

July 22, 2014

Dear Mayor Ford,

As co-chairs of the Mayor's Pan Am / Parapan Am Games Reference Group, we are pleased to provide for your consideration the Reference Group's final report and recommendations.

The work of the Reference Group once again demonstrates that Toronto residents are willing to generously share their time, energy and ideas to support the success of city-building initiatives like the TORONTO 2015 Pan/Parapan Am Games.

On behalf of all of the Reference Group members, we thank you for the opportunity to serve the city we love by sharing our advice on how to make the TORONTO 2015 Pan/Parapan Am Games the best Pan Am Games ever, and an event which effectively engages, inspires and benefits Toronto residents now, during and even after next summer.

Thank you for your consideration of the Reference Group's recommendations and for sharing this report, as appropriate, with City officials responsible for Games planning and other Games partners, including TO2015.

We look forward to your continued support and leadership as our city gets ready to host the TORONTO 2015 Pan/Parapan American Games next summer.

Sincerely,

Councillor Cesar Palacio and Councillor Mark Grimes

Final Report & Recommendations of the Mayor's Pan Am / Parapan Am Games Reference Group July 22, 2014

Background

Toronto is the Host City of the 2015 Pan/Parapan American Games. To deliver a successful Games and a compelling legacy of economic, social, cultural and community benefits for Toronto residents and businesses, the City of Toronto is working in partnership with the Governments of Canada and Ontario, the Canadian Olympic and Paralympic Committees, the Organizing Committee for the 2015 Pan/Parapan American Games (TO2015), other municipalities in the Toronto region, and several universities, businesses and community organizations.

The City is committed to investing up to \$96.5M in 10 new and improved facilities located across Toronto that will be used as venues during the Games and then be available for use by City residents for decades to come. Additionally, Toronto will provide a range of municipal services (transportation, policing, etc.) in the summer of 2015 to support Games operations. Finally, the City will invest up to an additional \$20M in a Host City Showcase Program to deliver initiatives which leverage the profile of the Games to advance Council endorsed objectives related to economic development & tourism, sport development & healthy living, and resident engagement & cultural celebration.

The Mayor of Toronto has an important leadership role to play in engaging Toronto's diverse communities in the Games experience, and promoting Toronto's role as Host City locally, nationally and internationally.

To support the Mayor in providing leadership for Toronto's Pan Am Games related activities, at its meeting on July 16, 2013 Toronto City Council adopted the following motion recommended to it by the Executive Committee:

City Council request the Mayor to establish a Toronto Pan/Parapan Am Games reference group, consisting of 5 Members of Council, to provide advice to the Mayor and leadership on outreach and engagement with the South and Central American and Caribbean Communities.

In response to this request, the Mayor's Pan Am / Parapan Am Games Reference group, co-chaired by Councillor Cesar Palacio and Councillor Mark Grimes, was established.

Membership

Reflecting different areas of Toronto and possessing relevant expertise and experience in sport, media, business, culture and marketing, the members of the Reference Group include:

1. Councillor Mark Grimes (Ward 6, Etobicoke-Lakeshore)
2. Councillor Cesar Palacio (Ward 17, Davenport)
3. Councillor Michael Thompson (Ward 37, Scarborough Centre)
4. Councillor Gary Crawford (Ward 36, Scarborough Southwest)
5. Councillor Councillor Ana Bailão (Ward 18, Davenport)
6. Manuel Rodriguez
7. Frank Alvarez
8. John Wilkinson
9. Ihor Wons
10. Tania Nuttal
11. Jose Ortega
12. Tania Nuttal
13. Fernando Valladares
14. Courtney Betty

Purpose & Process

The purpose of the Mayor's Pan Am / Parapan Am Games Reference Group is to provide advice to the Mayor, in his leadership role as the head of Toronto City Council, on the City of Toronto's involvement in the 2015 Pan/Parapan American Games, with a focus on options and opportunities for strengthening outreach to and engagement with Toronto's South American, Central American and Caribbean communities.

The Reference Group met three times and considered a variety of issues and opportunities for strengthening Games related community outreach and other efforts by the City of Toronto and Games partners to deliver a successful event which leaves behind a powerful economic and social legacy for Toronto.

Recommendations

Issue #1 -- Funding for Legacy Investments in Projects of Significance to Toronto's Latin American, South American and Caribbean Communities

Reflecting the importance of the Pan/Parapan Am Games to Toronto's diverse Latin American, South American and Caribbean communities – as well as the contributions residents from these communities will make to the Games' success by supporting Games planning, volunteering, buying tickets, attending events, inviting friends and family to the city/region in the summer of 2015, welcoming visitors and athletes, etc. -- a meaningful portion of funds set aside for Pan Am inspired "legacy" initiatives should be invested in projects which profile/support these communities.

Recommendations

- The City of Toronto should allocate 50% -- or \$0.885 million -- of the \$1.760 million already approved and budgeted for the *Pan Am Community Projects* initiative of the Host City Showcase Program to support projects which profile or provide longer-term economic or social infrastructure benefits to Toronto's Latin American, South American and Caribbean communities. In addition:
 - Any such funds should provide a significant amount of financial support for larger-scale projects, not just offer a small amount of money (e.g. \$10K) for lots of little projects.
 - Existing festivals, events or initiatives should be eligible to apply for available funds.
 - Keep the grant application process simple, and provide appropriate outreach, support and advice to potential applicants.
 - In addition to input from the Mayor's Pan Am Reference Group, City officials responsible for the administration of the *Pan Am Community Projects* fund should further consult with the Reference Group regarding the criteria which are used to evaluate grant applications.
 - Given how little time there will be before confirmation of funding (in early 2015) and the Games, allow funds to be used/spent for legacy initiatives within a reasonable period of time following the Games, i.e. any time in 2015 or 2016.

Issue #2 -- Expanded Use of Ethnic Media

Relying exclusively on mainstream media (e.g. CBC, Toronto Star) to promote the Games among members of Toronto's diverse Latin American, South American and Caribbean communities is a mistake. Significantly expanded use by Games partners, including the City of Toronto, of ethnic media is necessary to build profile and support for the Games among key constituencies.

Recommendations

- Together, Games partners should invest \$1 million to promote and market the Games through Toronto based ethnic media outlets.
- City of Toronto officials should commit a portion of the funds which have already been approved and budgeted by the City for Games communications and marketing purposes to place paid advertisements in ethnic media. If the funds which the City has already committed for Games marketing and communication cannot be used for this purpose, additional funding should be requested as part of the 2015 budget process.
- City of Toronto officials should make greater efforts to secure earned media related to the Games in ethnic media by visiting with editorial boards, pitching stories to media outlets, etc.
- Appropriate City officials should encourage TO2015 officials and other Games partners to place paid Games related advertisements in ethnic media.
- Appropriate City officials should encourage TO2015 officials and other Games partners to make greater efforts to secure earned media related to the Games in ethnic media by visiting with editorial boards, pitching stories to media outlets, etc.

Other Recommendations

- To amplify the economic impact of the Games and demonstrate Toronto residents' home town pride and hospitality, Games partners should create an "(e)-postcard" campaign or its equivalent to make it fun and easy for residents to invite friends and family to visit Toronto in the summer of 2015 to be part of the Pan/Parapan American Games.
- City officials should be encouraged to consider using the "Celebrate Toronto" tag line to avoid sponsorship conflicts and better reflect Toronto's pride in hosting the Games and other events.
- Pan Am Games planning efforts by TO2015 and other Games partners would be strengthened by having greater representation from Toronto's Latin American, South American and Caribbean communities.
- To further build profile for the Games and their ability to generate economic and educational benefits, Games partners and appropriate City officials should be requested to continue with the effort they have already been making to:
 - Encourage Toronto based arts and culture organizations to Pan Am-ize their programming in 2015.
 - Encourage school boards to provide Pan Am based activities to raise awareness of the Games among school-age children.
 - Target Games-related marketing outside of Canada on the large number of Hispanics living in the United States, especially those within one's day's drive of Toronto, and
 - Ensure a Pan Am presence at major cultural events / festivals (to the fullest extent possible given sponsorship limitations) and consider opportunities for cross-promotion and marketing between these events and the Games.