

# City of Toronto

Feasibility study in respect of  
hosting the 2024 Olympic Games  
and/or the 2025 World Expo

20 January 2014



Building a better  
working world

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the 2024 Olympic Games

11 November 2013



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## Introduction and scope

At its meeting of June 6, 2012 City Council (“**Council**”) directed the City Manager and the General Manager, Economic Development and Culture to obtain input from the provincial and federal governments and key relevant agencies and boards and submit two separate reports to the Economic Development Committee in 2013 on the pros and cons of preparing a bid to host World Expo 2025 and/or the 2024 Olympic Games (the “**Expo**” and the “**Games**”, respectively and together the “**Events**”) in Toronto (collectively, the “**Studies**”).

Two reports were requested by Council and these reports were issued on November 11, 2013.

In accordance with the Terms of Reference for our work as set out by the City of Toronto (the “**City**”), we have not undertaken any original research in connection with the Studies. Our findings are based upon data and information gathered and analyzed, together with the discussions with relevant stakeholders and our EY Mega Events Team. A listing of procedures was included in Appendix “A” of each of the Studies.

The procedures set out in the Scope of Work (as fully described in Appendix “A” in each of the Studies) are limited to data and information gathering and analysis. The Scope of Work does not include: (i) recommendations regarding whether the City should consider hosting the Events; or (ii) detailed financial analysis of the actual costs and revenues.

In addition, we were asked to identify further detailed analysis and due diligence to fully support a decision by the City.

## Limitations

In preparing the Studies, EY relied upon unaudited statistical, operational and financial data and information from a variety of sources as well as discussions and consultations with the City and numerous other stakeholders (collectively, the “**Supporting Information**”). The Supporting Information is detailed in Appendix “B” in each of the Studies. Our work in completing the Studies was based solely on the Supporting Information available to us as between August 14, 2013 and November 11, 2013. EY reserves the right to revise any analyses, observations or comments referred to in the Studies if additional Supporting Information becomes subsequently available to us.

## Key Findings

Based on our review of the Supporting Information and our discussions with stakeholders, certain key findings are apparent:

	Olympics	Expo
<b>Total Cost</b>	\$8.7 billion to \$17.1 billion	\$5.4 billion to \$13.5 billion
<b>Infrastructure Costs (included above)</b>	\$1.3 billion to \$5.5 billion	\$1.3 billion to \$5.5 billion
<b>Costs Net of Revenues/Taxes</b>	\$3.3 billion to \$6.9 billion	\$1billion to \$3.1 billion
<b>Estimated City Contribution</b>	\$500 million to \$1 billion (land and/or cash)	\$470 million to \$950 million (land and/or cash)
<b>Funding</b>	Primarily Province / Federal	Primarily Province / Federal
<b>Application Costs</b>	\$500,000 non-refundable	\$100,000 non-refundable
<b>Bid Costs</b>	\$50 to \$60 million Likely covered by sponsors	\$10 to \$15 million Likely covered by sponsors
<b>Bidding</b>	<ul style="list-style-type: none"> <li>▶ Bidding for the Events is a highly political process and requires strong leadership with intimate knowledge of the process, in order to be successful and the best technical bid has no assurance of actually winning.</li> </ul>	
<b>Tourist Impact</b>	<ul style="list-style-type: none"> <li>▶ There is conflicting information regarding the long term economic benefits of hosting a mega event such as the Summer Olympic Games or the World Expo. Certain jurisdictions have seen limited economic benefit while regions such as the United Kingdom have noted significantly increased trade and tourism. In terms of attracting new investment or business to the City, the success or failure of either of the Events will be based on how well they are planned/executed.</li> </ul>	

	Olympics	Expo
<b>Bid Process</b>	<p>▶ Given the nature of the selection process for each of the events, the location of the City within the globe will surely have an impact on its ability to become a successful candidate to host either of the Events. The last Olympic Games in North America were in 1996 (Atlanta) and the last World Expo was in 1986 (Vancouver). While continental rotation is not a formal selection criterion for either of the Events, it will likely play some role in the selection process.</p>	
<b>Other</b>	<p>▶ Each of the events has a different effect on short and long term tourism. Given their nature, the Games provide a high level of short term benefits but provide perhaps the largest television exposure of any event in the world. This is offset by decreases in tourism for “normal” tourists during the Games themselves. The Expo, on the other hand, provides a more modest tourism profile but for a much longer period of time (i.e. six months). Contrary to the Games, the Expo does not provide a televised presence but is more of a tourism event.</p>	
<b>Further analysis</b>	<p>\$400K                      Plus costs for City of Toronto staff</p>	<p>\$400K                      Plus costs for City of Toronto staff</p>

## Bid timelines

## Olympic Bid Timeline

The following is a high level summary of the process, along with the relevant timelines (as estimated by EY based on the 2020 Olympic Games timeline already published by the IOC), to choose the city to host the 2024 Olympic Games. EY has had to estimate certain dates in the table below.

Step	Timeline
The COC invites interested cities to express an interest in hosting the Olympic Games and interested cities communicate their desire to the COC, who must approve any interested city	Summer 2015
The COC submits the bid to the IOC along with a deposit of US\$150,000. Government financial guarantees from either the Province and/or the Federal Government are required in order to submit a bid with the IOC. At this stage the interested city is an "Applicant City"	September 2015
A Host City Agreement is negotiated between the various parties: the host city, the COC, the Province and the Federal Government setting out the duties and responsibilities of each party	Fall 2015
A high level written submission is made to the IOC's "Working Group". The Working Group shortlists the Applicant Cities by eliminating those bids that are clearly not acceptable to the IOC for whatever reason. Once the shortlist is determined, each remaining city becomes a "Candidate City". A further fee of US\$500,000 is payable at this stage	Winter 2016
The Candidate City begins to prepare its "Bid Book" for IOC review and also completes a questionnaire that contains a large amount of information in respect of each Applicant City's bid and characteristics	Summer 2016
The IOC's "Evaluation Commission" visits each Candidate City for the purpose of fact finding and bid review. The Evaluation Commission visits each Candidate City for 3 to 5 days	Fall 2016/Winter 2017
The Evaluation Commission prepares a draft report for IOC review after receiving bid clarification responses from each Candidate City	June 2017
Several months after the Evaluation Commission releases its report, the final bids are presented at a session of the IOC. Voting occurs immediately after the bids are presented	Fall 2017
Once a Candidate City has been chosen to host the Olympic Games, a Host City Agreement is negotiated between the IOC, the newly selected "Host City" and the COC	Fall/Winter 2017

Based on the timeline above, a Toronto bid for 2024 will require an immediate mobilization of resources (Toronto staff/consultants, corporate sponsors, and the public through consultations) to enable a Toronto bid to be successful. The immediacy is driven by the following reasons:

- ▶ Time will be required to get political “buy-in” from all three orders of governments;
- ▶ Public consultation is critical to the success of a bid. The public must be engaged and supportive if a bid is to be successful politically with all three orders of government and with the IOC. The IOC takes into account public support as a key metric in deciding the winning bidder;
- ▶ Corporate support, sponsorships and leadership are keys to success, and it will take time to gather this support and negotiate financial sponsorship deals; and
- ▶ To win an IOC vote requires years of meetings with the relevant stakeholders to provide information with respect to the City and to garner support for the bid.

A suggested timeline to incorporating these activities to meet the COC/IOC's timelines:

Step	Timeline
City prepares detailed business plan to support potential bid and undertakes further analysis to support City's decision process	Winter/Spring 2013/2014
City undertakes public consultation and seeks corporate sponsorship	Spring 2014
City Council gives direction to City Staff to continue with bid process	Summer/Fall 2014
City approaches federal and provincial committees to gain support for bid	Summer/Fall/Winter 2014/2015
Selection of members of Bid Committee and determine who will lead the bid	Spring/Summer 2015

If significant delays from the timeline above are realized, it could have a significant negative impact on the City's ability to host the Games as other potential host cities have already begun to plan for a bid.

## Summary of BIE bid procedures

If the City wishes to pursue a 2025 World Expo, certain stages will be needed to be started right away so as to gain federal, provincial and public support. A timeline for a potential Toronto bid for a World Expo in 2025 is as follows:

Step	Timeline
City prepares full feasibility study including detailed business plan to support potential bid and other due diligence	Winter/Spring 2013/2014
City negotiates with Federal government to extend BIE membership. BIE will only recognize federal government in bid process and will <u>not</u> accept bid from any other party.	Prior to December 31, 2013
City undertakes public consultation and seeks corporate sponsorship	Winter/Spring 2014
City Council gives direction to City Staff to continue bid process	Spring/Summer 2014
City approaches federal and provincial and private sector to gain support for bid	Spring/Summer 2014
If Federal and Provincial support received, then Multi-party agreements are negotiated.	Fall 2014
Selection of Bid committee and Bid leadership. Begin preparation of formal bid.	Fall/Winter 2014
Formal submission of bid to Heritage Canada for approval	Summer 2015
Heritage Canada establishes evaluation committee and meets with 2025 Bid committee	Fall 2015
Heritage Canada evaluation committee reports to PMO with recommendation.	December 2015
Candidacy Applications is submitted to BIE by Heritage Canada. Once one candidacy application is received by the BIE any other city must submit within 6 months	November 2016 (at earliest)
Enquiry mission sent by BIE assesses Candidate's applications and the feasibility of City's bid.	May 2017
Bid Committee responds to Enquiry mission's comments	June/July 2017
Several months after the Evaluation Commission releases its report, the final bids are presented at a session of the BIE. Each member state has one vote	Fall 2017
A Candidate City is chosen by BIE.	November 2017

# Financial Considerations

## Financial considerations

As part of the Studies, we were asked to provide order of magnitude estimates of revenues and costs associated with each of the Events. The charts below summarize our estimates of the revenues and expenses of each of the Events:

### Olympic Games

Illustrative Scenario (\$millions)	City		Province/Federal		Organizing Committee		Total	
	Low	High	Low	High	Low	High	Low	High
<b>Revenues</b>								
IOC Contribution	-	-	-	-	700	1,000	700	1,000
Sponsorships	45	55	-	-	750	1,200	795	1,255
Tickets	-	-	-	-	500	1,000	500	1,000
Licensing	-	-	-	-	50	150	50	150
Donations	-	-	-	-	-	150	-	150
Asset sales	-	-	250	500	25	100	275	600
Tax revenue	-	-	2,772	5,549	-	-	2,772	5,549
Other	-	-	-	-	250	500	250	500
<b>Total revenue</b>	<b>45</b>	<b>55</b>	<b>3,022</b>	<b>6,049</b>	<b>2,275</b>	<b>4,100</b>	<b>5,342</b>	<b>10,204</b>
<b>Expenses</b>								
Bid costs	(50)	(60)	-	-	-	-	(50)	(60)
Venue construction/rent	(100)	(200)	(3,400)	(4,550)	(740)	(1,100)	(4,240)	(5,850)
Venue operating costs	-	-	-	-	(40)	(90)	(40)	(90)
Infrastructure	-	-	(1,250)	(5,500)	-	-	(1,250)	(5,500)
Security	-	-	(750)	(1,500)	(50)	(125)	(800)	(1,625)
Administration	-	-	-	-	(850)	(1,350)	(850)	(1,350)
Ceremonies	-	-	-	-	(270)	(550)	(270)	(550)
Operations	-	-	(200)	(400)	(155)	(360)	(355)	(760)
Paralympic Games	-	-	-	-	(150)	(250)	(150)	(250)
Contingency	-	-	-	-	(250)	(275)	(250)	(275)
Deficit from Organizing Committee	-	-	(230)	-	230	-	-	-
Contribution of land	(400)	(800)	-	-	-	-	(400)	(800)
	<b>(550)</b>	<b>(1,060)</b>	<b>(5,830)</b>	<b>(11,950)</b>	<b>(2,275)</b>	<b>(4,100)</b>	<b>(8,655)</b>	<b>(17,110)</b>
<b>(Deficit) / Surplus</b>	<b>(505)</b>	<b>(1,005)</b>	<b>(2,808)</b>	<b>(5,901)</b>	<b>-</b>	<b>-</b>	<b>(3,313)</b>	<b>(6,906)</b>

Note 1 - Venue costs include athletes' village and broadcast centre

Note 2 - Contribution of land is a non-cash expenditure

## World Expo

(\$millions)	City		Province/Federal		Expo Corporation		Total Canada		Corporate/Foreign Gov't	
	Low	High	Low	High	Low	High	Low	High	Low	High
Admissions	-	-	-	-	500	1,100	500	1,100	-	-
Sponsorships/Corporate pavillions	8	13	-	-	80	150	88	163	60	240
Foreign Government Contribution	-	-	-	-	-	-	-	-	540	2,160
Other visitor spending	-	-	-	-	200	550	200	550	-	-
Food/Beverage	-	-	-	-	100	200	100	200	-	-
Asset sales	-	-	-	-	400	500	400	500	-	-
Tax revenue	-	-	2,590	5,416	-	-	2,590	5,416	-	-
Expo Corporation surplus	-	-	80	900	-	-	-	-	-	-
<b>Total revenue</b>	<b>8</b>	<b>13</b>	<b>2,670</b>	<b>6,316</b>	<b>1,280</b>	<b>2,500</b>	<b>3,878</b>	<b>7,929</b>	<b>600</b>	<b>2,400</b>
Bid process	(10)	(15)	-	-	-	-	(10)	(15)	-	-
Pavillion construction - see Note 1	(75)	(150)	(1,500)	(2,100)	-	-	(1,575)	(2,250)	(600)	(2,400)
Pavillion Operating costs	-	-	-	-	(1,200)	(1,600)	(1,200)	(1,600)	-	-
Infrastructure	-	-	(1,250)	(5,500)	-	-	(1,250)	(5,500)	-	-
Security	-	-	(400)	(900)	-	-	(400)	(900)	-	-
Contribution of land - see Note 2	(400)	(800)	-	-	-	-	(400)	(800)	-	-
<b>Total expenses</b>	<b>(485)</b>	<b>(965)</b>	<b>(3,150)</b>	<b>(8,500)</b>	<b>(1,200)</b>	<b>(1,600)</b>	<b>(4,835)</b>	<b>(11,065)</b>	<b>(600)</b>	<b>(2,400)</b>
<b>Surplus/(deficit)</b>	<b>(477)</b>	<b>(952)</b>	<b>(480)</b>	<b>(2,184)</b>	<b>80</b>	<b>900</b>	<b>(957)</b>	<b>(3,136)</b>	<b>-</b>	<b>-</b>

Note 1 - Pavillion costs include costs paid by Canadian Governments and by Foreign Governments/corporations

Note 2 - Contribution of land is a non-cash expenditure

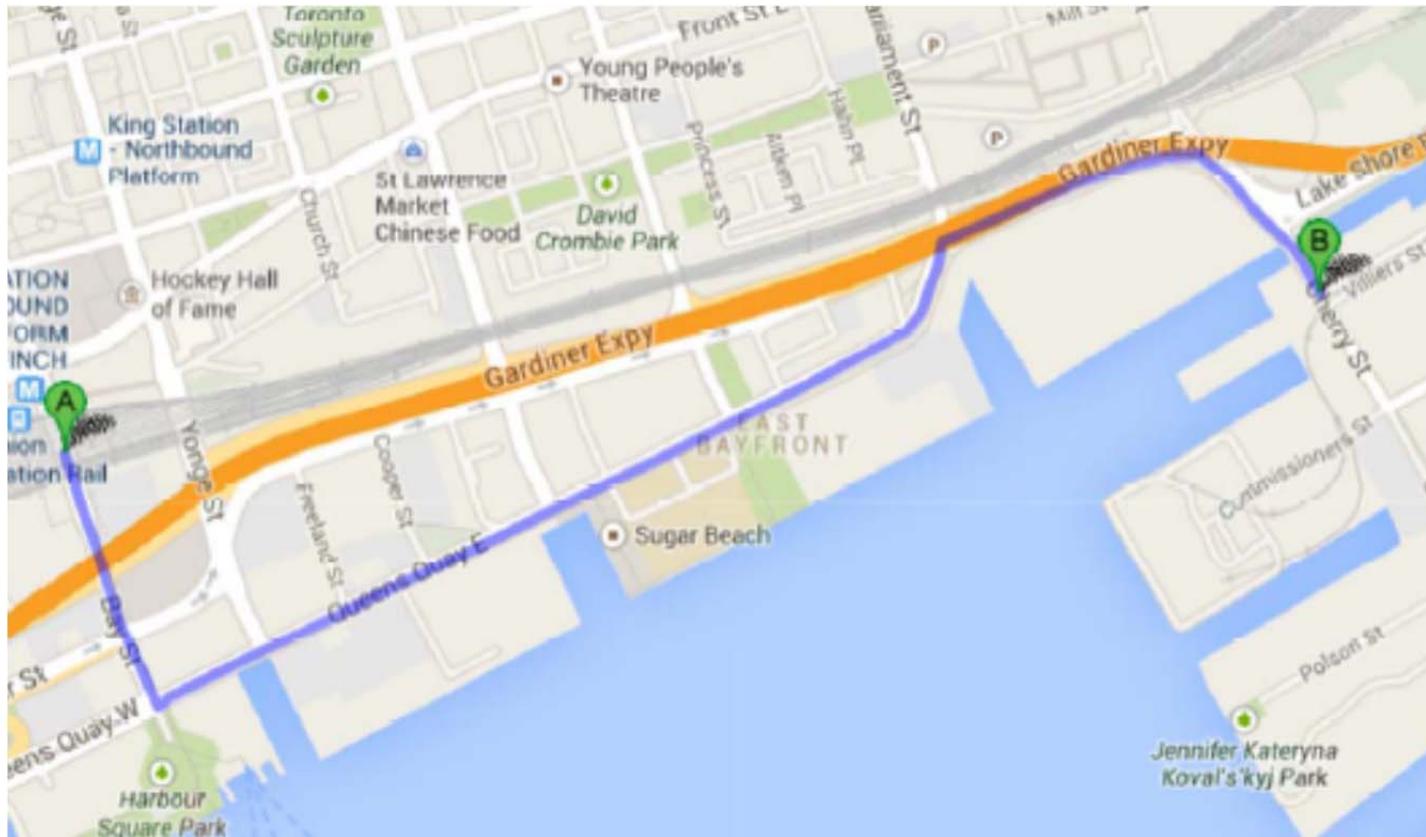
## Key assumptions

The following should be kept in mind when assessing the charts above:

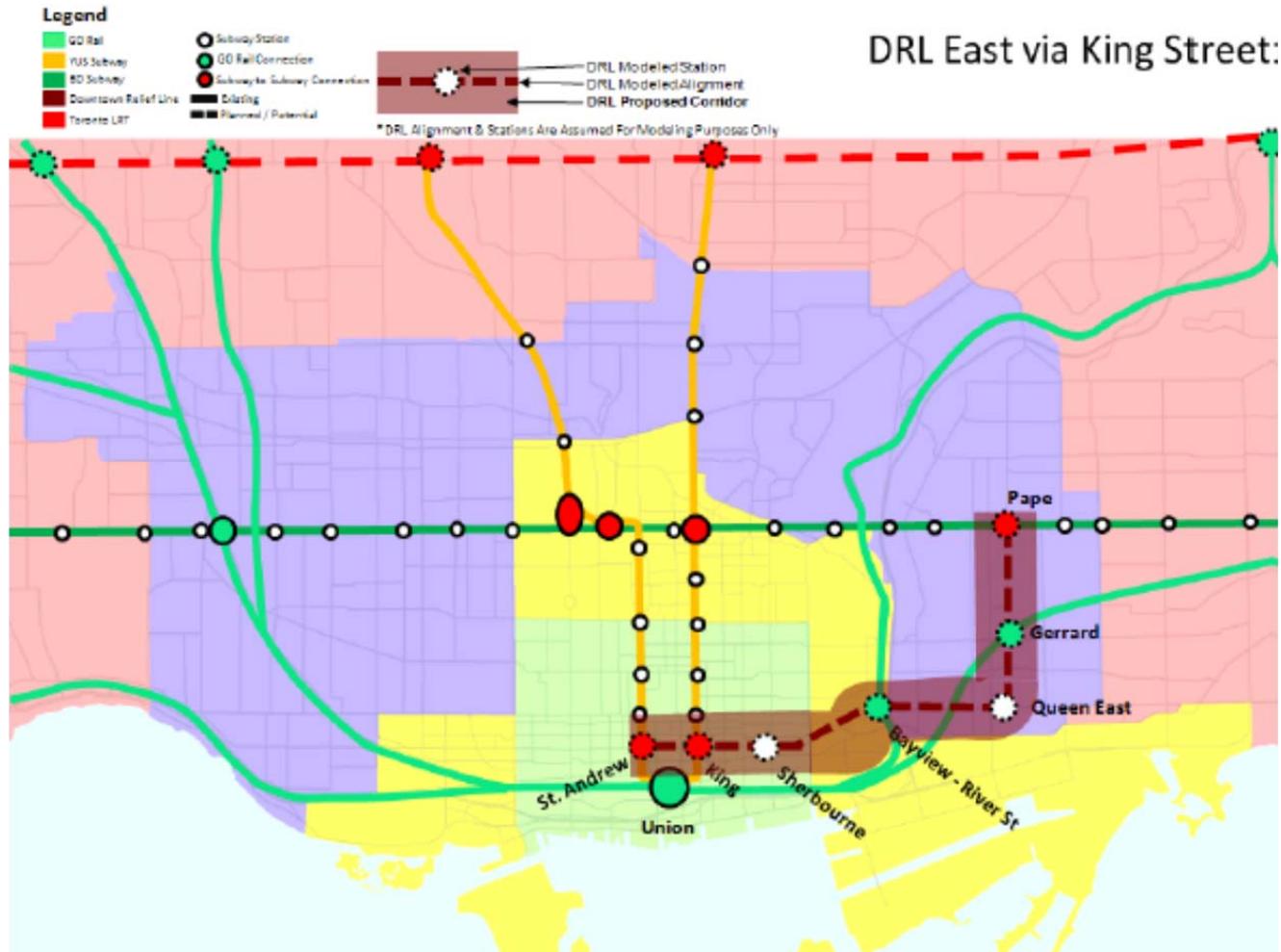
- ▶ The Port Lands will host either of the Events. In the case of the Expo, the Port Lands would be the only site required. In terms of the Games, the Port Lands would host the main Olympic stadium, the athletes' village and certain other venues with other sites located elsewhere in the City or, for a limited number of events, outside the City's limits;
- ▶ A site of up to 600 acres is contemplated in the Port Lands. Such land would be contributed by the City and possibly other orders of government;

- ▶ The construction of either an LRT line to Cherry Street (in the Low scenario) or the eastern leg of the Relief Line subway (in the High scenario). Such items would be required to allow large numbers of patrons to reach the Port Lands. Illustrative maps of each are below:

*LRT route*



Subway route



- ▶ Remediation would need to be performed on the Port Lands site to allow for construction. Such work would consist of soil remediation and flood proofing. Other infrastructure, such as bridges, would likely also need to be constructed;
- ▶ The host city is not a significant contributor of funds to the process of hosting either of the Events. Rather, the host will contribute a fixed amount of cash and/or land for the building of venues or other sites used during the Games or an Expo. The actual City contribution would be a matter of negotiation with the provincial and federal governments. In the Illustrative Scenario above we have assumed that the City provides most of its contribution in the form of land. In any event, significant time will be required of City staff and related organizations should the Games or Expo go ahead;
- ▶ The provincial and/or federal government is typically the largest source of funds in terms of infrastructure and security spending. The actual quantum of provincial and federal funding will be dependent on a number of factors including the design of the venues, the security and transportation plans, the number of Pan Am 2015 venues which may be utilized (in terms of hosting the Games) and negotiation with the federal/provincial governments. The illustrative estimates above are based on reviews of past Games and Expo results, EY’s experience in advising Olympic Committees, past reports on Olympic Games and 2020 Olympic games candidate plans;
- ▶ The illustrative infrastructure estimates assume (i) certain remediation/servicing costs for the Port Lands based on figures provided by certain City agencies, (ii) an LRT line is built to Cherry Street and/or (iii) the eastern leg of the proposed downtown relief line. These costs are illustrative only as determination of the actual requirements and costs are outside the scope of the Studies and these infrastructure decisions are to be decided by the City. Specifics regarding infrastructure spending are detailed in the table below.

Infrastructure details	Low	High
Portlands remediation	500	1,100
LRT construction	500	-
Subway construction	-	4,000
Other	250	400
<b>Total</b>	<b>1,250</b>	<b>5,500</b>

- ▶ Based on the illustrative scenario above, we have prepared an estimate of the potential economic impact and the potential jobs (over an 8 year period) and GDP creation which could result from hosting the Games or Expo:

	Olympic Games		Expo	
	Low	High	Low	High
GDP created (\$millions)	7,920	15,855	7,400	15,500
Jobs created	101,000	201,000	92,000	190,000

- ▶ There are a number of risks that exist in hosting either Event. These include:
  - ▶ Forecast revenue from either the IOC (i.e. television) or sponsorships for the Expo may not materialize necessitating increased contributions from other orders of government;
  - ▶ The estimated venue cost detailed above assumes that the Pan Am facilities may not be usable and /or may require to be modified to Olympic standards. A further detailed venue by venue review is strongly recommended;
  - ▶ The level of infrastructure spending is entirely dependent on the nature/goals of hosting the Events. Significantly more spending may be required; and
  - ▶ The degree of spending by each party is subject to negotiation among the parties. It is possible that the City could be responsible for contributing more than just land.

# Qualitative Findings

Given the nature of the bid process for each of the Events, there are a number of qualitative factors to be considered before determining whether the City should bid. The strengths, weaknesses, opportunities and threats for each bid process are summarized below for each of the events.

*Olympic Games*

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▶ The City is in the Eastern time zone, which allows Olympics to be in U.S. primetime and therefore increasing the potential amount of television rights money flowing into the Games</li> <li>▶ The Vancouver Olympic Games were a success and the results should provide the IOC with some comfort in respect of another Canadian city hosting the Games</li> <li>▶ Existing Pan Am sites could be used for training facilities</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▶ Existing facilities and sites to be used for the Pan Am Games may not meet Olympic standards for a variety of reasons</li> <li>▶ Certain sites that were planned for the 2008 Games bid are no longer available</li> <li>▶ Due to Toronto's geography, it may be necessary to have several sites away from the main Olympic cluster, thus lengthening travel times and bringing traffic into play</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▶ No North American city has hosted the Summer Olympics since Atlanta in 1996 so 2024 could be a good chance to bring the Games back to this continent</li> <li>▶ Depending on the site of the main Olympic complex, it may be possible to kick start development in an underdeveloped part of the City</li> <li>▶ Toronto is a very diverse city and this may play well with members of the IOC</li> <li>▶ Provided the Pan Am Games go well in 2015, Toronto will be able to demonstrate that it is capable of organizing a large scale sporting event</li> <li>▶ Olympic Games often leave significant legacy items for the host city (sporting venues, transit infrastructure, etc.)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>▶ The awarding of the 2020 games to Tokyo may be detrimental. Since World War II the Summer Olympics have never been out of Europe for more than 12 years in a row. As the 2016 games will be in Rio de Janeiro and 2020 in Tokyo, tradition may put the summer games back in Europe for 2024.</li> <li>▶ The United States is likely to bid for the 2024 Games and any bid by the City may be in direct competition with a very strong and high profile U.S. city</li> <li>▶ The IOC views North and South America as one region, so the Rio Games of 2016 may work against another bid from the Americas</li> <li>▶ The awarding of the Games is a highly political process and there is no guarantee that the best technical bid will be awarded the Games</li> </ul>

World Expo

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▶ The City is well positioned geographically with over 78 million people within an 800 km radius</li> <li>▶ A number of large areas could possibly be available for a new World Expo (Port Lands, Downsview, Exhibition Place/Ontario Place)</li> <li>▶ World Expo could kick start development in Port Lands</li> <li>▶ There is also some sentiment that it is now Canada's turn to host an exhibition.</li> <li>▶ Canadians have an excellent track record in hosting very successful exhibitions that have fulfilled the BIE's requirements. The BIE may expect a successful Toronto 2025 World's Fair.</li> <li>▶ Canada is seen as a stable country and its cities as clean and safe places to visit.</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▶ Toronto has historically not been as aggressive in promoting itself abroad as other cities according to stakeholders with whom we spoke</li> <li>▶ The main weakness of a Toronto bid is the difficulty that may be encountered in gaining the complete and unified support of the three orders of government. This support is critically necessary to the success of the bid in terms of financial guarantees and diplomatic resources for intelligence gathering and assistance in the lobbying campaign.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▶ No North American city has hosted the World Expo since Vancouver 1986, so 2025 could be a good chance to bring the Expo back to this continent</li> <li>▶ Toronto is a very diverse city and this may play well with members of the BIE</li> <li>▶ Provided the Pan Am Games go well in 2015, Toronto will be able to demonstrate that it is capable of organizing a large scale event</li> <li>▶ World Expos may leave significant legacy items for the host city (transit infrastructure, etc.)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>▶ Canada' membership in BIE expires December 19, 2013</li> <li>▶ Federal government has indicated it has no intention of renewing membership in BIE</li> <li>▶ City residents may feel that funds are best used for other city building purposes and not a World Expo</li> <li>▶ The awarding of the Expo is a highly political process and there is no guarantee that the best technical bid will be awarded the World Expo</li> </ul>

## Risks

There exist a number of risks to any hosting of either Event. These include, but are not limited to, the following:

	Olympics	Expo
<b>Terrorism</b>	The Olympic Games are likely the highest profile athletic event in the world for a period of 2-3 weeks and would be a very high profile target.	The Expo regularly hosts world leaders and may be an attractive target to potential terrorists.
<b>Cost overruns</b>	Hosting the Games would require a large number of significant capital projects to be undertaken at the same time. Given the nature of the projects to be constructed, a risk exists for one or more projects to run over budget. Such overruns have been widely reported for other Olympic Games.	Risks similar to Olympic Games, but with a less geographically diverse set of venues this risk would be somewhat lower.
<b>Attendance</b>	While it is unlikely that Olympic Games would not have strong attendance figures, the pricing/availability of tickets could present problems if not properly planned. Revenue shortfalls would likely need to be covered by one or more orders of government.	Given the nature of the Expo, attendance is of particular importance. Since a significant portion of attendees would need to come from nearby U.S. states, border issues could present a problem, leading to revenue shortfalls. Revenue shortfalls would likely need to be covered by one or more orders of government.
<b>Partner risk</b>	Given the complexity of organization required, Games partners could fail to live up to their commitments. Such a scenario could include delays to venue or pavilion construction, shortfalls in security levels, or other negative impacts. Such shortfalls may reflect poorly on the City and negatively impact the Games' legacy.	Similar to Olympic Games.
<b>Public opinion</b>	Public opposition to the Games could doom any bid, as the IOC increasingly looks for broad support before awarding the Olympic Games.	Similar to Olympic Games.
<b>City branding</b>	The City may not market itself appropriately to the relevant IOC members and stakeholders. This has previously harmed bids by the City.	Similar to Olympic Games.

## Locations of previous World Expos and Olympic Games

The charts below set out the location of previous locations of prior World Expos and Olympic Summer Games:

### World Expo

Host city	Year Held	Continent
Brussels, Belgium	1958	Europe
Montreal, Canada	1967	North America
Osaka, Japan	1970	Asia
Seville, Spain	1992	Europe
Hannover, Germany	2000	Europe
Aichi Japan	2005	Asia
Shanghai, China	2010	Asia
Milan, Italy	2015	Europe

### Olympic Games

Host city	Year Held	Continent
London, England	1948	Europe
Helsinki, Finland	1952	Europe
Melbourne, Australia	1956	Australia
Rome, Italy	1960	Europe
Tokyo, Japan	1964	Asia
Mexico City, Mexico	1968	North America
Munich, Germany	1972	Europe
Montreal, Canada	1976	North America
Moscow, Russia	1980	Europe
Los Angeles, USA	1984	North America
Seoul, South Korea	1988	Asia
Barcelona, Spain	1992	Europe
Atlanta, USA	1996	North America
Sydney, Australia	2000	Australia
Athens, Greece	2004	Europe
Beijing, China	2008	Asia
London, England	2012	Europe
Rio de Janeiro, Brazil	2016	South America
Tokyo, Japan	2020	Asia

## Legacy / reasons to bid

Given that legacy is a cornerstone of either the World Expo or Olympic Games, the following items should be considered if the City is to pursue a bid for either Event:

	Olympics	Expo
<b>Transit/infrastructure</b>	One goal of the City is to increase transit infrastructure and funding for infrastructure from the Federal/Provincial Governments. Such improvements have precedent in other cities that have previously hosted the Olympic Games and such improvement could also happen within the City.	Similar to Olympic Games. In particular, Vancouver built the first line of its SkyTrain as a result of hosting the Expo in 1986.
<b>Development of City lands</b>	The Games could be a major catalyst for redeveloping underused parts of the City by converting “brownfield” sites into athletic or other types of venues.	Same as Olympic Games given the Expo’s use of the Port Lands.
<b>Economic development/tourism</b>	Economic development can be spurred as part of hosting the Games, although there is conflicting evidence in terms of the impact of tourism in the City. In any event, the sheer volume of construction required would be a significant increase to economic activity within the City leading up to the Games.	Similar to Olympic Games although with a different scale in terms of construction of venues (i.e. no athletic venues but with more pavilions) and the duration of tourism impacts.
<b>City culture</b>	The City can use the Games to showcase local and regional arts and culture given the global nature of the Games.	Given the extended time period of an expo, there is a greater ability to showcase local artists, musicians, and other cultural and scientific communities.

	Olympics	Expo
<b>Community building</b>	Communities can be improved through Games related infrastructure construction such as improved transit. Furthermore, the Olympic Village could include a portion of community housing if the City were to host the Games.	An opportunity to engage at risk youth and other residents of the City exists, if properly planned, due to the large number of volunteers that will likely be required.
<b>Waterfront development</b>	The Games' central node would be on the water and could kick-start development in that area	Similar to Olympic Games.
<b>Resident opportunities</b>	Hosting the Games would allow thousands of local residents to gain unique experience in planning and operating a major international event. Such skills could be transferred to other fields after the Games are over and could serve to enhance the talent pool and international networks within the City.	Similar to Olympic Games.
<b>International reputation</b>	Hosting the Games could solidify Canada's reputation as a trustworthy host for further world-class sporting events and increase the likelihood that the nation will be awarded future large scale events	Similar to Olympic Games.

Careful planning would be required to maximize any of the benefits set out above.

## Next steps

As required in the Statement of Work, EY recommends the following to more fully support the City's decision with respect to a potential bid for either of the events:

	Olympics	Expo
<b>PanAm facilities</b>	A detailed review of the Pan Am facilities should be carried out to determine if they can be used as Olympic venues.	n/a
<b>Detailed Economic Study</b>	A detailed economic impact assessment should be carried out for the Olympic Games, to the degree that the City decides to pursue the bids to the next stage. The Studies did not conduct the necessary new research to assess the impact of hosting the Games.	A detailed economic impact assessment should be carried out for the Expo, to the degree that the City decides to pursue the bids to the next stage. The Studies did not conduct the necessary new research to assess the impact of hosting the World Expo.
<b>Community Consultations</b>	The City should begin to assess community support for hosting the Games through a series of public consultations to ensure that the residents of the City are solidly behind any potential bid, as the IOC are not likely to be receptive to a bid from a city whose populace is not solidly in support of such bid.	The City should begin to assess community support for hosting the Expo through a series of public consultations to ensure that the residents of the City are solidly behind any potential bid, as the BIE are not likely to be receptive to a bid from a city whose populace is not solidly in support of such bid.
<b>Infrastructure</b>	Additional analysis with respect to transit, other municipal infrastructure and planning considerations should be done to more precisely forecast the necessary spending.	Additional analysis with respect to transit, other municipal infrastructure and planning considerations should be done to more precisely forecast the necessary spending.
<b>Detailed Business Plan</b>	The preparation of a detailed business plan should be completed to fully assess the potential revenues and costs of holding the Games. It is highly unlikely that other orders of government will agree to participate in any bid without the City having done	The preparation of a detailed business plan should be completed to fully assess the potential revenues and costs of holding the Expo. It is highly unlikely that other orders of government will agree to participate in any bid without the City having done

	Olympics	Expo
	significant market sounding and business planning	significant market sounding and business planning
<b>Leadership</b>	Consideration should be given to who would lead the city's bid for the Games.	Consideration should be given to who would lead the city's bid for the Expo.
<b>Valuation</b>	A valuation of all appropriate City-owned land that could be used for venues including an assessment of the increase in value and potential marketability of said land as a result of infrastructure and other capital spending should be performed.	A valuation of all appropriate City-owned land that could be used for venues including an assessment of the increase in value and potential marketability of said land as a result of infrastructure and other capital spending should be performed.
<b>Tourism Impact</b>	A detailed analysis of the potential long term tourism benefits of hosting the Games should be undertaken. This should include interviews with local host city tourism officials, reviews of local hotel stay data and an analysis of successful tourism strategies from other jurisdictions.	A detailed analysis of the potential long term tourism benefits of hosting the Expo should be undertaken. This should include interviews with local host city tourism officials, reviews of local hotel stay data and an analysis of successful tourism strategies from other jurisdictions.
<b>Legacy</b>	An assessment of the potential legacy for the Games, including such items as infrastructure, development of the Port Lands, sporting infrastructure to encourage an active lifestyle and promote the fitness level of the City's children in keeping with Olympic ideals and as a counter to rising obesity levels.	An assessment of the potential legacy for the Expo, including such items as infrastructure, development of the Port Lands, cultural and arts centres.
<b>Community Housing</b>	The development of community housing as part of the Olympic Village so as to enable the Games to have a positive social impact.	The development of community housing could be part of any Expo related development.