



## STAFF REPORT ACTION REQUIRED

### City of Toronto Bidding and Hosting Strategy for Significant Special Events

<b>Date:</b>	May 6, 2016
<b>To:</b>	Economic Development Committee
<b>From:</b>	General Manager, Economic Development and Culture
<b>Wards:</b>	All
<b>Reference Number:</b>	AFS 22314

#### SUMMARY

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The Mayor's Advisory Panel on International Hosting Opportunities identified two types of major special events – "Mega Events", referring to the Olympics (Winter and Summer), World Expos, and the FIFA World Cup, and "Global Community Events", a second tier of significant special events that will not capture the same market share or exposure as an Olympics, but that generate considerable benefits for Toronto in terms of economic and cultural impact, media exposure, community engagement, and trade opportunities.

This Strategy is put forward to guide future bidding and hosting of Global Community Events. This report defines a Global Community Event as a "significant special event" falling under Category A or B of the City of Toronto Standard Definitions for Special Events. These definitions, included in full in Appendix B, are summarized below.

- **Category A** events are significant special events hosted in rotating jurisdictions on a cyclical basis, generating considerable economic benefits for the host region, and requiring substantial coordinating efforts from the host government. Recent examples include WorldPride (2014), the 100<sup>th</sup> Grey Cup Festival (2012), and the International Indian Film Academy Awards (2011).
- **Category B** events include non-recurring special events of a slightly smaller scale, such as the IIHF World Junior Hockey Championship, as well as existing high-profile annual festivals such as the Toronto International Film Festival and the Toronto Caribbean Carnival.

The Mayor's Advisory Panel rightly noted that separate bidding and hosting strategies must be put in place for Mega Events and for Category A and B events. Mega Events differ significantly from Category A and B events on a range of factors, including scale, cost, capital requirements, and the City's role in the very extensive bidding process. Accordingly, this Strategy complements a separate report outlining considerations for bidding on and hosting Mega Events that will be considered by Executive Committee in May 2016, and City Council in June 2016.

The City of Toronto has a strong track record of hosting very successful Category A and B events that have generated significant economic impact, enhanced the City's global media profile, and left lasting, meaningful legacies for Toronto. Despite this track record of success, the City has no formal policies or procedures for bidding on or hosting Category A or B special events. Requests for support from event organizers are dealt with on an ad hoc basis, and the coordination of municipal services for events is negotiated informally by staff as needed. In addition, the City lacks a long-term strategy to fund bidding and hosting expenses for significant special events.

The City of Toronto Bidding and Hosting Strategy for Significant Special Events will address these gaps by proposing a new framework to manage and evaluate event hosting opportunities, and by identifying dedicated resources to bring high-value, high-impact events to Toronto. The Strategy will build on the successful legacy of the Pan Am Games by implementing a proactive approach to developing and promoting special event bids, and by positioning Toronto as a preferred host city for significant events and conventions.

This report also lists the notable number of requests for support that have recently been submitted to the City by Category A and B special events, and for which no source of funding currently exists.

## **RECOMMENDATIONS**

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**The General Manager, Economic Development and Culture, recommends that:**

1. City Council approve the City of Toronto Bidding and Hosting Strategy for Significant Special Events, attached to this report as Appendix A.
2. City Council direct the General Manager, Economic Development and Culture, and the Deputy City Manager and Chief Financial Officer to develop a long-term funding strategy and financing approaches for Category A and B special events (as defined in Appendix B) for consideration as part of the 2017 budget process.

## **Financial Impact**

There are no immediate financial implications associated with the adoption of the City of Toronto Bidding and Hosting Strategy for Significant Special Events.

Unbudgeted costs are likely to arise from any future Category A or B event bidding and hosting opportunities. Adoption of Recommendation 2 in this report will direct the General Manager, Economic Development and Culture, and the Deputy City Manager and Chief Financial Officer to develop a long-term strategy to manage costs associated with such opportunities which is aligned with related economic development strategies and priorities, in relation to the Long Term Fiscal Plan's framework and targets. It is expected that this will be considered as part of the 2017 budget process.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **DECISION HISTORY**

### **Developing a Bidding and Hosting Strategy for Significant Special Events**

The need for a bidding and hosting strategy for major special events was first identified in the Agenda for Prosperity, adopted by Council in January 2008. The Agenda called for a long-term strategy and sustainable funding model for event bidding and hosting to "focus attention on Toronto and its key economic sectors; accelerate development of physical infrastructure; and better connect Toronto to the global citizenry."

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.ED11.1>

More recently, at its April 2014 meeting, City Council directed staff to develop a new event hosting strategy for Toronto. Through this motion, staff would undertake research to assess opportunities to co-host major events with other cities in Canada and the United States, such as a joint bid to host the 2026 FIFA World Cup.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.MM50.30>

In fall 2015, the Mayor's Advisory Panel on International Hosting Opportunities was formed to provide advice and recommendations on bidding for and hosting major international events in Toronto. At its meeting of March 9, 2016, Executive Committee referred the Advisory Panel's final report to the City Manager for an assessment of the Panel's recommendations, with direction to report back in the spring of 2016 with a strategy and guiding principles for future event hosting in Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX13.25>

### **Tools and Resources for Supporting Special Events**

In July 2013, City Council established the Major Special Events Reserve Fund as a discretionary reserve fund, initially for the purpose of funding components of the

TORONTO 2015 Pan American / Parapan American Games Host City Showcase Program, and thereafter to provide funding and budget stabilization for the non-recurring bidding, municipal service delivery and enhanced City programming costs associated with major special events.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX33.13>

In October 2013, City Council approved the City of Toronto Standard Definitions for Special Events. The Standard Definitions are a classification system used by staff to develop effective policies and operational practices in support of special events.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX34.13>

### **Council Approval for Requests for Support from the City of Toronto for Upcoming Significant Special Events**

In June 2011, City Council approved a contribution of in-kind services from the City of Toronto valued at up to \$3 million between 2012-2017 to support the 2017 World Police and Fire Games. This was never enacted and Toronto's bid lost.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX6.1>

In March 2016, City Council directed the General Manager, Economic Development and Culture to work with the Aboriginal Sport and Wellness Council of Ontario and consult with the relevant City Divisions and Agencies on ways the City of Toronto can support the 2017 North American Indigenous Games, including the development of an inter-departmental working group. Council also directed the General Manager, Economic Development and Culture to work with the Aboriginal Sport and Wellness Council of Ontario on a formal request for financial support and report back to City Council.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX13.17>

## **ISSUE BACKGROUND**

### **Economic Impact of Category A and B Special Events in Toronto**

Category A and B special events can individually drive significant benefits for Toronto and the surrounding region and, cumulatively, may approach the value of a Mega Event in terms of economic impact, marketing exposure, and trade opportunities – with considerably lower expenses. These types of events can be used to leverage and enhance areas of local and regional strength in specific economic sectors, innovation, and arts and culture.

Toronto has had considerable experience and success in hosting Category A and B special events. Among the most recent and notable examples is WorldPride, a rotating global event that celebrates lesbian, gay, bisexual, transgender and queer communities through parades, festivals and other cultural activities. WorldPride 2014 was celebrated in Toronto, and featured live musical performances, art exhibitions, a human rights conference, and one of the largest parades in Toronto's history, with 12,000 participants

and 280 floats. It is estimated that over two million people attended the ten-day festival, with an estimated 45% travelling from outside the Greater Toronto Area. Visitor spending during WorldPride exceeded \$719 million.

The event's success was made possible in part by a contribution from the City of Toronto. The City contributed just over \$500,000 in municipal services for the event, including policing, emergency management services, transportation services and signage, solid waste management, and public health services. In addition, the City provided special one-time funding of \$135,572 to enhance the event's opening ceremonies, fireworks displays, and marketing materials. These strategic contributions from the City led to a remarkable return on investment through visitor spending, media profiling, and a considerable increase in tourism activity.

Category A and B events also result in significant media exposure for Toronto. One of the world's largest South Asian film events, the International Indian Film Academy Awards, was held at the Rogers Centre in 2011, with previous hosts including London, Dubai and Kuala Lumpur. The event generated an estimated \$125 million worth of media coverage worldwide for Toronto, in addition to its direct economic impact of \$30 million.

Major professional events and conventions similarly play an important role in driving business in Toronto's hospitality industry. Increasingly, conferences are extending their footprint into events and activities outside of convention centres and hotels, requiring municipal services and support. In 2014, Tourism Toronto and its partners confirmed 655 meetings and conventions, which will bring an estimated 463,400 attendees to Toronto, and sell approximately 640,000 hotel room nights. One of the largest upcoming conventions is Microsoft's Global Partner Conference, which is projected to draw 15,000 technology partners and employees from 150 countries to Toronto in July 2016. The impact of such meetings and conventions is far-reaching, with many delegates opting to extend their stay, or return for a pleasure trip to the region.

## **COMMENTS**

### **Towards an Event Bidding and Hosting Strategy for Toronto**

The Mayor's Advisory Panel on International Hosting Opportunities recognized the significant economic potential of hosting special events, and proposed a number of strategic recommendations to leverage their impact for the City. One of the Advisory Panel's key recommendations is for the City to adopt a long-term policy for hosting significant special events. The Panel noted that a strategy is needed to evaluate opportunities as they arise, while also creating a framework to proactively pursue event bids in the future. A cohesive strategy, incorporating clear principles, guidelines and evaluation criteria, will allow for more consistent and transparent decision-making for event hosting opportunities, and maximize the impact of major special events for Toronto.

The proposed City of Toronto Bidding and Hosting Strategy for Significant Special Events, included in Appendix A, responds to this recommendation by presenting strategic hosting principles that can be used to evaluate requests for support from event organizers, make decisions about allocating City resources in support of a bid or event, and establish a formal intake and assessment process to guide the decision-making process for event support. It also calls for a long-term, sustainable funding strategy to offset bidding and hosting costs for Category A and B special events. The overarching strategic objectives are:

- Positioning Toronto as a preferred host for major international events and conventions
- Implementing a proactive approach to developing, promoting, and incentivizing competitive event bids
- Responding to event bid opportunities as efficiently as possible in order to maximize the impact and legacy of the 2015 Pan American / Parapan American Games
- Identifying dedicated resources to support competitive event opportunities that provide a high return on investment for the City
- Working closely with partners to increase the development of expanded event hosting capabilities in Toronto

## **Evaluating Event Bidding and Hosting Opportunities**

The Economic Development and Culture Division's Event Support Unit regularly receives requests for support from event organizers, ranging from non-financial requests such as a letter of support for a bid, to the waiving of fees for municipal services, and, on occasion, requests for financial support in the form of a grant or sponsorship fee. Currently, staff manage requests on a case-by-case basis, and lack a formal framework to evaluate and identify high-value, high-impact events.

This report recommends adopting the Strategic Hosting Principles proposed by the Mayor's Advisory Panel on International Hosting Opportunities to determine whether City resources – including funding from the Major Special Events Reserve Fund, or in-kind municipal services – should be allocated in support of a bid or event. These principles relate to (1) government, corporate and community support; (2) the strength of Toronto as a host city and region; (3) advancing key City-building priorities; (4) responsibly managing hosting costs, resources and risks; and (5) generating broadly-shared benefits and legacies. The principles can be applied to evaluating both third party-initiated and City-initiated bids.

The Strategic Hosting Principles and a proposed assessment framework are included as part of the City of Toronto Bidding and Hosting Strategy for Significant Special Events in Appendix A.

## **Developing a Long-Term Funding Strategy for Category A and B Special Events**

A key recommendation from the Mayor's Advisory Panel on International Hosting Opportunities is for the City to identify dedicated, reliable financial resources for the planning and evaluation of international events. The Panel noted that an investment by the City of Toronto in special events will generate substantial economic benefits, and unlock additional contributions from private sector partners and other orders of government. Other orders of government have dedicated funding sources for bidding on and hosting significant special events, most notably the Government of Ontario's Celebrate Ontario program. In addition, Tourism Toronto allocates financial resources to support conference and convention bids.

Recognizing current fiscal restraints, the Panel encouraged the City to make use of existing resources, such as the Major Special Events Reserve Fund (MSERF), to support event opportunities. MSERF was established in July 2013 as a discretionary reserve fund that would initially be used for funding components of the TORONTO 2015 Pan American / Parapan American Games Host City Showcase Program. Following the Pan Am Games, the fund was to be used for funding for non-recurring expenses associated with bidding for and hosting major special events. The Panel also emphasized the importance of ensuring that MSERF is replenished with regular contributions from an appropriate source. Currently, the uncommitted balance of MSERF is insufficient to provide any funding for future event bidding and hosting opportunities.

This report recommends that Council direct the General Manager, Economic Development and Culture, and the Deputy City Manager and Chief Financial Officer to develop a long-term, sustainable strategy for funding bidding and hosting costs for Category A and B special events as part of the 2017 budget process. This strategy may recommend options for replenishing the Major Special Events Reserve Fund, or other funding mechanisms for event bidding and hosting as applicable, and identify optimal financing approaches to allocate municipal resources in support of an event. It will maximize the impact and benefit of special events for the City, and position Toronto as a preferred host city for Category A and B events.

### **Current Requests for Support for Significant Special Events**

The Economic Development and Culture Division is currently in receipt of a number of requests for support from special events, including one-time, touring Category A events, enhancements to existing annual Category B events, and seed funding for new Category A or B events. These requests are summarized in the table below.

Currently, there is insufficient funding in the Major Special Events Reserve Fund, and no additional funding in Economic Development and Culture's 2016 operating budget to fulfill any of the below-noted requests.

Event Name	Description	Amount Requested
<b>2016</b>		
Bollywood Festival Toronto 2016	Bollywood Festival Toronto is a proposed three-day cultural festival celebrating Indian film, and will feature red carpets, singing, dancing, live performances, as well as Indian culinary delicacies and activities for all ages. The inaugural edition will take place on August 12-14, 2016 at Nathan Phillips Square.	Up to \$500,000 cash and in-kind
Institute for Canadian Citizenship Inaugural 6 Degrees Conference 2016	Global event focused on creating a platform of culture, debate and dialogue on citizenship and inclusion in the 21 <sup>st</sup> century.	Up to \$200,000 cash
Luminato 2016	Luminato is a global multi-arts festival dedicated to performance, visual art, music, theatre, dance, and more. Luminato is seeking funding for festival enhancements for its 10 <sup>th</sup> anniversary celebration in 2016, including programming at the Hearn Generating Station.	Up to \$800,000 cash
Redpath Waterfront Festival 2016	The Redpath Waterfront Festival is an annual summer event that provides on-land and on-water programming with the goal of promoting Toronto locally and internationally as a premiere waterfront destination. The 2016 edition, held in July, will feature tall ships on the harbour.	Originally up to \$50,000 cash, but now requesting additional funds (amount to be determined)
Salsa on St. Clair Street Festival 2016	The Salsa on St. Clair Street Festival is an annual celebration of Latin culture, taking place in July 2016. This festival was identified as a legacy opportunity of the Pan Am Games, with the goal of increasing its scope and impact on a scale similar to events such as the Toronto Caribbean Carnival.	Up to \$250,000 cash



Event Name	Description	Amount Requested
<b>2017</b>		
Design Exchange – EDIT Festival 2017	EDIT is a proposed 10-day biennale festival that celebrates the intersection of design, innovation, and technology as a way of addressing global issues. The inaugural festival will be held in 2017. This festival has the potential to develop into a major international attraction and could fulfill one of the goals of the Mayor's Advisory Panel to foster the development of "Made in Toronto" events.	Up to \$500,000 cash
Invictus Games 2017	The Invictus Games is a participatory sporting competition featuring ill and injured servicemen and women. Toronto has been named as the host city for 2017. This event will have a significant international profile.	Up to \$1 million cash and in-kind
North American Indigenous Games 2017	The North American Indigenous Games is a multi-sport event involving indigenous North American youth, aged 16 to 25. The 2017 edition will be held in Toronto.	Approximately \$400,000 cash and in-kind. Note: City Council directed EDC to work with the organizers on a formal request for financial support and report back to City Council.
2017 Ontario Technological Skills Competition	The Ontario Technological Skills Competition is Canada's largest skilled trade competition. It will be moving from Kitchener-Waterloo to Toronto in 2017.	Up to \$80,000 cash
Redpath Waterfront Festival 2017	The Redpath Waterfront Festival is seeking support for an expanded 2017 edition that will feature touring Tall Ships from Quebec.	Up to \$250,000 cash
Ecorismo - Réseau national de développement économique et d'employabilité (RDEE) 2017	The RDEE is seeking seed funding to launch an inaugural trade show to promote sustainable development, called Ecorismo.	Costs to be determined
World Police and Fire Games 2017	The World Police and Fire Games is a biennial athletic event open to active and retired law enforcement and fire service personnel from around the world. The event, originally awarded to Montreal, is considering Toronto as	Up to \$3 million cash and in-kind

Event Name	Description	Amount Requested
	a new venue for its 2017 edition.	
<b>2018</b>		
Toronto Biennale of Art – 2017 or 2018	In July 2015, Council directed the General Manager, Economic Development and Culture, to consider the feasibility of hosting a biennale of art and design in Toronto as part of the Canada 150 celebrations.	Costs to be determined

### **Coordinating Municipal Services and Staffing for Category A and B Special Events**

Larger events, including those designated as Category A and B, should be supported by a cross-corporate collaborative staffing structure. For Category A and B events, an interdivisional working group should be set up to coordinate the delivery of municipal services, with representation from all impacted divisions. This could include representation from Economic Development and Culture, the City Clerk's Office, Facilities Management, Financial Planning, Municipal Licensing and Standards, Parks, Forestry and Recreation, Solid Waste Management, Toronto Public Health, Transportation Services, and others as applicable. The striking of an interdivisional working group should be a requirement for any Category A or B event that receives support as part of the Bidding and Hosting Strategy for Significant Special Events. In some cases, for events and bids led by third parties, a City of Toronto representative might also be appointed to serve in an advisory capacity to the bid or event organization.

The coordination of municipal services for smaller events, including Categories C, D, and E, should continue to be led by the Economic Development and Culture Division's Event Support Unit, who will work with other divisions as needed to support the safe and successful production of these events. The Event Support Unit will also continue to provide professional expertise and advisory services to all types and sizes of special events in Toronto.

## **Conclusion**

Following the success of the 2015 Pan American / Parapan American Games, the time is right to introduce a new event bidding and hosting strategy for the City. The proposed strategy will build on the momentum generated by the Games, and position Toronto as a preferred host city for significant international events and conventions.

## **CONTACT**

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## **SIGNATURE**

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Michael H. Williams, General Manager  
Economic Development and Culture

## **ATTACHMENTS**

Appendix A – City of Toronto Bidding and Hosting Strategy for Significant Special Events  
Appendix B –City of Toronto Standard Definitions for Special Events

# **Appendix A: City of Toronto Bidding and Hosting Strategy for Significant Special Events**

## **Overview**

The City of Toronto Bidding and Hosting Strategy for Significant Special Events provides a framework for managing and evaluating Category A and B event opportunities in Toronto. Objectives for the Strategy include:

- Position Toronto as a preferred host for significant events and conventions that have or could have a notable international profile
- Implement a proactive approach to developing, promoting, and incentivizing competitive event bids
- Respond to event bid opportunities as efficiently as possible in order to maximize the impact and legacy of the 2015 Pan American / Parapan American Games
- Identify dedicated resources to support competitive event opportunities that provide a high return on investment for the City
- Work closely with partners to increase the development of expanded event hosting capabilities in Toronto

This Strategy is intended to apply to Category A and B special events, as defined in the City of Toronto Standard Definitions for Special Events. Other event categories, including Mega, C, D, and E, fall outside of the scope of this Strategy due to their size. However, the Strategic Hosting Principles outlined below can apply broadly to special events of all sizes, and may be considered as a tool for event organizers to consider as part of future growth strategies.

## **Strategic Hosting Principles for Category A and B Events**

This Strategy adopts the Strategic Hosting Principles proposed by the Mayor's Advisory Panel on International Hosting Opportunities as an evaluative framework for assessing the merits of a Category A or B event bidding or hosting opportunity for which the City is asked to provide some level of commitment— including financial contributions, institutional resources, or political support. From time to time, the City is also asked to underwrite or guarantee the financial performance of an event. It is recommended that the City not undertake any open-ended guarantee due to the associated financial risks.

While the Principles were designed to apply to "Mega Events", they can broadly be related to special events of all types and sizes. When using the Principles as a lens through which to evaluate Category A and B opportunities, there are several additional criteria which should be given careful consideration. A detailed explanation of the Strategic Hosting Principles as they relate to Category A and B events is included below.

## 1) Start from a Position of Strength

- **Support from Government Partners:** Consideration must be given to the degree of support afforded to an event from other orders of government. For Category A and B events, there is an expectation that event bidding and hosting costs are shared between the three levels of government.
- **Private Sector Support:** Commitments from the private sector are essential to the success of a Category A or B event. For smaller events, private support can take many different forms – including cash sponsorship, in-kind contributions of materials and services, unpaid media coverage, and more. It is important to note that many Category A or B events are likely to approach the City for support prior to securing commitments from the private sector, with public sector funding being seen as the "seed" funding from which private support can be leveraged. In such cases, consideration should be given to an event's potential to secure private sector support.
- **Community Engagement:** As with any major City-building project, it is important for a proponent to implement a thorough community outreach and engagement plan. The City should carefully consider how the event organizer plans to reach out to local communities, and make recommendations for how to enhance engagement strategies when applicable.
- **Capacity of Event Organizer to Successfully Deliver Event:** An additional consideration for Category A and B events is to consider the capacity of the proponent to deliver a successful event. Most Category A and B events are led by a third-party organization, and accordingly consideration should be given to the organization's governance structure, financial position, and track record in producing successful events of commensurate size.
- **Degree of Confidence in the Success of a Bid:** Not all Category A or B events involve a formal bidding process. If a bid process is involved, prior to confirming support for an event bid, it is essential that the City has a clear understanding of the bidding process and requirements, and have a high degree of confidence in the success of a bid before committing public funds. However, in many cases, a bid for a Category A or B event has already been secured by a third-party organizer before the City is approached for support. In such cases, or for events which have no formal bid, greater weight should be given to the other criteria in this section.

## 2) Optimize Toronto as a Host City

- **Assessing Public Value:** The City must place strong emphasis on the need for an event to create value for its constituents prior to committing financial or institutional resources. The City may consider a range of different factors when assessing public value – including, but not limited to, accessibility, relevance, spin-off benefits for

local businesses and residents, the availability of free public events, potential for tourism, and more.

### 3) Advance Key City-Building Priorities

- **Alignment with Council's Strategic Plans and Actions:** Council-endorsed strategic plans, including [City Council's 2013-2018 Strategic Actions](#), [Creative Capital Gains](#), the City's cultural plan, and [Collaborating for Competitiveness](#), the City's economic development strategy, offer a broad framework through which to assess whether an event contributes to current City-building priorities. This assessment method should be updated in the future as Council adopts new strategic plans or actions to further Toronto's growth.

### 4) Responsibly Manage Hosting Costs, Resources and Risks

- **Mitigation of Risk:** The City and its partners must take steps to minimize financial exposure, and mitigate for other risks associated with the delivery of a Category A or B special event, including traffic disruptions, security issues, and the risk of negative public perception. In addition, some events may require a third-party guarantor to underwrite the cost of the event. In such cases, a guarantor should be confirmed prior to the City providing additional support to an event. It is recommended that the City not serve as a guarantor given the additional financial risks that this would entail.

### 5) Generate Benefits and Legacies for Toronto

- **Legacy of Event:** Unlike Mega events, few Category A or B events will result in new physical infrastructure. When considering the legacy of a Category A or B event, consideration should be given more broadly to the social, cultural and economic impact of the event. For example, an event may offer volunteer and training opportunities for underserved communities; or, its legacy may be raising the public profile of an athletic discipline or art form in Toronto.

## Assessment Framework

Taken together, the Strategic Hosting Principles form an evaluative framework, summarized in the table below.

<b>Strategic Hosting Principles for Category A and B Events</b>			
<b>Start from a Position of Strength</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Does the event have the necessary support from other government partners?	Yes, all partners have pledged support	Event has secured some government support, and has a strong likelihood of additional investment	No, or limited government support
<b>Start from a Position of Strength</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Does the event demonstrate the potential to secure support and commitments from the private sector, including corporate sponsors and/or philanthropic donors?	Private sector support has been secured, and there is considerable potential for additional partnerships	No support has been secured to date, but there is considerable potential for private support	No corporate support and there is limited potential for private support
Does the event engage the local community in a meaningful way and respond to their interests and concerns?	Actively engaged through a range of strategies	Engaged in limited way with plans for more	No community engagement to date
In cases where an event is led by a third party organization, does the event organizer demonstrate sufficient capacity to successfully execute the proposed event?	Organization has strong governance and proven track record of hosting successful Category A or B events	Good governance, but limited track record of hosting A or B events	Limited capacity has been demonstrated
Is there a high degree of confidence in the success of a bid?	Understand process, strong concept and confident of success; or, bid has been secured	Understand process, and somewhat confident of success	Lack of clarity about process and no certainty of success
<b>Optimize Toronto as a Host City</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Do the investments in both the bid and hosting concept have public value?	High degree of public value	Some degree of public value	Limited public value
<b>Advance Key City-Building Priorities</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Will the event advance key City-building priorities, per Council-endorsed strategies such as City Council's Strategic Actions, Creative Capital Gains, and/or Collaborative for Competitiveness?	Achieves two or more Council-endorsed strategies	Achieves one Council-endorsed strategy	Does not contribute to any Council-endorsed strategies

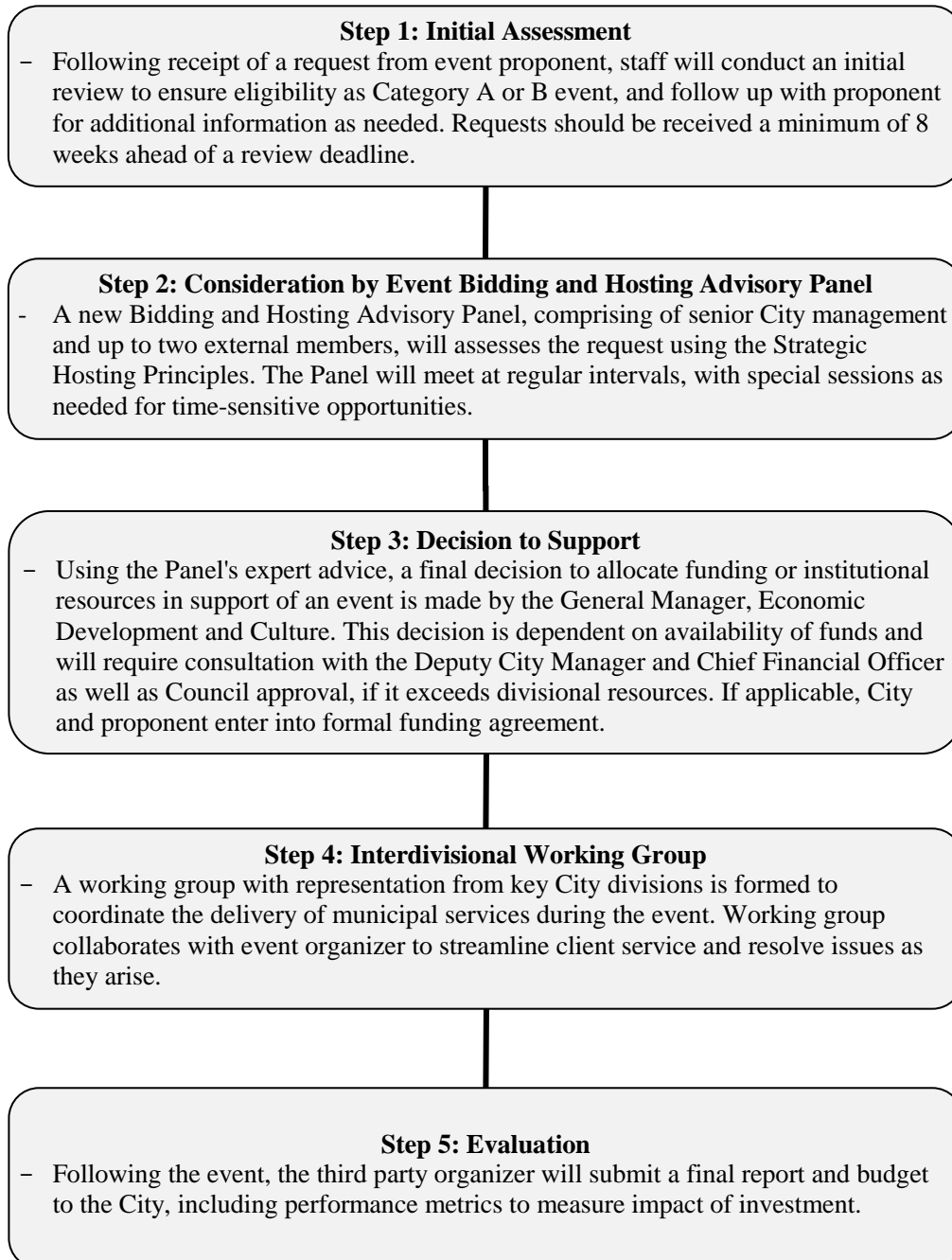
<b>Responsibly Manage Hosting Costs, Resources and Risks</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Do the City and its partners have confidence that they can manage costs/resources and avoid or mitigate risks associated with hosting the event? Does the event have a guarantor?	Plans are in place to ensure all costs and risks are well managed	Plans are in place, but one or more risks have yet to be resolved or addressed	No plans currently in place
<b>Generate benefits and legacies for Toronto</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
Will the event generate broadly-shared benefits and will it leave a meaningful legacy for local communities after the event has ended?	Will deliver a range of benefits and leave positive long-term legacies for communities across Toronto	There will be some benefits, but more short-term or focused on a specific stakeholder group	No meaningful community benefits or legacies



## Evaluating Event Bidding and Hosting Opportunities

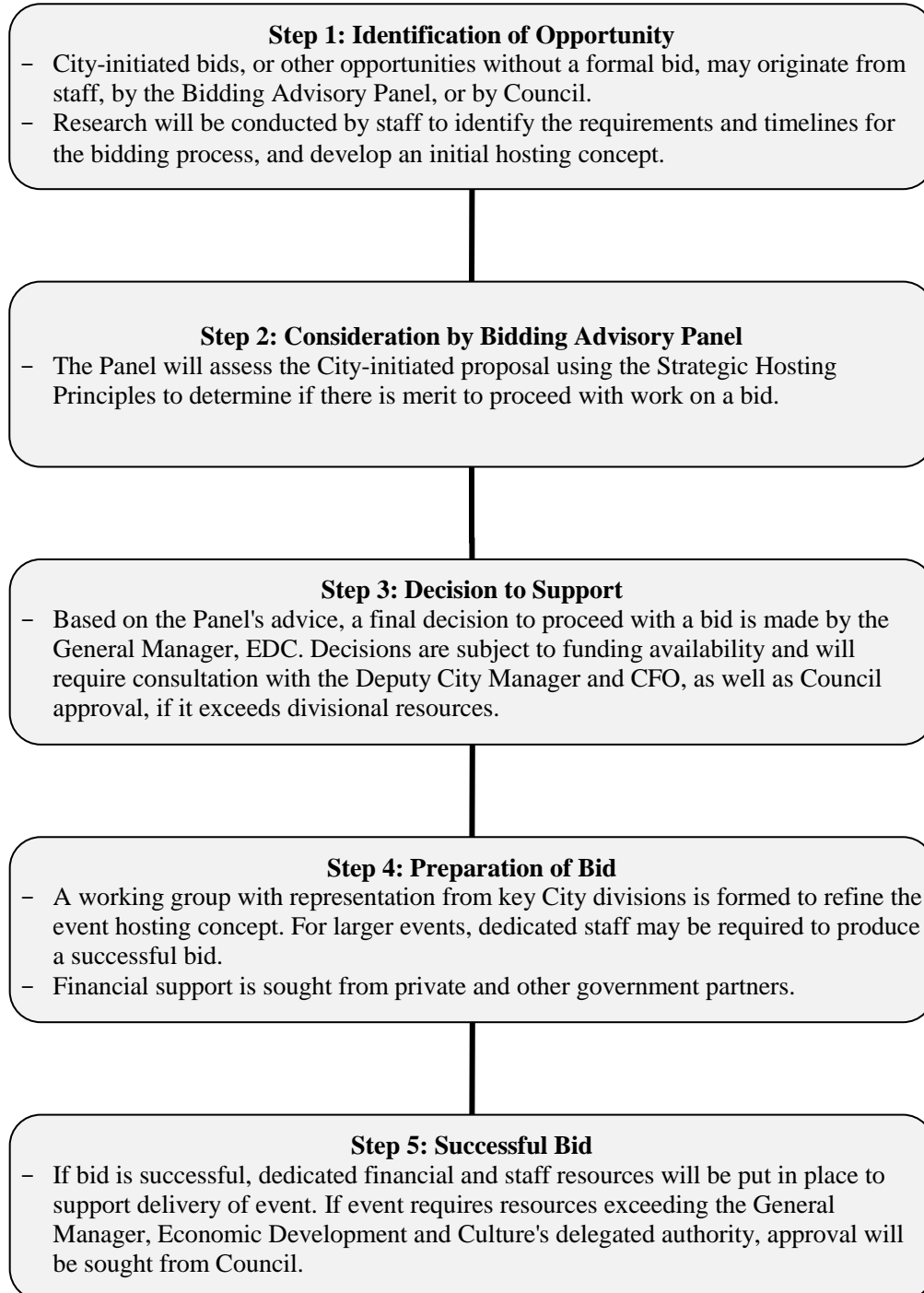
To date, requests to support a Category A or B event bid or hosting opportunity have been managed on a case-by-case basis. This Strategy addresses this gap by proposing a new assessment framework for third party-initiated opportunities, which represent the majority of Category A and B events. An overview of the assessment and delivery framework for Category A and B events is illustrated below.

### Assessment and Delivery Framework for Third-Party Initiated Events



## Identification, Assessment, and Development of City-Initiated Bids

A similar framework can also be applied to City-initiated bids, or event opportunities without a formal bid. While it has been rare in the recent past for the City to lead a bid for Category A or B events, the adoption of a proactive approach to event bidding is encouraged to attract and secure events that best support the City's economic, social, cultural, and infrastructure development goals.



## Examples of Category A and B Event Bids

Examples of Category A and B events for which the City could consider placing a bid in the future are listed below. This list is intended to be representative of the different types of touring events, and includes cultural events, sporting competitions, and gaming championships. Consideration would need to be given to the value of each event in relation to the Strategic Hosting Principles, as well as funding availability.

<b>Event</b>	<b>Description</b>
Call of Duty Championship	Gaming championships for "Call of Duty", drawing 10,000+ participants to host city.
Chess Olympiad	Biennial international chess tournament.
Commonwealth Games	Summer multi-sport games for Commonwealth countries.
Commonwealth Youth Games	Summer multi-sport games for youth from Commonwealth youth.
Deaflympics	Multi-sport competition for deaf athletes.
FEI World Equestrian Games	Eight World Championships in one event.
FINA World Aquatics Championships	World championships of aquatic sports – including swimming, diving, synchronized swimming, water polo, and others.
Gay Games	Sporting and cultural event for the LGBTQ community.
IAAF World Championships in Athletics	All track and field disciplines and events.
ICC Cricket World Cup	World championships of cricket, and one of the most viewed sporting events.
ICC U-19 Cricket World Cup	World championship cricket tournament, for athletes under age 19.
IIHF Women's World Championships	World Hockey championships for women.
Juno Awards	Presented annually to Canadian musical artists and bands to acknowledge their artistic and technical achievements in all aspects of music.
Operalia Competition	International competition for young opera singers.
Rugby World Cup	Men's rugby union tournament with the top international teams.
World Curling Championships	National men and women's teams compete in world championships.
World Lacrosse Championship	Men's world championships. Canada is current world champion.
World Police and Fire Games	Led by police and fire departments, these international multi-sport games are for police and firefighters.
X Games	Annual sports event controlled and arranged by broadcaster ESPN.

## Strategic Growth Funding for Toronto-based Annual Events

In exceptional cases, the City may consider requests for support from existing Toronto-based Category B events that will deliver a significantly expanded edition of the event,

with demonstrated potential to have impact on a global scale through increased tourism and attendance, international media exposure, and spin-off benefits for local business. An example of one such expansion is Pride Toronto’s hosting of the 2014 edition of WorldPride in Toronto.

These enhancements would generally be expected to result in the re-classification of the event as being in Category A. Such funding would be offered on a one-time basis only.

### Measuring Success

Category A and B events have the potential to deliver a strong return on investment for the City through direct economic impact, increased tourism, an enhanced global media profile, and social and cultural legacies. To assess the ongoing impact of Category A and B events, Economic Development and Culture will track the performance of City-supported events using a number of key performance indicators. For third-party events receiving financial support from the City, these metrics will be included as part of their final report.

Measurements of success will be developed to align with the Strategic Hosting Principles. Examples of such metrics include:

<p><b>Start from a Position of Strength</b></p>	<p><b>Optimize Toronto as a Host City or Region</b></p>
<ul style="list-style-type: none"> <li>- Number of new corporate partnerships created as a result of event</li> <li>- Funds leveraged as a result of City support</li> </ul>	<ul style="list-style-type: none"> <li>- Detailed analysis of media impact, with metrics such as number of feature articles, media impressions including print, digital and social media, etc.</li> </ul>
<p><b>Advance Key City-Building Priorities</b></p>	<p><b>Generate Benefits and Legacies for Toronto</b></p>
<ul style="list-style-type: none"> <li>- Number of City Strategic Actions supported by event</li> <li>- Metrics related to cultural impact, including number of artists engaged, new works commissioned, etc.</li> <li>- Metrics related to social development, including number of participants in community outreach programs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Projected visitor spending during event</li> <li>- Detailed breakdown of event attendance, with metrics such as the number of same day vs. overnight visitors, number of first-time visitors, geographic origin of visitors (e.g. number of visitors from outside Greater Toronto Area, outside of Canada, etc.)</li> </ul>

In addition to tracking the success of individual City-supported events, it is recommended that the Strategy be evaluated as a whole once per Council term to identify areas of strength, and opportunities for improvement and growth. This evaluation will consider the cumulative impact of events support as part of this Strategy, and illustrate the legacy of the City's investment.

## Appendix B: City of Toronto Standard Definitions for Special Events

City Council approved the City of Toronto Standard Definitions for Special Events in October 2013 as a classification system that assists in the development of effective policies and operational practices in support of special events. Categories A and B are considered to be significant events, and are within the scope of the Bidding and Hosting Strategy for Significant Special Events proposed in this report.

Category	Criteria
<b>A</b>	<p><i>Length:</i> Could vary from a day to a month  <i>Frequency:</i> Not occurring annually or repeating within five years  <i>Number of venues, roads or sites:</i> Unlimited (usually many)  <i>Attendance:</i> Unlimited (usually over 200,000)  <i>Out-of-town Attendance:</i> Over 50,000 out-of-town draw  <i>Quantity of City permits and/or approvals required:</i> Unlimited (usually many)  <i>Value of City services required:</i> Over \$100,000  <i>City coordination required:</i> Multiple levels of government coordination and/or City-wide divisional coordination  <i>Measured Benefits:</i> High economic and business benefit, utilizes 3 or more hotels, provides the City of Toronto with media/branding opportunities via television, radio, or print advertising</p> <p><i>Examples: World Youth Days and Papal Visit, 100th Grey Cup Festival, Invictus Games, WorldPride</i></p>
<b>B</b>	<p><i>Length:</i> Up to 1 month  <i>Frequency:</i> often annual  <i>Number of venues, roads or sites:</i> Up to 5 locations  <i>Attendance:</i> 20,000 to 200,000  <i>Out-of-town Attendance:</i> Minimum 25% out-of-town draw  <i>Quantity of City permits and/or approvals required:</i> 5 to 10  <i>City coordination required:</i> Over 3 City Divisions  <i>Value of City services required:</i> Up to \$100,000  <i>Measured Benefits:</i> International, national and local media coverage, economic and business benefit, promotes the City of Toronto within the event's marketing campaign</p> <p><i>Examples: IIHF World Junior Hockey Championships, World Deaf Athletic Championships, Vanier Cup, Honda Indy, Luminato, Pride Festival, Taste of the Danforth, Toronto Caribbean Carnival, Toronto International Film Festival</i></p>

Category	Criteria
C	<p><i>Length: Up to 5 days</i>  <i>Frequency: can be annual</i>  <i>Number of venues, roads or sites: Up to 5 locations</i>  <i>Attendance: 10,000 to 50,000</i>  <i>Out-of-town Attendance: Minimum 10% out-of-town draw</i>  <i>Quantity of City permits and/or approvals required: 5 to 10</i>  <i>City coordination required: Up to 3 City Divisions</i>  <i>Value of City services required: Up to \$50,000</i>  <i>Measured Benefits: Local media coverage, economic and business benefit, promotes the City of Toronto within the event's marketing campaign</i></p> <p><i>Examples: Canada Day Events, Khalsa Day, Sporting Life 10K, Toronto Ribfest, Woofstock, Ride for Heart</i></p>
D	<p><i>Length: Up to 3 days,</i>  <i>Frequency: can be annual</i>  <i>Number of venues, roads or sites: One location</i>  <i>Attendance: 2,000 to 10,000</i>  <i>Out-of-town Attendance: Minimal</i>  <i>Quantity of City permits and/or approvals required: Under 5</i>  <i>Value of City services required: Between \$1,500 and \$25,000</i>  <i>City coordination required: Single Division</i>  <i>Measured Benefits: Local Business Benefit</i></p> <p><i>Examples: Festival on Bloor, Himalayan Festival, Toronto Challenge, Turkish Festival</i></p>
E	<p><i>Length: Under 1 day to 2 days,</i>  <i>Frequency: annual or can be a one off, local event</i>  <i>Number of venues, roads or sites: One location</i>  <i>Attendance: Less than 2,000</i>  <i>Out-of-town Attendance: Minimal</i>  <i>Quantity of City permits and/or approvals required: Under 3</i>  <i>Value of City services required: Under \$1500</i>  <i>City coordination required: Single Division</i>  <i>Measured Benefits: Local community focus</i></p> <p><i>Examples: Local Block Party, Community BBQ</i></p>