for the major event sector in the area with the outcome to establish a foundation upon which partners can work together more proactively and focused approach to event development and staging, thereby increasing the impact of each event and the growing this industry segment.

This document will detail the results of the role and responsibility exercise as well as the relevant findings and recommendations to inform the next steps in this process.

## Strategic Context

Based on the industry-accepted classifications of events, the following definitions are adapted from the New Zealand Major Events model:

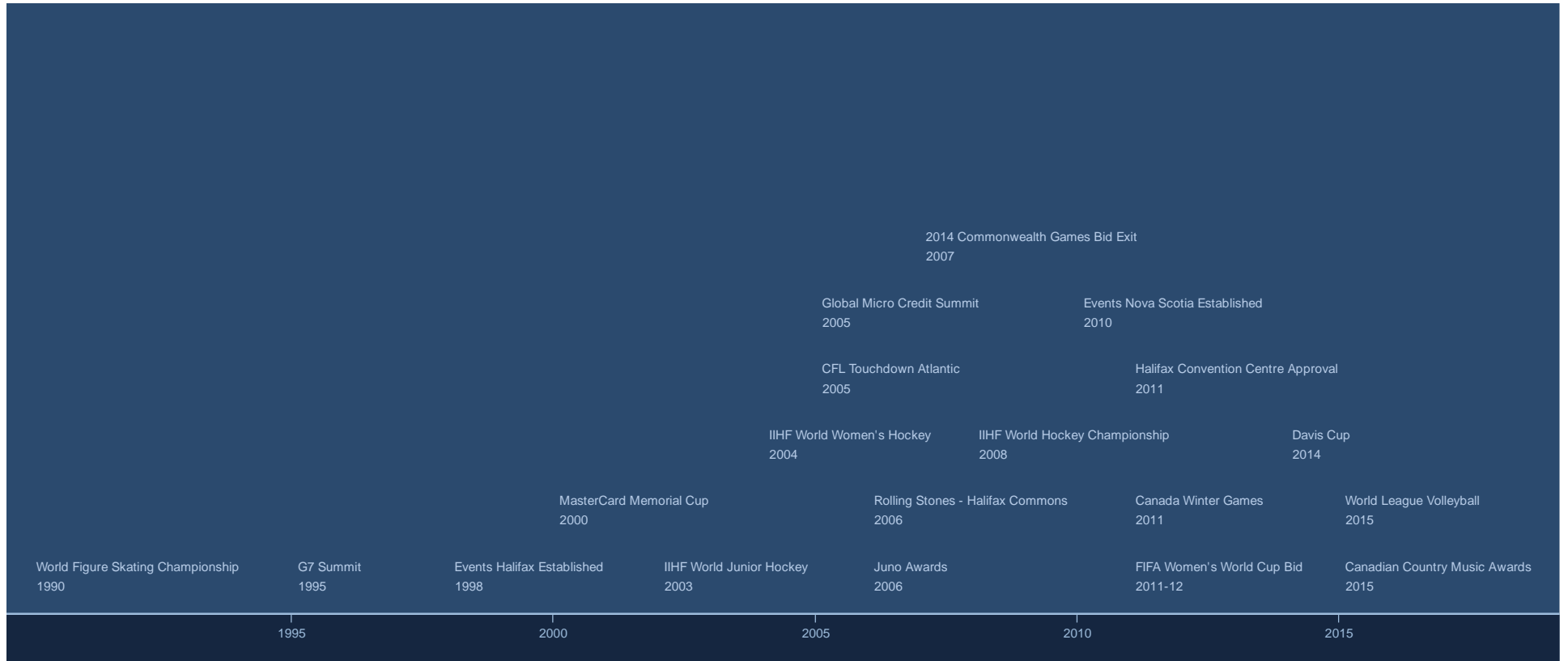
**Mega Events** – Primarily international visitors, audience and media attention. Extensive benefits on economic and brand, social and cultural objectives. *Examples include: G20 Summit, Pan American Games, Commonwealth Games and FIFA World Cup.*

**Major Events** – Mostly national visitors, audience and media with some international participation and coverage. Significant benefits on economic and brand, social and cultural objectives. Can be sport, entertainment, cultural or some business events. *Examples include: World Junior Hockey Championship, Juno Awards, Canadian Country Music Awards, Global Micro Credit Summit and North American Indigenous Games.*

**Local/Regional Events** – Mostly provincial or regional visitors, audience and limited media attention. *Examples include: Provincial or Atlantic sport events, regional cultural events such as East Coast Music Awards, Atlantic Film Festival and SEDMHA Hockey Tournament.*

In order to provide context for the forward looking discussion regarding roles and responsibilities, it is important to understand the major milestones for Halifax as a destination for major events, be they business, sport or cultural events. Following is a chart which shows some of the major milestone events that Halifax has staged since 1990:

## Halifax Hosting Timeline (1990 – 2015)



## Background Documents

There has also been a significant body of work to define Halifax and Nova Scotia's position and relevant policy and strategy related to major event hosting. Some of these studies include:

- Nova Scotia Major Events Hosting/Support Policy (2005)
- Provincial Sport Hosting Report (2007) – Novus Consulting Limited
- Halifax Major Event Hosting Strategy (2008) – Cameron Hawkins & Associates
- HRM Event Strategy (2010)
- Events Nova Scotia Stakeholder Assessment (2011)

Based on the volume of study completed in the area of event hosting, there is a significant degree of resource material available to inform this and subsequent stages of exploration.

## Session Observations

There were two sessions held in Fall 2016 which were designed to capitalize on the time and expertise of those assembled by gathering a large amount of input.

The discussions were both collaborative and constructive despite the complexity of issues. The consensus was these meetings were a positive first step and the group voiced a genuine desire for further discussion to determine credible and realistic outcomes.

Halifax has a significant amount of experience in event attraction and hosting. However, given the historical perspective that was shared, there is much to be learned from the events hosted, those bids that were lost and from other jurisdictions who have taken a more strategic approach to major events.

## Strategic Event Cycle for Halifax

In order for any jurisdiction to become more strategic in how it approaches the development of new major events and getting the desired returns from them, an “Event Cycle” can help inform this process and lead to a repeatable and consistent approach.

A Strategic Event Cycle for Halifax was presented to the session participants and based on the input received, a new phase has been added to the cycle with “Foundation, inserted to ensure a more comprehensive and strategic approach for Halifax and all of the relevant funders and stakeholders.

This ten-phase cycle represents both the Event Development and Event Staging components and the following Roles and Responsibilities are presented according to each phase in this strategic approach to major events. Participants were requested to assign organizations and agency/ies to the areas of responsibility applying a forward looking lens and NOT what is seen as the current process.

Additionally, the category of “Non-Government Agencies” has been merged with the “Tourism/Hospitality” category and is now represented by the heading of “Tourism/Business”. This was done to reflect the similarity of functions for these two groupings.



Role and Responsibility Exercise (BASED ON SESSION INPUT – PARTICIPANTS ASKED TO INPUT “ASPIRATIONAL” METHODOLOGY NOT “AS IS” (CONTINUAL EVOLUTION))

EVENT PHASE	FUNCTION	GOVERNMENT	GOV	TOURISM/BUSINESS	SPORT	CULTURE	
			FUNDED AGENCIES				
Event Development	Public Policy	✓	✓		✓	✓	
	Political Support	✓		✓	✓		
	Event Impact Criteria	✓	✓				
	Asset Inventory	✓	✓	✓	✓	✓	
	Cultural Asset List					✓	
	Operational Funding	✓	✓		✓		
	Coordination of Role		✓				
	Advocacy			✓	✓	✓	
	Facility Specs/Standards	✓	✓	✓			
	Research/Prospect			✓		✓	
	Event Impact Criteria	✓	✓			✓	
	Bid Assessment			✓			✓
	Sport Development			✓		✓	
	Cultural Development			✓			✓
	Supply Chain Development				✓	✓	
Increase Participation			✓	✓	✓	✓	
Seasonal Gatekeeping				✓			
Volunteer/Recruitment Management					✓	✓	
Partnership	Partnership Development	✓	✓		✓		
	Commercial Partnerships		✓	✓	✓		
	Information Hub	✓		✓	✓		
Bid	Bid Support	✓	✓	✓	✓	✓	
	Bid Funding	✓			✓		
	Operational (Cost of Bid)	✓	✓	✓	✓		
	Marketing	✓					
	Political Support	✓		✓	✓		
	Advocacy to Community				✓	✓	



EVENT PHASE	FUNCTION	GOVERNMENT	GOV	TOURISM/BUSINESS	SPORT	CULTURE
			FUNDED AGENCIES			
	<b>Financial Guarantee:</b>		<b>No stakeholder or agency assumed responsibility</b>			
Event Staging	Event Funding	✓		✓		
	Municipal Services	✓				
	Planning	Manage Dislocation	✓	✓	✓	
	Economic Development	✓	✓			
	Technical Expertise		✓	✓	✓	✓
	Operational Planning/Host Committee				✓	✓
Event Staging	Execution	Facility Operations	✓	✓	✓	✓
	Event Promotion			✓	✓	✓
	Volunteer Recognition				✓	
Event Staging	Activation	Community Engagement	✓		✓	✓
	Brand Activation	✓	✓	✓	✓	
	Cultural Showcase	✓	✓	✓		✓
	Revenue Amplification		✓	✓		
	Economic/Business Development		✓	✓		
Event Staging	Evaluation	Sport Promotion	✓		✓	
	Data Collection	✓	✓	✓	✓	
	Event Evaluation	✓	✓	✓		
Event Staging	Legacy	Equipment Legacy	✓		✓	
	Planned Legacy	✓			✓	✓
	Transfer of Knowledge			✓	✓	
	Observer Program				✓	
	Sport Development	✓			✓	

## Findings/Recommendations

Based on the input from session participants, a number of key themes emerged from the session and subsequent analysis. The below chart identifies the findings from this process to date and recommended next steps or actions to be considered by Halifax and other stakeholders.

ID	Findings / Issues	Recommendations / Actions
1	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>While there are many organizations and groups involved in the development and staging of major events, there is <b>no designated lead agency or shared leadership model</b> to provide clarity and direction on coordination, roles and accountability.</li> </ul>	<p><b>Action 1.1</b></p> <ul style="list-style-type: none"> <li>Evaluate the merits of a <b>lead agency vs. shared leadership</b> approach to major event development and staging</li> </ul>
2	<p><b>Vision</b></p> <ul style="list-style-type: none"> <li>Halifax lacks a clear and distinct <b>vision and mandate</b> related to major event development and hosting. In its absence a more ad hoc approach has been adopted and the financial, time and reputation pressures limit a fact-based decision-making process.</li> </ul>	<p><b>Action 2.1</b></p> <ul style="list-style-type: none"> <li>Determine the <b>vision and mandate</b> for major event development and staging for all stakeholders and the collective or shared vision</li> </ul>
3	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>The <b>human and financial resources</b> required to develop new business and the opportunity costs associated are for major event bids is a gap in the current model for Halifax and is a limiting factor in attracting events that bring preferred impacts or benefits.</li> </ul>	<p><b>Action 3.1</b></p> <ul style="list-style-type: none"> <li>Assess the <b>business case for financial and human resource requirements</b> to support potential solutions for major event development and staging</li> </ul>

ID	Findings / Issues	Recommendations / Actions
4	<p><b>One Size Does Not Fit All</b></p> <ul style="list-style-type: none"> <li>There are distinct <b>differences in the sport and cultural</b> landscapes as it relates to bidding and staging major events and it is important to recognize these variations in order to understand that a blanket approach may not ensure success in event development and staging. One example of the differences is sport events typically have a more defined bid process with a clear path to attracting an event.</li> </ul>	<p><b>No action required – recognition by all stakeholders to be maintained</b></p>
5	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>The lack of clear ownership of or responsibility for major event <b>financial guarantees</b> represents an issue for event attraction and could place Halifax at a competitive disadvantage.</li> </ul>	<p><b>Action 5.1</b></p> <ul style="list-style-type: none"> <li>Conduct a <b>risk assessment</b> exercise in the following areas: <ul style="list-style-type: none"> <li>Financial</li> <li>Reputational</li> <li>Operational</li> <li>Alignment with government priorities</li> </ul> </li> </ul>
6	<p><b>Legacies</b></p> <ul style="list-style-type: none"> <li>There is evidence that when planned, <b>legacies from major events</b> can benefit the community. A consistent approach to planned legacies is a best-practice and can help to drive positive outcomes from each major event.</li> </ul>	<p><b>Action 6.1</b></p> <ul style="list-style-type: none"> <li>Develop a consistent approach to planned legacies (financial, sport, cultural, social and environmental) that can be adopted pre-bid and allow for this important element to become part of the planning and execution of all major events.</li> </ul>