



## STAFF REPORT ACTION REQUIRED

### Implementation of the Mayor's Advisory Panel recommendations for future "mega" international event bidding and hosting in the Toronto region

<b>Date:</b>	May 13, 2016
<b>To:</b>	Executive Committee
<b>From:</b>	General Manager, Economic Development and Culture
<b>Wards:</b>	All
<b>Reference Number:</b>	AFS 22897

#### SUMMARY

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In the fall of 2015, the Mayor convened a three-member citizen advisory panel to provide advice on major international hosting opportunities in Toronto. This work was undertaken to build on the legacy of the TORONTO 2015 Pan Am / Parapan Am Games and provide the City of Toronto and its partners with a foundation for consideration of future hosting opportunities.

The Mayor's Advisory Panel on International Hosting Opportunities identified two types of 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, but smaller, special events that correspond with Category A and B of the City of Toronto Standard Definitions for Special Events (see Appendix A). This report responds to the Panel's recommendations related to "Mega Events". A second report proposing a strategy for bidding on and hosting Category A and B significant special events will be considered by the Economic Development Committee and Council in the same cycle as this report.

In light of the principles and recommendations from the Panel's report, and staff consultations with relevant stakeholders and organization officials, this report also provides findings concerning City support for the "Canada 2025" World Expo, which was previously considered by Council in 2014. The findings of this report are that (i) the Government of Canada is the lead organization in supporting and promoting an Expo bid internationally; (ii) a responsible and transparent hosting plan for Expo requires funding commitments from all orders of government before a bid is submitted; and (iii) the

timeline and resources necessary to develop a Canadian bid represent major constraints at this relatively late stage in the cycle for the 2025 World Expo. Given these considerations, staff do not recommend that the City provide additional resources to support the bid until such time as funding commitments are delivered by the Provincial and/or the Federal government concerning support for Expo 2025 event-related infrastructure and operating costs.

This report also recommends that the City engage with regional partners in preliminary evaluation of future (and potentially more viable) international event hosting opportunities that could be pursued through strong intergovernmental cooperation and regional partnerships.

## **RECOMMENDATIONS**

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The General Manager, Economic Development and Culture recommends that:

1. City Council amend the City of Toronto Standard Definitions for Special Events to include a new definition for Mega Events, included Appendix A.
2. City Council endorse the Recommendations (listed below) and the Evaluation Principles of the Mayor's Advisory Panel on International Hosting Opportunities as outlined in this Report and as further detailed in Appendix B:
  - a. The City adopt hosting principles to evaluate current event hosting opportunities;
  - b. The City adopt a long-term policy for hosting major international events;
  - c. The City identify dedicated financial and staff resources to the planning and evaluation of international events;
  - d. The City, Province and other municipalities and agencies establish a new hosting partnership and/or process so that the Toronto region is competitive in pursuing international events; and
  - e. All three orders of government commit to a predictable approach to supporting international events in Southern Ontario and other major urban regions in Canada.
3. City Council direct the General Manager of Economic Development and Culture to engage with a range of regional stakeholders to (i) gauge interest and (ii) identify potential strategies or approaches for a cross-regional partnership to pursue and develop future international event hosting opportunities.
4. City Council request that the Mayor submit a letter on behalf of the City of Toronto to the Ontario Minister of Tourism, Culture and Sport and the federal Ministers of Canadian Heritage and Sport and Persons with Disabilities in support of an intergovernmental policy dialogue concerning the terms, requirements and processes necessary to ensure predictable and appropriate intergovernmental support for future major international events.

5. Until such time as funding commitments are secured by the Government of Canada and the Province of Ontario concerning support for Expo 2025 event-related infrastructure and operating costs, City Council not support a bid for World Expo 2025, nor direct any further staff resources to work on a bid, except to answer questions from these governments on such costs and the potential impacts on Toronto of hosting Expo 2025.

## **Financial Impact**

There is no financial impact arising from the adoption of this report.

New initiatives that may arise from any regional or intergovernmental partnership, or a decision to pursue a future bid for a "Mega Event" will likely have costs. The General Manager, Economic Development and Culture, will work with the Deputy City Manager & 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. Required resources and funding strategies will be included for consideration as part of future budget processes.

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

## **DECISION HISTORY**

At its meeting of June 6, 2012 City Council directed the City Manager and the General Manager, Economic Development and Culture to obtain input from the provincial and federal government, and relevant agencies and boards, and submit separate reports to the Economic Development Committee on the pros and cons of creating a bid to host World Expo 2025 and the 2024 Olympic Games in Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.MM24.13>

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>

In February 2014, Council received a report titled "Feasibility of Toronto Hosting 2025 World Expo" detailing the costs, requirements and an assessment of the opportunity to bid on this event. In receiving this report, Council requested that the General Manager, Economic Development and Culture undertake work to address issues relevant to the public, other orders of government, and potential sponsors to gauge stakeholder support

for a World Expo bid and provide Council with sufficiently detailed information to determine if an official bid should be prepared.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.ED28.5>

In March 2016, Executive Committee received a report from the Mayor's Advisory Panel on International Hosting Opportunities titled "Bringing the World to Toronto." The report was referred to the City Manager with a request for staff report back later this spring with a strategy and guiding principles for future major international event hosting and to give consideration to establishing an organization to work with a range of stakeholders to support related bid opportunities.

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

## **ISSUE BACKGROUND**

### **Mega Events**

"Mega Events" are exceptional special events that command global attention, and are hosted in a different international jurisdiction on a rotating basis every four to five years. A select few special events fall into this category, including the Summer and Winter Olympic Games, the FIFA World Cup, and the World Exposition Fair ("World Expo"). A limited number of other events, such as the Pan Am / Parapan Am Games and the Commonwealth Games, also approach the scale of a Mega Event.

Mega Events are unique among special events for their significant scope, complexity, cost, and impact. Bids for Mega Events are undertaken on a global scale, and require considerable international support and promotion for a bid to be successful. Mega Events typically have very significant operating and capital expenses, including the construction of purpose-built event facilities, and ancillary infrastructure including transit, housing, and other improvements to the public realm. Mega Events can also generate substantial benefits for a host jurisdiction, including spin-off benefits for the economy, an increased global media profile, and a range of legacy opportunities.

However, Mega Events also have a substantial cost, can take resources away from other City priorities and can have potential negative short-term impacts on tourism, traffic and other economic drivers.

In recognition of the exceptional nature of Mega Events, this report is recommending an amendment to the City of Toronto Standard Definitions for Special Events. A new definition for Mega Events is included for consideration in Appendix A.

## **The Mayor's Advisory Panel on International Hosting Opportunities**

In fall 2015, the Mayor appointed a three-member Advisory Panel chaired by former Royal Bank of Canada CEO Gord Nixon, to provide advice and recommendations on bidding and hosting major international events in Toronto. Mr. Nixon was joined by CivicAction CEO Sevaun Palvetzian and Saad Rafi, the CEO of the Ontario Retirement Pension Plan and former CEO of the Organizing Committee for the TORONTO 2015 Pan / Parapan American Games.

The Panel was mandated to engage with members of the community and Councillors to determine the benefits and risks of hosting international events, the types of events Toronto should consider hosting, key city building objectives, and what needs to be done to ensure that Toronto can be successful if and when it decides to pursue hosting opportunities in the future.

The Panel consulted with a wide range of community stakeholders including civic organizations, social agencies, cultural institutions, business leaders, city builders and residents, including newcomers. The Panel also solicited input from members of Council and heard a range of important views on major event hosting at the ward level and for Toronto as a whole.

At its meeting in March, Executive Committee referred the Panel's report to the City Manager for an assessment of its recommendations, with direction to report back in spring with a strategy and guiding principles for future major international event hosting in Toronto. This report responds to Executive Committee's direction by commenting on the Panel's findings. Additional comments on the Panel's recommendations are included in a second report, titled the "City of Toronto Bidding and Hosting Strategy for Significant Special Events", that is being considered by the Economic Development Committee at its May 2016 meeting.

<http://www.toronto.ca/legdocs/mmis/2016/ed/bgrd/backgroundfile-92769.pdf>

## **Current and Future Major International Event Hosting Opportunities**

The Panel's report provides a summary of international event hosting opportunities that the City and its partners may consider in the future. It describes two broad categories of events: 1) major, cyclical international events such the Olympic Games, World Exposition Fair and FIFA World Cup; and 2) the second tier of events, which may have a more limited market or scope, including major arts and culture festivals, athletic championships and conferences focused on trade and innovation. The Panel refers to these events as "mega events" and "global community events," respectively, and provides examples of each in their report.

While the Panel acknowledged that Toronto could be a successful host to one or more of these Mega Events, assuming a series of conditions are met, it was not within the scope

of their work to conduct a full evaluation on behalf of the City or provide detailed analysis of individual events.

The Panel also identified Toronto's prior success in seeding and developing international events such as the Caribbean Carnival and the Toronto International Film Festival which originated locally. Rather than focus exclusively on rotating events, the Panel recommended that the City develop a strategic approach, working with local partners, to foster and expand more of these homegrown international events in the future.

## **COMMENTS**

### **Assessment of the Recommendations of the Mayor's Advisory Panel**

The Mayor's Advisory Panel on International Hosting Opportunities delivered their report "Bringing the World to Toronto," to the Mayor and all members of Council in early March 2016. This report is included in full in Appendix B. The report outlined the key considerations for the City and partners to evaluate and decide on future hosting opportunities for major international events. The core finding of the Panel's report is that the City should develop a consistent, transparent and professional approach for the evaluation and development of bidding and hosting opportunities in Toronto. To that end, the Panel put forward five recommended actions intended to provide a policy foundation for international event hosting. This report recommends that Council adopt the Panel's recommendations, as listed below:

#### **Recommendation 1: The City adopt hosting principles to evaluate current event hosting opportunities**

Currently, the City lacks a formal policy framework through which to assess opportunities to bid on or host Mega Events. To address this gap, the Mayor's Advisory Panel proposed a set of five Strategic Hosting Principles to assist in identifying Mega Event opportunities that will deliver a high return on investment for the City. These Principles provide an effective framework for identifying high-value, high-impact events, and include:

1. **Start from a position of strength**, emphasizing the need for shared commitment by all orders of government and the private sector for an event bid;
2. **Optimize Toronto as a host city and region**, underscoring the importance of ensuring a strong hosting capacity through a responsible financial plan, diverse leadership team, and meaningful engagement with communities and partners across the Greater Toronto Area;
3. **Advance key City-building priorities** by leveraging a Mega Event to further existing Council priorities such as transit, affordable housing, and other civic infrastructure;

4. **Responsibly manage hosting costs, resources and risks** by minimizing the City's financial exposure, and mitigate risks related to bidding on and hosting a Mega Event; and
5. **Generate benefits and legacies for all Torontonians** to ensure that a Mega Event has a wide-ranging, positive impact for communities across the City.

**Recommendation 2: The City adopt a long-term policy for hosting major international events**

In order to support the evaluation of event opportunities, and to proactively pursue event bids in the future, the Panel recommended that the City develop a policy for hosting major international events. The Panel rightly noted that such a policy would ensure more consistent and transparent decision-making for event hosting opportunities.

To address this recommendation, a long-term policy for hosting international events, titled the City of Toronto Bidding and Hosting Strategy for Significant Special Events, is being considered by Economic Development Committee at its May 2016 meeting. This Strategy, if adopted, 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.

**Recommendation 3: The City identify dedicated financial and staff resources to the planning and evaluation of international events**

In addition to developing a long-term event hosting strategy, the Panel's report recommended that the City identify dedicated financial and staff resources to the planning and evaluation of international events. This is also addressed in the City of Toronto Bidding and Hosting Strategy for Significant Special Events, which contains a recommendation that, if adopted, would 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 special events for consideration as part of the 2017 budget process. Recognizing current fiscal restraint, the Panel encouraged the City to make use of existing resources for funding special events wherever possible.

**Recommendation 4: The City, Province and other municipalities and agencies establish a new hosting partnership and/or process so that the Toronto region is competitive in pursuing international events**

A key finding of the Panel was that comparable regions across the globe are increasingly taking a partnership-based approach to major event hosting. The Panel identified regional partnerships in Vancouver, Montreal and Australia as important examples of where local governments are working in concert with other stakeholders to proactively pursue and develop major events. In the case of Hosting Vancouver, the Vancouver City Council has committed to supporting this initiative with the intent of leveraging the 2010 Winter Olympics and making Metro Vancouver a preeminent sport hosting region.

Recognizing the capacity that exists within the Greater Toronto Area and beyond for major event hosting – which was put on full display across the 15 host municipalities for Pan Am / Parapan Am Games events in 2015 – the Panel recommended that the City of Toronto engage with other regional stakeholders to support major event hosting. As identified by the Panel, this partnership may be realized in a number of different forms. Some of the options they identified include:

- Regional "Hosting Charter" which outlines a shared set of principles for major events.
- Formal process by which regional partners will communicate and support the development of bids or hosting opportunities as they arise.
- New regional "International Event Hosting and Promotion" entity, either as a part of an existing organization or through capacity borrowed from a range of organizations.

The last option would provide dedicated capacity to strategically pursue major events, promote the regional capacity of the Greater Toronto Area and potentially fund and develop hosting opportunities.

It is recommended that staff undertake further analysis and consultation to evaluate the opportunity for such a partnership and options for approval and implementation, and report back to Committee with the findings and staff's recommendations.

**Recommendation 5: All three orders of government commit to a predictable approach to supporting international events in Southern Ontario and other major urban regions in Canada**

The Panel's report states that all government partners must be at the table in terms of Mega Event hosting. This is the case where there are significant infrastructure requirements or major operational expenses.

Although both the Province and the federal government have policies in place concerning major events, further clarification and cooperation is needed to ensure that there is an adequate and predictable approach to Mega Events in Toronto and elsewhere in Ontario and Canada.

At the federal level, support for major event hosting is mainly provided by the Department of Canadian Heritage. The Department is primarily mandated through the "Policy for Hosting International Sport Events" which identifies the key conditions for federal funding and related strategic goals. The intention of the Hosting Policy is to support bidding and hosting projects with demonstrated capacity to achieve a range of described benefits.

The policy states that Government of Canada will support two (2) "International Major Multisport Games" every ten (10) years and one (1) "Large International Single Sport



Event" every two (2) years. The federal policy does not state the timeline, procedures or conditions (except at the broadly strategic level) for securing approval or the nature and levels of funding and/or operation support that will be provided by the federal government. Moreover, the Government of Canada does not currently have a policy framework and has not recently taken a proactive position for *non-sport* major international events. For example, under the previous government, Canada withdrew its membership in the Bureau International des Expositions, the governing body responsible for the Expo World's Fair.

At the provincial level, the "Celebrate Ontario Blockbuster Program" and the "Sport Hosting Program," both managed by the Ontario Ministry of Tourism, Culture and Sport, are the primary means by which the Province provides support to major special events. The Celebrate Ontario Blockbuster Program provides support for bidding and hosting costs for major one-time events or events that do not recur annually in Ontario and have an operating budget in excess of \$1 million. Events can include those with a sport and non-sport focus.

This program provides a channel for support of major one time international events, similar to the federal government. However, the Ministry does not have a policy with concrete terms identifying how and in what form support will be provided for future international events.

Therefore, this report recommends that an intergovernmental policy dialogue among relevant staff representatives be initiated to ensure predictable and appropriate mechanisms to evaluate and determine support for future major event bidding and hosting in Toronto and the region.

## **Evaluation of a potential 2025 World Expo Bid**

In February 2014, City Council considered a report from the City Manager and the General Manager, Economic Development and Culture, outlining feasibility considerations for hosting Expo 2025 in Toronto. The report was based on an initial feasibility study prepared by Ernst & Young (EY), referenced earlier. Council received the report for information, and directed the General Manager, Economic Development and Culture, to undertake additional analysis to provide Council with sufficiently detailed information to determine if an official bid should be prepared.

This report summarizes the key findings of this additional research. Following consultation with the Bureau of International Expositions (BIE) – the international organization regulating World's Fairs and overseeing the selection of host nations – and using the Mayor's Advisory Panel's Strategic Hosting Principles as an evaluative framework, this report presents a number of factors for consideration related to a potential bid for Expo 2025. This analysis and consultation produced a number of findings which were consistent with the results of the EY feasibility study conducted in 2013.

## **Anticipated Impact and Legacy of a World Expo**

Ernst & Young identified a number of potential immediate and legacy benefits for Toronto arising from hosting Expo 2025. The study estimated that an Expo would increase GDP by \$7.4 - \$15.5 billion, and result in the creation of approximately 92,000 – 190,000 jobs, primarily in the fields of construction, event operations, and tourism. This employment and economic impact was projected over a 7-8 year period, beginning with the awarding of the Expo through to the close of the event in 2025.

In addition to this direct economic impact, EY noted that hosting a World Expo would likely result in new trade and investment opportunities. It is likely that a number of related trade shows and conventions would be held in Toronto during the run of an Expo, which have the potential to expose local businesses to new markets and drive foreign investment and exports. The impact of such events has not yet been quantified.

Ernst & Young also noted that the Expo could be a major catalyst for redeveloping underutilized areas of Toronto. Their report, which identified the Port Lands as a preferred event venue, suggested that Expo 2025 could accelerate development in the area, and enhance related revenue potential from related assessment growth and development charges.

The EY report also highlighted the potential need for infrastructure investments as a key component of hosting a World Expo. Transit expansion has been noted as a legacy of hosting World Expos, including Montreal Metro's Yellow Line for Expo 67 and the rapid transit Expo Line built for the Expo 86 in Vancouver. EY noted the potential need for transit expansion in the downtown east if an Expo is held in the Port Lands. Given that urban development is likely to occur in this area eventually, the benefit impacts are mostly related to the accelerated timing for development and *potential* for government partner support.

## **Role of the Federal Government in the Bidding Process**

***The federal government is the lead organization in supporting and promoting an Expo bid internationally.***

BIE officials confirmed that the Government of Canada would be the primary representative acting on behalf of the City of Toronto and other partner organizations in advancing a bid. This is distinct from major sporting events, such as the Olympic Games or the Pan Am / Parapan Am Games, wherein national sporting organizations, such as the Canadian Olympic Committee, act as the agents for a bid.

As a practical matter, this requires that the Government of Canada reinstate its membership in the BIE. More important, however, the federal government must commit to (i) underwrite (or have the Province of Ontario underwrite) the cost of Expo 2025 as

defined by the BIE Convention Article 10<sup>1</sup> and (ii) to act as an active champion for a Toronto bid, using diplomatic resources to secure necessary support from the 169 BIE member states that will vote to award the event in 2018.

In 2013, the federal government made the decision to withdraw membership from the BIE, and discontinued all programmatic functions related to Canada's participation in and hosting of international expositions. Despite an official communication by Mayor Ford in 2013 requesting the reinstatement of membership, and ongoing engagement from the Toronto Expo 2025 Steering Committee, including a letter signed by Mayor Tory in March 2016, the Government of Canada *has not* committed to re-establishing its membership in the BIE as of the submission of this report. Nor have staff and resources of the International Expositions program (previously situated in the Department of Canadian Heritage) been re-established, nor has support for a pavilion at either of the two upcoming Expos been established. The BIE will not accept a bid from any order of government lower than the federal level, making the resumption of federal support for World Expos critical.

### **Funding Considerations**

***A responsible and transparent hosting plan for Expo requires funding commitments from all orders of government before a bid is submitted.***

Ernst & Young projected that a bid for Expo 2025 would cost between \$10-15 million to prepare over a period of up to two years. The report estimated that long-term hosting costs of the Expo could range between \$1-3 billion, depending on capital requirements.

Beyond the \$10-15 million required to support and promote a prospective bid which, in large part, may be secured through corporate contributions, it is necessary to establish agreement in principle from all orders of government to fund the infrastructure and guarantee covering any fiscal shortfall of the operations associated with hosting the Expo. At this time, no funding commitments have been provided by any order of government. Multi-party funding agreements are essential to the success of a bid and responsible hosting.

Consideration must also be given to how requests for funding for Expo 2025 would impact requests for funding for infrastructure elements not related to holding the 2025 Expo in Toronto.

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<sup>1</sup> [http://www.bie-paris.org/site/images/stories/files/BIE\\_Convention\\_eng.pdf](http://www.bie-paris.org/site/images/stories/files/BIE_Convention_eng.pdf) . The financial guarantee is also defined here <http://www.bie-paris.org/site/en/expos/about-expos/how-to-organize-an-expo> which states: "The Government of the State wishing to organise an Expo must submit its candidature dossier to the BIE mentioning the proposed theme, the proposed dates, the duration of the Expo and the legal status of the organisers. **The dossier must guarantee the full support of the government.**"

## **Timeline and Resources Required for a Potential Bid for Expo 2025**

*The timeline and resources necessary to develop a Toronto bid represent major constraints at this relatively late stage in the cycle for the 2025 World Expo.*

BIE rules dictate that a prospective host nation has six months from the date of the first official candidature submission to submit required documentation. The first possible date for submission of a bid was May 1, 2016. As of the writing of this Report, no member state has yet made a submission but organizers for Paris, France are well advanced in planning for a bid to be submitted in 2016. A formal bid corporation has been established and planning activity has been underway for years. Rotterdam was also considered to be a strong candidate for Expo 2025, however, the Government of the Netherlands recently announced that they would not support a bid, citing financial concerns<sup>2</sup>.

Assuming at least one country submits a bid soon, the Government of Canada would likely need to be in a position to submit a letter confirming its intent to bid as early as November 2016. Importantly, according to information supplied by the BIE, this initial letter of intent must include the federal government's commitment to underwriting the cost of the Expo. Submission of a complete bid dossier and an enquiry mission would follow in mid-2017 and a decision to award made in early 2018.

Ernst & Young identified a number of additional next steps that would be also required to prepare a bid. Most importantly, their report noted that a detailed business plan, outlining full infrastructure requirements and funding plans for the event, and a comprehensive analysis of the socioeconomic impact of an Expo are essential to the preparation of a successful bid. EY noted that this alone would take between 3-6 months to complete.

While such an undertaking remains technically possible as to timing, it would require significant and immediate financial commitments and allocation of dedicated staff resources by both City Council and other partners. Unless the Government of Canada provides immediate confirmation of its support for a bid, any commitment of City resources at this time would be made without any certainty that a bid can even be submitted.

If the federal government prefers to wait until there is a strong endorsement of a bid from the City before themselves committing, it creates a conundrum in that the Advisory Panel's recommendation were clear that the City should follow the federal lead, not vice versa.

Given the condensed timeline necessary to complete a bid, the extraordinary commitment of resources required to support it, and the continuing uncertainty in terms of provincial and federal contributions, it is clear that, at this time and without such contributions being

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<sup>2</sup> More information about both bids is available at <http://www.expofrance2025.com/index-en.html> and <http://rotterdam2025.nl/en/#/>; <http://www.rotterdam.nl/rotterdamsegemeenteraadstemtinmetworldexpo2025>

clear, the City cannot meaningfully or responsibly pursue a bid for the 2025 World Expo without facing significant financial, operational and reputational risks.

## **CONTACT**

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## **SIGNATURE**

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Michael H. Williams, General Manager  
Economic Development and Culture

## **ATTACHMENTS**

Appendix A – Amendments to City of Toronto Standard Definitions for Special Events  
Appendix B – Report from the Mayor's Advisory Panel on International Hosting  
Opportunities – "Bringing the World to Toronto"

## Appendix A: Amendments to City of Toronto Standard Definitions for Special Events

As noted by the Mayor's Advisory Panel on International Hosting Opportunities, major special events of a global scale – such as the Olympics (Winter or Summer), World Expo, or FIFA World Cup – are exceptional in nature due to their size, cost, complexity, infrastructure requirements, and the level of intergovernmental coordination and support needed for a successful bid. This report recommends amending the City of Toronto Standard Definitions for Special Events (adopted in 2013) to include a new "Mega Event" definition that will reflect the exceptional nature of these global events, and some resulting amendments to Categories A and B.

Given the substantial investment required, a bid for a Mega Event will require approval from Council. Certain events may meet some but not all of the requirements to be classified as Mega, such as the Pan Am Games, or the Commonwealth Games. In such cases, a proposal to pursue a bid that meets more than half of the criteria to be classified as a Mega Event will be subject to Council approval.

### Proposed Mega Event Definition

The proposed Mega Event definition is as follows:

Category	Criteria
<b>Mega Event</b>	<p><i>Length:</i> A minimum of two weeks, to up to six months</p> <p><i>Frequency:</i> Held every four years in rotating global locations</p> <p><i>Number of venues, roads or sites:</i> Unlimited (usually many across City and/or region)</p> <p><i>Attendance:</i> Unlimited (usually over 500,000)</p> <p><i>Out-of-town Attendance:</i> Over 100,000 out-of-town draw</p> <p><i>Quantity of City permits and/or approvals required:</i> Unlimited (usually many)</p> <p><i>Value of City services required:</i> Over \$1,000,000</p> <p><i>Bidding Process:</i> Bid takes place on global scale, with significant international support and promotion required to be successful.</p> <p><i>City Coordination Required:</i> Production of event led by external organization or other order of government. City leads local event coordination, including venues and logistics.</p> <p><i>Infrastructure Requirements:</i> Purpose-built event facilities and significant levels of ancillary infrastructure (e.g. transit, housing, etc.)</p> <p><i>Measured Benefits:</i> Significant economic and business benefit, utilizes hotels City-wide, provides the City of Toronto with international media/branding opportunities via live broadcasting, and television, radio, or print advertising</p> <p><i>Examples:</i> Olympic Games (Winter or Summer), World Expo, FIFA World Cup</p>

## Existing City of Toronto Standard Definitions for Special Events

Category	Criteria
<b>A</b>	<p><i>Length:</i> Could vary from a day to a month</p> <p><i>Frequency:</i> Not occurring annually or repeating within five years</p> <p><i>Number of venues, roads or sites:</i> Unlimited (usually many)</p> <p><i>Attendance:</i> Unlimited (usually over 200,000)</p> <p><i>Out-of-town Attendance:</i> Over 50,000 out-of-town draw</p> <p><i>Quantity of City permits and/or approvals required:</i> Unlimited (usually many)</p> <p><i>Value of City services required:</i> Over \$250,000-\$1,000,000</p> <p><i>City coordination required:</i> Multiple levels of government coordination and/or City-wide divisional coordination</p> <p><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:</i> World Youth Days and Papal Visit, 100<sup>th</sup> Grey Cup Festival, Invictus Games, WorldPride</p>
<b>B</b>	<p><i>Length:</i> Up to 1 month</p> <p><i>Frequency:</i> often annual</p> <p><i>Number of venues, roads or sites:</i> Up to 5 locations</p> <p><i>Attendance:</i> 20,000 to 200,000</p> <p><i>Out-of-town Attendance:</i> Minimum 25% out-of-town draw</p> <p><i>Quantity of City permits and/or approvals required:</i> 5 to 10</p> <p><i>City coordination required:</i> Over 3 City Divisions</p> <p><i>Value of City services required:</i> Up to \$250,000</p> <p><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:</i> Honda Indy, Luminato, Pride Festival, Toronto Caribbean Carnival, Toronto International Film Festival</p>

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