

Halifax Regional Municipality

Major Events Hosting
Strategy



June 25, 2008

**Cameron Hawkins
& Associates Inc.**

Advisory Services to the
Hospitality & Tourism Industries

June 25, 2008

Mr. Andrew Whittemore
Acting Manager
Community Relations
Halifax Regional Municipality
PO Box 1749
Halifax, NS B3J 3A5

Dear Mr. Whittemore:

In accordance with the Terms of Reference for our engagement, we are pleased to enclose our report for the Major Events Hosting Strategy for Halifax Regional Municipality. We appreciate the opportunity to be of service to the Municipality, and look forward to discussing this report with you at your convenience.

Sincerely,

ORIGINAL SIGNED

Cameron Hawkins
President

23 Baby Point Road, Toronto, ON M6S 2E8
tel 416-871-8788 fax 416-762-7083
e mail cameron.hawkins@sympatico.ca
www.cameronhawkins.com

Table of Contents

Executive Summary	i
Introduction	1
Background	1
Municipal Objectives, Strategies and Policies	4
Event Hosting Capacity	10
Benchmarks & Best Practices.....	14
Chicago	14
Montreal.....	18
Edinburgh	20
Melbourne.....	28
Summary of Best Practices	36
Competition for Major Events	38
Stakeholder Consultation.....	43
Scope of Major Events Hosting Strategy.....	46
Linkage to Corporate Strategy.....	47
Municipal Support for Major Events.....	50
What Type of Events Should HRM Pursue	52
HRM's Role in Event Delivery	56
Organizing HRM & Stakeholder Resources	56
Role of Major Events in Municipal Facilities & Infrastructure.....	59
Strategic Framework	63
Governance & Leadership	64
Enhancing Event Impact	65
Event Hosting Capacity	66
Funding Strategy & Resource Allocation.....	68
Implementation Timetable & Plan.....	70
Performance Measures	76
Appendix A: Major Events Hosting Infrastructure	79
Appendix B: Major Events Hosting Decision Making Matrix.....	83
Appendix C: Sample Economic Impact Report	87

Executive Summary

Major events are increasing throughout the world, as communities gain an understanding of the many economic, cultural and other benefits associated with well managed and sustainable large scale sporting, cultural and heritage events. This increased interest has also led to a more competitive environment for those holding the rights for established events, as well as the spectators, participants and organizers required to stage a successful event.

This Major Events Hosting Strategy is intended to provide direction to Halifax Regional Municipality as it organizes and directs its resources at major event acquisition and hosting. The strategy is primarily focused on *mega events* such as international sporting championships and *hallmark events* - iconic cultural, heritage or sporting events that, over time, can become synonymous with the host city. However, since *local and community events* have the potential to become hallmark events, this strategy also includes recommendations aimed at increasing the reach, appeal and impact of selected smaller events.

HRM offers many benefits to event organizers and developers. The Capital District provides a unique waterfront setting and a compact urban core with extensive accommodation capacity and other business services attractive to visitors. Event venues, including the Metro Centre, World Trade and Convention Centre and Halifax Commons, provide considerable capacity for major gatherings, while the Halifax Waterfront provides a compelling venue for urban festivals and celebrations. Transient accommodation can be scarce during the months of May through October, when most festivals take place. Transportation capacity and parking can also be in short supply, particularly for events that draw a significant share of visitors from the local market. These challenges are not unique to HRM - virtually every major city in Canada shares some or all of these problems.

With a population of almost 400,000 HRM is the centre of economic activity for Nova Scotia and the economic centre for Atlantic Canada. HRM has an enviable track record for hosting many national and international marquee events. It has a cadre of experienced event managers, and has demonstrated its ability to mobilize the volunteers and technical experts required to stage major events.

Our research included a review of benchmarks and best practices from a number of international cities widely regarded as world leaders in major events, including Chicago, Montreal, Edinburgh and Melbourne. Our research suggests there is no single path to success. There are, however, some key lessons that are relevant to this Major Events Hosting Strategy.

Melbourne, Montreal and Edinburgh all have clearly stated aspirations within their corporate vision, or

corporate objectives related to major events. Other cities, most notably Chicago, demonstrate the importance of major events by the level of funding provided from general revenues and the placement of the events unit within the corporate organizational chart.

Melbourne's vision and strategic plan provide the context for departmental plans and programs. Resource allocation is tied, in part, to the alignment of the funding request with the achievement of municipal objectives.

All of the municipalities provide significant ongoing financial support to their recurring major events. In some cases, such as Chicago, this financial support underwrites the majority of the event operating costs. In Melbourne and Edinburgh, the funding is tied to specific economic or community development objectives such as increasing total attendance or out-of-town visitation, or supporting community access to major events. Quality, not quantity, underpins the major event strategies for these cities.

In developing our recommendations we sought input from a wide range of stakeholders, including elected officials and senior staff, HRM staff involved in the delivery of municipal services, major event organizers, event service suppliers, representatives of provincial government departments and agencies, facility owners and operators, hotel management and representatives of post-secondary educational institutions.

To varying degrees, major events were critical business drivers for many of the stakeholders we interviewed. Not surprisingly, we found that stakeholders in the accommodation, facility management, event management and event services sectors expressed a desire to see HRM strengthen its position in the major events market. However, we were surprised by the generally widespread dissatisfaction with the current state of affairs, particularly as it relates to HRM policies and operating practices. Amongst the major event operators consulted, there is a general belief that HRM does not provide sufficient support, and in particular financial support, for their events.

While we do not advocate an across the board increase in the financial assistance provided to special events, we do support developing and sustaining world class events that have the potential to draw visitation from outside of Nova Scotia, and indeed from outside of Atlantic Canada. Our benchmarking research clearly demonstrates that cities such as Montreal, Edinburgh and Melbourne, which have set out to be leaders in the major event market, invest heavily in event development, event management, event marketing and event infrastructure.

Closely related to the first issue, some event organizers believe the distribution of grant funds is arbitrary and inequitable. Ensuring the sustainability of existing major events, and developing the regional and national appeal of these events, should be an integral component of the Major Events Strategy. This

suggests that a review of the protocol for allocating the Special Events Reserve is warranted.

Most event organizers believe that municipalities should provide a wide range of services at little or no expense to the organizer. We do not share this view. We believe that the events should pay the direct cost of the municipal services provided. The procedures in place for cost recovery in HRM are consistent with best practices from other municipalities that have well established special event calendars. We advocate that financial support from the municipality, to the extent provided, comes through grants.

A number of event organizers indicated that the management practices of HRM are not “event friendly”. There is a belief amongst some event organizers that HRM staff do not facilitate staging of special events – that their primary goal is to minimize the disruption of regular programs and services. This suggests that there is a need for clear policy direction. In particular the priority of special events needs to be more precisely articulated.

If there is any consensus amongst stakeholders interviewed for this engagement, it is that the current model for event acquisition and hosting should be amended to fully capitalize on HRM’s resources and opportunities. In our view the current model does not provide adequate representation for the Municipality or the other key stakeholders involved in major events. We believe that a new governance, leadership and funding model provides the greatest opportunity to capitalize on HRM’s potential as a major event destination, and address the jurisdictional and other challenges it faces in achieving this objective.

Strategic Framework

Our Major Events Hosting Strategy encompasses 18 recommendations that address the following key questions:

1. How are major events linked to corporate strategy?
2. What forms of municipal support should be provided to major events?
3. What type of major events should HRM pursue?
4. What role should HRM play in major event delivery?
5. How should municipal and other stakeholders be organized to pursue new major events?

6. What role should major events play in HRM's infrastructure plans?

One Guiding Principle provides context for this Strategy:

To succeed in the increasingly complex, competitive and expensive world of Major Events, the energies, expertise and resources of key stakeholders in the public and private sector must be aligned and coordinated in a systematic and ongoing manner.

Our recommendations are grouped into two major themes:

1. **Enhancing Event Impact:** enhancing the viability, sustainability and economic impact of existing major events.
2. **Expanding the Major Event Calendar:** creating or securing new major events that generate incremental economic impact while supporting key strategic objectives of the principal stakeholders

Enhancing Event Impact

Objectives: *Enhance the viability and sustainability of existing major events.*

Increase the economic impacts generated by existing major events.

Strategies:

1. *The acquisition and hosting of major events should be recognized as an economic development initiative, with the principal objective of generating economic benefits (employment, taxes, increased revenues, regional, national or international media exposure) for HRM, the community, local businesses and other stakeholders.*
2. *A Major Events Evaluation Framework should be established to assist HRM and other key stakeholders in decision-making related to:*
 - *The nature and extent of financial and other support to be provided to existing, new and prospective major events and major event bids, including recommendations on the sources of such financial and other support.*

- *The types of events most suitable for HRM, based on alignment with corporate objectives, community capacity, event hosting infrastructure and competitive environment;*
3. *Evaluation criteria for the funding of recurring events and for new event acquisition, including the events sought and the nature and extent of investment required, should be tied to the economic impact generated by the event, as well as the linkage to the economic development strategies and actions outlined above.*
 4. *Recurring major events should receive additional grants aimed at enhancing their organizational capacity and ability to attract additional high-yield visitation. These goals can be accomplished through enhanced management capacity in the areas of sponsorship, marketing and partnership development; improved or expanded program content; marketing programs aimed at out of town visitors, and through expanded linkages to the local business community to generate incremental visitor expenditures.*
 5. *Selected existing events should be provided additional funds through an incubator program to assist them in reaching major event status. These funds should be used to enhance event management capacity and to increase their economic benefits through the type of initiatives outlined above.*
 6. *Municipal policies and procedures for staging events, including policies and procedures for approvals, permits and the provision of municipal services, should be reviewed to determine what changes can be made to streamline event application and approval, and to provide municipal services in the most cost effective manner. The importance of major events, and the community's willingness to temporarily disrupt normal municipal services and departmental functions to accommodate major events, must be clearly communicated to all stakeholders including the community at large.*
 7. *HRM should develop an on line event organizers tool kit, including all necessary forms for permits, grant applications, municipal policies, by-laws and procedures, contacts and industry best practices.*

Expanding the Major Event Calendar

Objectives: Create or secure new major events that generate incremental economic impact while supporting key strategic objectives of the principal stakeholders.

Strategies

- 1. A new Major Events Corporation (“MEC”) should be established, with key stakeholders from HRM, the Province of Nova Scotia and the Government of Canada, the tourism sector, the business community and the universities directly engaged in the governance of the organization.*
- 2. The mandate of MEC would be to ensure that HRM offers a strong and sustainable calendar of major events. It would do so by attracting new major events to HRM, and enhancing the ability of existing events to increase visitation, enhance the profile of HRM and Nova Scotia as a tourism destination, and generate incremental economic benefits to HRM and the province.*
- 3. In addition to its principal role as the Major Events organization for HRM, MEC would assist communities throughout the province in identifying and securing major event opportunities, and mentoring communities and other key stakeholders on the establishment of effective event organizing committees.*
- 4. In addition to its primary role in securing major events, a secondary role would be to create sustainable economic growth in the event management sector and generate additional expertise and capacity in event management and event services, to ensure that event expenditures are captured, to the extent possible, within HRM and the Province of Nova Scotia.*
- 5. Funding for MEC would come from the following sources:*
 - Trade Centre Limited would transfer the funds and management resources currently assigned to Events Halifax to assist in underwriting the operating and administrative costs of the enterprise.*
 - HRM would provide a similar level of funding for operations and administration.*
 - Of the current Special Events Reserve, \$500,000 would be assigned to MEC, to provide funding for existing major events and new major events. The remaining funds would be used to develop*

an incubator program for selected community events administered by a restructured SEAC, as recommended in Item 6, following. The Province of Nova Scotia and ACOA would each provide \$750,000 to fund existing major events and new major events.

- The accommodation sector would provide \$500,000 through a 1% increase in the Marketing Levy. The balance of funds generated by the 1% increase would be contributed to a capital facility fund to assist in underwriting the cost of a new convention centre.*

We estimate that this would create a total enterprise budget of approximately \$3.0 million, which would allow the organization to supply the required management resources, provide \$500,000 to \$1 million in targeted, strategic grants to existing major events, and maintain bid development and event support funds in excess of \$1 million.

- 6. The responsibilities of the Special Events Advisory Committee with respect to major event funding would be assumed by the new organization. The Special Events Advisory Committee would be responsible for administering grants to Community Events, and for administration of funds under the recommended Incubator Program.*

While we have referred to this as a new enterprise, consideration should be given to housing MEC within an existing organization. The Greater Halifax Partnership has an existing relationship with HRM and senior levels of government, and its principal focus is economic development. There may be economies of scale and other synergies that could be obtained if GHP was interested in broadening its mandate to focus on major events.

- 7. The replacement of the Metro Centre with a larger capacity multi-purpose sports and entertainment facility should be adopted as a priority for HRM, with a target date of not later than 2018. As soon as the development strategy for a new convention centre is finalized, work should commence on a facility needs assessment, review of the feasibility of expanding and modernizing the existing venue, assessment of potential sites for a new facility, and options for funding including sources of funds from senior levels of government, private sector and other stakeholders.*

- 8. The recently completed Community Facility Master Plan Update and the facility master plans for Dalhousie University and Saint Mary's University, the facility plan for the 2011 Canada Winter Games and the prospect list for future national and international sport championships provide the framework for the identification of new major event hosting facilities. The Mainland Common project*

will be one of several substantive developments that could increase the sport tourism event hosting capacity for HRM. Subsequent bids for national and international single or multi-sport events may provide further opportunities to expand or modernize existing venues, or create new event hosting capacity that could not otherwise be supported by the community and its key stakeholders.

- 9. The 2011 Canada Winter Games should be used to assess community interest and capacity in other fields of amateur sport, with a view to developing the community capacity to stage regional and national events in those sports where the venues current exist, or will be developed for the Canada Games.*
- 10. MEC should continue to pursue major national and international sports events in the segments where it has established leadership and capacity, specifically ice hockey, curling, figure skating and canoe kayak. Ongoing dialogue with the national and international sport licensing bodies should also include a review of opportunities to stage smaller qualifying or lower tier events that could be a strategic fit for the annual event calendar and/or provide demand for smaller sport venues in HRM or elsewhere in the province.*
- 11. A business case should be developed for the following new events: culinary festival, maritime festival, Celtic festival, multi-discipline arts festival and youth hockey tournament. The business case would include an examination of potential sponsors and hosting organizations, as well as opportunities to partner with similar events held outside HRM.*

Funding Strategy and Resource Allocation

Resources to implement this Major Events Hosting Strategy should come from the stakeholders that are the principal beneficiaries of the economic benefits flowing from major events - the Municipality, the accommodation sector and the senior levels of government. Once implemented, the Major Events Corporation will provide stewardship over a significant share of the strategy, and will administer a commensurate share of the required resources. The balance of the responsibility, largely for capacity development initiatives, will rest with HRM Community Development. Our funding strategy and recommended resource allocation are outlined in the following tables:

Stakeholder	Recommended Contribution	Comments
Halifax Regional Municipality	\$750,000	Includes \$250,000 in core funding from general revenues and transfer of \$500,000 from current Special Events Reserve.
Trade Centre Limited	\$250,000	Estimated direct cost of Events Halifax (excluding bid costs and event operations support)
Province of Nova Scotia	\$750,000	New funding
Government of Canada	\$750,000	New funding
Accommodation Sector	\$500,000	Additional revenue from increase in Marketing Levy.
Total	\$3,000,000	

Resource Allocation – Major Events Corporation		
Item	Amount	Comments
Staffing	\$425,000	Executive Director, Manager of HRM Major Event Initiatives; Manager Nova Scotia Major Event Initiatives; Administrator. Includes salaries and payroll burden of 30%.
Occupancy costs	\$75,000	Assumes 1,500 square feet at market rent.
Major Event Operations Support – Recurring Events	\$500,000	Funds to underwrite existing event operations and develop event management capacity for current roster of major events.
Major Event Sponsorship and Operations – new one-time events	\$500,000	Grant funding to underwrite cost of municipal services and selected event venue rental costs, and for event sponsorship.
Major Events Market Development Support	\$750,000	Grant funding for program enhancement and marketing to increase high yield visitation and expenditures.
Major Events Bid Support	\$250,000	Does not include bid costs for major international single or multi-sport bids with bid costs in excess of \$100,000.
Special Projects	\$100,000	Allowance for outside services for Years 1 – 5 to implement recommendations from Major Events Hosting Strategy.
Reserve	\$250,000	
Administration & general costs	\$150,000	Includes human resources, legal, accounting, IT and related costs.
Total	\$3,000,000	

Resource Allocation – HRM Community Development and SEAC		
Item	Amount	Comments
Municipal policy and procedure review	\$100,000	One time allowance for contract staff or outside services to conduct review of policies and procedures and make required amendments.
On-line event organizers tool kit.	\$50,000	One time allowance for contract staff or outside services to develop on-line event organizer manual, applications and other tools.
Incubator program	\$500,000	Ongoing grant funding for selected community events.
Total	\$650,000	Includes \$150,000 in one-time costs in Year 1 and \$500,000 of ongoing funding commencing in Year 2. Funds to be sourced from existing Special Events Reserve.

The governance model is, arguably, the most challenging aspect of this Major Events Hosting Strategy. However, we believe that this new governance model, which creates a strong and focused partnership amongst the principal stakeholders, is key to HRM realizing its full potential as a major events city. Our strategy builds on the considerable work already completed by HRM to create a sound policy framework for major events, and a funding mechanism to provide ongoing resources. It also builds on the considerable expertise and the network of relationships developed by Events Halifax and Trade Centre Limited in key sports and entertainment sectors.

One of the principal benefits of the proposed governance model is the opportunity to create a more effective alignment of objectives and resources with the senior levels of government and other potential funding partners. We believe this new governance model will create the opportunity to secure considerably more financial support than is presently available, and will ensure that the efforts of the principal public and private sector stakeholders are effectively aligned.

This Major Events Hosting Strategy represents a significant shift from current HRM policies and procedures. While this policy shift is being implemented, HRM and other key stakeholders must continue to deliver successful events and pursue new major events. We have developed an implementation timetable that reflects our views on the priority of the recommendations, as well as our assessment of HRM's capacity to develop and implement the required change programs given current staff levels. The majority of the recommendations can be developed and implemented over the next five years. The benefits of the strategy, particularly from initiatives related to existing events, will be evident within the first three years.

Introduction

Halifax Regional Municipality (alternatively “HRM” or “the Municipality”) is seeking to develop a Major Events Hosting Strategy to guide the application of financial and other resources directed at major event acquisition and hosting. To that end, the Municipality has retained Cameron Hawkins & Associates Inc. (“the Consultants”) to undertake stakeholder consultation, identify the benchmarks and best practices in major event hosting strategies from selected municipalities, and make recommendations on the direction the Municipality should follow over multiple levels including regional, provincial, national and international events.

The Major Events Strategy will address the following key questions:

1. How are major events linked to corporate strategy?
2. What forms of municipal support should be provided to major events?
3. What type of major events should HRM pursue?
4. What role should HRM play in major event delivery?
5. How should municipal and other stakeholders be organized to pursue new major events?
6. What role should major events play in HRM’s infrastructure plans?

Background

Major events, and in particular major sporting and cultural events, are increasing throughout the world, reflecting a number of key trends. The shift from an economy based on manufacturing to one based on knowledge and service sectors, particularly in the developed nations, has led to an increased emphasis on economic development activities focused on culture and tourism. The creative industries have been recognized as a growth sector, and the ability to attract and retain workers in the creative and knowledge sectors has placed greater emphasis on quality of life and quality of place within urban and economic development strategies. At the same time, changes in communication technology, led by the internet, have provided consumers across the globe unprecedented access to new media content, increasing the awareness of and demand for the types of experiences that can be obtained through major events.

As the focus of this strategy is on major events, a useful starting point is to agree on what constitutes a major event. To do so, we must first understand what is meant by the term “special event”.

The phrase “special event” is used to describe a broad range of activities planned to mark special occasions or to achieve specific social, cultural or economic objectives. The term special event can be applied to civic, provincial or national celebrations, cultural performances or gatherings, major sports contests and a wide range of commercial or corporate functions.

Dr. Don Getz, a member of the Haskayne School of Business at the University of Calgary, has defined special events from two perspectives – that of the organizer and the visitor:

- For the organizer, a special event is a one time or infrequently occurring event outside normal programs or activities.
- For the visitor, a special event is an opportunity for a leisure, recreational, social or cultural experience outside the normal range of choices or beyond everyday experience.

Leo Jago and Robin Shaw, on the faculty of Hospitality and Tourism at the University of Victoria in Melbourne, suggest there are seven attributes present in special events:

1. Attracting tourists or tourism development.
2. Being of limited duration.
3. Being a one-off or infrequent occurrence.
4. Raising the awareness, image or profile of a region.
5. Attracting media attention.
6. Having a large economic impact.
7. Being out of the ordinary or unique.

Based on these attributes, Jago and Shaw define special events as “a one time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience. Such events, which attract or have the potential to attract tourists, are often held to raise the profile, image or awareness of a region.”

Given the breadth of activities that can fall under the heading of special event, a more narrow context is required for this Major Events strategy. There are two categories of special events that should be included in this strategy.

Hallmark Events are recurring events possessing such significance, in terms of tradition, attractiveness, image, or publicity that they provide the host community with a competitive advantage. Over time, the event and destination can become inseparable in terms of their image e.g. New Orleans’ Mardi Gras.

Mega Events, by virtue of their size or significance, yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community or destination. These itinerant events typically require competitive bidding, often with national or state government support. Examples include the Olympic Games, Commonwealth Games and World Fairs. Mega events may be distinguished by their focus on international participation and visitation, level of public funding, infrastructure and legacy development, and economic impact.

For the purpose of this report, all other events will be termed *Local/Community Events*. These events, which can be of considerable size, are typically family oriented events that are directly or indirectly controlled by the host municipality. Such events rely heavily on local volunteers and public funding, are typically free of charge and occupy municipal venues at no cost. These events are targeted mainly at the local audience, and have non-economic goals such as building community pride, encouraging participation in culture, heritage or recreational activities, or civic celebrations. Local or community events have the capacity to evolve into hallmark events.

While these definitions provide some context, ultimately each community must set its own parameters for what constitutes a major event. In doing so, it should consider event size and duration, time of year, infrastructure capacity, seasonality, share of out of town and overnight visitation, and alignment of event outcomes with municipal objectives. Later in this report we will provide more specific recommendations on what should be considered major events for HRM.

Throughout this document we will refer to local/regional residents and tourists. While the term local/regional residents is relatively straightforward (and in this report refers generally to “daytrip” visitors whether from HRM or beyond), a tourist is defined as a person undertaking an overnight trip, regardless of the distance travelled, and same day trips with a minimum one-way distance of 40 kilometres. The distinction between local residents and tourists is particularly important in assessing the economic impact of an event, as local residents typically generate much less economic impact than tourists.

Competition for Major Events

The competition to secure major events has increased significantly in the past decade as stakeholders recognize the economic and community development benefits that can accrue from well managed, well marketed and sustainable events. Because the nature and scale of events varies so dramatically, defining HRM's competition in the major events market is difficult. For the 2011 Canada Winter Games HRM competed against bids from the Highland Region (Antigonish) and Hub Central Nova (Truro). For national competitions such as the Tim Horton's Brier or CHL Memorial Cup, HRM competes against provincial capitals across the country, as well as cities such as Kitchener, Peterborough, Hamilton and London in Ontario, Kelowna and Kamloops in British Columbia, Drummondville, Shawinigan and Gatineau in Quebec. The 2007 IIHF World Championships were held in Moscow and the 2009 championship will be hosted by Berne and Zurich, Switzerland, suggesting that for events of this scale and calibre, competition is truly world wide.

Successful event acquisition bodies recognize that the competitive environment for each bid will be different. The resources that potential competitors can bring to the bid—event hosting infrastructure, related event experience, market trading area and government support—all factor into determining if a competitive bid can be mounted. While some of these factors can be assessed quite accurately, our experience and research indicates that this last factor—government support—is more difficult to gauge.

Major events often require significant upfront support for bid preparation, as well as public investment for event hosting and operations. The financial support required from municipal and senior levels of government typically falls outside of established funding programs. Because major event bid opportunities are typically identified several years in advance of the event date, funding for bid preparation and event hosting is often secured through departmental line items rather than through existing grant programs. Accordingly, an examination of current event funding programs at the municipal or provincial level does not present a complete picture of the competitive landscape. With this proviso, we have provided a review of available programs and major event funding from a number of municipal and provincial governments that would compete with HRM for major regional and national events. This information is contained in Appendix A, following.

A review of provincial and municipal funding programs and initiatives shows that, to varying degrees, most provinces and major municipalities support major event bids, operating costs and infrastructure. In some cases, such as Ontario, there are established programs, defined criteria and clear approval processes in place for major event marketing and operating grants. However, most grant programs are relatively modest, and major municipal, provincial and federal funds for event operating costs and capital

infrastructure is typically secured through special budget allotments, not through established programs. This is certainly the case for virtually all major national and international multi-sport bids and for large international sport championships such as the 2001 IAAF World Championships in Edmonton or the FINA 2005 World Aquatic Championships in Montreal. The ability to pursue such events, therefore, is dependent on establishing a strong alignment of goals, objectives and strategies between levels of government, in particular between the municipal and provincial governments.

Event Hosting Capacity

HRM offers many benefits to event organizers and developers. The Capital District offers a unique waterfront setting and a compact urban core with extensive accommodation capacity and other business services attractive to visitors. Event venues, including the Metro Centre, World Trade and Convention Centre and Halifax Commons, provide considerable capacity for major gatherings, while the Halifax Waterfront provides a compelling venue for urban festivals and celebrations.

There are, however, some limitations to HRM's event hosting infrastructure. Transient accommodation can be scarce during the months of May through October, when most festivals take place. Transportation capacity and parking can also be in short supply, particularly for events that draw a significant share of visitors from the local market. These challenges are not unique to HRM, as most major municipalities with a successful tourism sector experience peak demand during the second and third quarters. Ongoing development of the Halifax Waterfront may, in time, limit event hosting capacity, although the Regional Plan does address the need to maintain the role of tourism and culture in the central core.

With a seating capacity of approximately 10,000 the Metro Centre is well positioned to host major sporting events and concerts. While cities such as Toronto, Montreal and Ottawa offer larger arenas, the viability of these facilities is enhanced by having an NHL team as a major tenant. Although there will always be events that are beyond the capacity of the Metro Centre, its event hosting track record clearly indicates that it can accommodate many of the marquee events deemed most desirable by Canadian municipalities.

The Halifax Commons represents an attractive asset in terms of event hosting capacity. Few municipalities can offer such a large greenspace close to the urban core and its concentration of tourism infrastructure. Like all urban parks, there are competing demands for access to the Commons, and the concerns of local residents must be considered by the Municipality as it develops policies for major event activity on the Commons. Despite these challenges, which are by no means unique, the Commons does provide HRM the capacity to stage major outdoor events proximate to its downtown core, and this

is considered a significant competitive advantage.

The Halifax Seaport provides a unique opportunity to increase the municipality's event hosting capacity. As the Seaport gains tenants and becomes more established as a focal point for the creative industries and a centre of tourism activity, it provides potential to expand the footprint for some of HRM's existing major events, as well as serving as a new major event staging ground.

In Appendix B we have provided additional details on the event hosting infrastructure of significance to this Major Events Hosting Strategy.

Event hosting capacity must consider not only event venues and infrastructure, but also community capacity, including:

- Market base for ticket sales, advertising and sponsorships.
- Event hosting experience, access to technical experts and volunteer base.
- Municipal capacity, commitment and support – the availability of knowledgeable municipal staff in key support departments, “event friendly” policies and procedures, nature and extent of financial support provided, policies for the pricing and recovery of municipal services.

In terms of market base, HRM is well positioned. With a population of almost 400,000 HRM is the centre of economic activity for Nova Scotia and the economic centre for Atlantic Canada. As the largest metropolitan market in Atlantic Canada, HRM can expect to receive a disproportionate share of events (including conventions, concerts and sports events) that have a geographic rotation policy.

While HRM is the largest provincial capital in Atlantic Canada, its population is relatively modest in comparison to provincial capitals in Central and Western Canada, and it faces direct competition from these provincial capitals as well as other municipalities such as London, Windsor or Hamilton that can offer a similar population and, in many cases, comparable or larger event hosting venues.

In terms of event hosting expertise, HRM is well positioned. The municipality has hosted many national and international marquee events. It has a cadre of experienced event managers, including those working for various public sector organizations and for volunteer-based and commercial events. It has also demonstrated its ability to mobilize the volunteers and technical experts required to stage major events. The following table provides details on some of the more noteworthy events held in HRM.

Event	Year	Comments
The Brier	1981, 1995, 2003	Canadian Mens Curling Championship
World Junior Canoe Championships	1989	Held on Bannock Lake in Dartmouth.
G7 Economic Summit	1995	Gathering of world's largest industrial economies, including Canada, USA, Great Britain, France,
ISU Figure Skating Championships	1990	World Championships (1990) Inaugural Four Continents Championship (1999)
Scott Tournament of Hearts	1992	Canadian Womens Curling Championship
World Senior Canoe Championships	1997	Held on Bannock Lake in Dartmouth. Event returning to HRM in 2009.
Memorial Cup	2000	Canadian Hockey League Championship
Tall Ships	2000, 2004, 2007	Presented by Waterfront Development Corporation. Event returning to HRM in 2009.
World Junior Ice Hockey Championship	2003	IIHF sanctioned event. Joint bid/event with Sydney.
Womens World Ice Hockey Championship	2004	IIHF sanctioned event. Preliminary and qualifying rounds played in Dartmouth and Halifax. Finals played at Metro Centre.
FIBA Under 21 Tournament of the Americas	2004	International qualifying event to select teams for FIBA Under 21 world championships. Held every four years.
Canadian Olympic Curling Trials	2005	Selection of team for Olympic Games.
Juno Awards	2006	Canada's national music awards show.
World Indoor Lacrosse Championship	2007	Sanctioned by International Lacrosse Federation. Established in 2003. Held every four years.
BMO Skate Canada Championships	2007	Event staged in Halifax in 1981 and 1995.
Mens World Ice Hockey Championship	2008	IIHF sanctioned event. First time held in Canada. Joint event with Quebec City.

In addition to these major non-recurring events, HRM has developed an impressive calendar of recurring major events, as seen in the following table:

Event	Date	Comments
Halifax Comedy Festival	Apr 19 - 26	Celebrated its 13th year in 2008. Staged in various venues throughout HRM.
Bluenose International Marathon	May 16 -18	City wide event includes full and half marathon, 10k and 5k run/walk, youth run, seminars and entertainment.
Royal Nova Scotia International Tattoo	Jul 1 - 8	Presented annually by the Royal Nova Scotia International Tattoo Society with significant support from all levels of government.
Atlantic Jazz Festival	Jul 11 -19	Atlantic Canada's largest music festival with over 400 live performances, workshops and other events. Estimated attendance 65,000.
Halifax Pride Festival	Jul 20 - 27	Celebrating its 20th year in 2008. Promoting LGBTQ culture. Event includes Pride Parade, film festival and live entertainment.
Natal Day Festival	Jul 31 - Aug 4	Annual birthday celebration for Halifax and Dartmouth. Event includes Natal Day parade, live entertainment, fireworks.
Halifax International Busker Festival	Aug 7 - 17	Largest outdoor festival in Atlantic Canada. Six stages and numerous performance venues along the Halifax waterfront.
Atlantic Film Festival	Sep 11 - Sep 20	Celebrating its 28th year. Event includes screenings, workshops and trade expo.
Halifax Pop Explosion	Oct 14 - 18	Celebrating its 16th year. Showcase for new and emerging art, music and culture.

Current Policy and Strategy Framework

There appears to be no argument that tourism is an important component of HRM's economy. While not identified as one of the five Economic Drivers of the economy, the tourism sector has been designated as a Significant Industry. The Economic Development Strategy recognizes the importance of maintaining the Capital District's appeal as a tourist destination, and in particular, providing additional tourism infrastructure in the form of a major convention facility.

While the Economic Development Strategy does not provide specific actions and recommendations related to special events generally or major events specifically, the Cultural Plan provides a number of goals, policies and actions related to events, festivals and celebrations.

The Civic Events Policy and Granting Framework provides a starting point for the development and implementation of a more comprehensive strategy for major events. Of particular significance is the creation of a funding model that provides dedicated financial resources to major events.

A more comprehensive description of the current policy framework, and a review of strategies related to major events, can be found in Appendix C.

Lessons from Other Jurisdictions

Our research included a review of policies, procedures and governance models for major municipalities perceived as best in class for their major events—Chicago, Montreal, Edinburgh and Melbourne. This research shows that there is no single path to success. Chicago has achieved its results through the direct delivery of an ambitious calendar of recurring events, and provides both major event delivery and community event support through a single department. Edinburgh has limited its involvement in event delivery to a handful of civic celebrations, and relies primarily on municipally-funded partners for delivery of its major events. There are, however, some key lessons that are relevant to this Major Events Hosting Strategy.

Clearly Defined Corporate Objectives

Melbourne, Montreal and Edinburgh all have clearly stated aspirations within their corporate vision, or corporate objectives in their strategic plan related to major events. Other cities, most notably Chicago, demonstrate the importance of major events by the level of funding provided from general revenues and the placement of the events unit within the corporate organizational chart.

Linkages to Corporate Strategy

Melbourne's vision and corporate objectives, like the corporate strategic plan for Edinburgh, provide the context for departmental plans and programs. Resource allocation is tied, in part, to the alignment of the funding request with the achievement of municipal objectives.

Support for Existing Events

All of the municipalities profiled for this engagement provide significant ongoing financial support to their recurring major events. In some cases, such as Chicago, this financial support underwrites the majority of the event operating costs. However, we prefer the more strategic approach used by Melbourne and Edinburgh, where the funding is tied to specific economic or community development objectives such as increasing total attendance or out-of-town visitation, or supporting community access to major events. Quality, not quantity, underpins the major event strategies for these cities. Recognizing that peak season dates are limited, the objective is to support program development and marketing capacity to increase the market trading area, attendance, overnight visitation and average length of stay.

Race to the Taste and the Chicago Country Music Festival illustrate one of the potential benefits of supporting existing festivals. Both of these events grew out of the Taste of Chicago culinary event. Race to the Taste is still held during its parent event in late June, but the Country Music Festival, which drew over 500,000 spectators in 2007, is now held in October.

Partnerships with Senior Governments

Whether the funding comes through on an ad hoc basis, as it does in Montreal, or as a result of a strategic approach to tourism and economic development, as seen in Scotland and the State of Victoria, the cities considered best of class in terms of major festivals have created a strong and effective partnership with senior levels of government. This has helped to secure major funding for new and existing events.

Focus on Economic Impacts & Benefits

Major events are positioned primarily as a means of generating enhanced economic activity. The criteria for supporting events, and the expected outcomes, are generally focused on increased visitor spending and international media profile.

Partnerships for Event Delivery

Most cities rely on third parties for the majority of event production and delivery. Chicago is a notable exception and, given the level of funding necessary to emulate the Mayor's Office of Special Events ("MOSE") approach, it is not likely many other municipalities will look seriously at this level of direct de-

livery.

Direct delivery is, as a rule, limited to events held outside of the traditional peak season which will require ongoing financial support; major civic celebrations, or other civic events where a high level of corporate sponsorship would be inappropriate (e.g. Remembrance Day).

Third party delivery is also supported by recognizing the capacity constraints most event organizers face. Administrative procedures, permit requirements and approvals are streamlined and efficient. On line applications, templates and tool kits are provided, and a “single window” approach to dealing with municipal departments has been adopted, to varying degrees, by these municipalities.

Use Major Gateways to Distribute Tourism

Scotland and the State of Victoria (Australia) focus their major event resources on their principal gateway cities. This reflects not only the availability of event hosting capacity, but also the fact that these cities have far greater international recognition and appeal as tourist destinations.

For additional information on major event best practices, please turn to Appendix D.



Cities such as Edinburgh have used existing civic celebrations as a platform to build new major events. Natal Day and other events on the Municipality’s annual calendar could provide platforms for new major events with the potential to draw additional high yield visitation.

Stakeholder Consultation

In developing our recommendations we sought input from a wide range of stakeholders, including elected officials and senior staff, HRM staff involved in the delivery of municipal services, major event organizers, event service suppliers, representatives of provincial government departments and agencies, facility owners and operators, hotel management and representatives of post-secondary educational institutions.

To varying degrees, major events were critical business drivers for many of the stakeholders we interviewed. Not surprisingly, we found that stakeholders in the accommodation, facility management, event management and event services sectors expressed a desire to see HRM strengthen its position in the major events market. However, many of these stakeholders believe there needs to be major change in HRM policies and operating practices. A summary of our principal findings follows:

HRM Support for Events

Amongst the major event operators consulted, there is a general belief that HRM does not provide sufficient support, and in particular financial support, for their events. A number of stakeholders observed that, with the implementation of the Hotel Marketing Levy, HRM has been able to virtually eliminate major event funding from its operating budget. In effect, according to this interpretation, HRM has actually reduced its funding of major events over the past five years.

In virtually all similar projects we have conducted, event organizers have stated that municipalities do not provide sufficient financial support in the form of cash grants. Many event organizers believe that since their event generates economic activity for the community, and that the event is (for the most part) organized as a not-for-profit activity, the municipality should be more forthcoming with financial assistance.

Most event organizers over-estimate the incremental economic impact of their events, assuming that all economic activity generated by their event represents new spending in the community. As most events draw the overwhelming majority of their visitation from the host community, most of the economic activity associated with the event is not incremental.

While we do not advocate an across the board increase in the financial assistance provided to special events, we do support developing and sustaining world class events that have the potential to draw visitation from outside of Nova Scotia, and indeed from outside of Atlantic Canada. Our benchmarking research, presented earlier, clearly demonstrates that cities such as Montreal, Edinburgh and Melbourne,

which have set out to be leaders in the major event market, invest heavily in event development, event management, event marketing and event infrastructure. Further examination of the funds available for event development and marketing, and in particular the protocol for allocation of the Special Events Reserve, is warranted.

Inequitable Distribution of Grant Dollars

Closely related to the first issue, some event organizers believe the distribution of grant funds is arbitrary and inequitable. Again, this is a common sentiment amongst event organizers across the country. In most communities, where the total value of grants is relatively modest and most grants are in the \$2,000 to \$10,000 range, this issue would not be considered a high priority. In HRM, however, up to \$1 million is available annually through the Marketing Levy Special Events Reserve and the spread between grants is quite large. Ensuring the sustainability of existing major events, and developing the regional and national appeal of these events, should be an integral component of the Major Events Strategy. Again, this suggests that a review of the protocol for allocating the Special Events Reserve is warranted. In particular, the protocol for event evaluation and grant disbursement needs to be more empirical, and event organizers must be prepared to provide a more comprehensive set of impact measures.

Cost for Municipal Services

This issue was also not unexpected. Most event organizers believe that municipalities should provide a wide range of services at little or no expense to the organizer. We do not share this view. Most events are focused on a niche market, not the community at large. As such, we believe that the events should pay the direct cost of the municipal services provided. The procedures in place for cost recovery in HRM are consistent with best practices from other municipalities that have well established special event calendars. As a rule, we do not support the provision of in-kind municipal services as this practice, unless scrupulously managed, is prone to abuse. We recommend that financial support from the municipality, to the extent provided, comes through grants.

HRM Management Practices

A number of event organizers indicated that the management practices of HRM are not “event friendly”. There is recognition that the HRM Special Events Task Force (“SETF”) does bring together HRM staff from all involved departments, and that this model is preferable to having event organizers make the rounds to meet with departments individually. However, there is a belief amongst some event organizers that HRM staff do not facilitate staging of special events – that their primary goal is to minimize the disruption of regular programs and services. This view is echoed, to some degree, by members of the SETF, and suggests that there is a need for clear policy direction. In particular the priority of special

events, and the acceptable degree of disruption or displacement of regular services and programs needs to be more precisely articulated.

Leadership and Governance

If there is any consensus amongst stakeholders interviewed for this engagement, it is that the current leadership and governance model for event acquisition and hosting should be amended to fully capitalize on HRM's resources and opportunities.

Events Halifax is a department of Trade Centre Limited. Created in 1998, its role is to identify events that are available for bidding and determine if Nova Scotia has a suitable event site, based on matching the needs of a specific event with available facilities, accommodations, venues and volunteer base.

Having a senior level of government involved in, or even leading municipal event acquisition is not unprecedented, as we have seen with EventScotland and the Victorian Major Events Company. What is unprecedented, in our experience, is the level of direct municipal representation in the leadership and governance model of the organization. While HRM does have four representatives on the Board of Trade Centre Limited, in our view this model does not provide adequate representation for the Municipality or the other key stakeholders involved in major events. We believe that a new governance, leadership and funding model provides the greatest opportunity to capitalize on HRM's potential as a major event destination, and address the jurisdictional and other challenges it faces in achieving this objective.



Although Events Halifax has a successful track record in securing major sporting and other events, its ability to secure future events, and to enhance the impact of current major events, would be enhanced by a new governance model with more active participation in leadership and funding from key public and private sector stakeholders.

Scope of the Major Events Hosting Strategy

Strategic plans typically begin with a Vision and Mission. The Vision sets a horizon towards which all stakeholders can gravitate. The Vision establishes a direction for the strategy and is a basis upon which the strategy evolves, both in terms of its development and its ongoing implementation.

We have developed the following Vision Statement for HRM Major Events.

By 2015, HRM will offer a strong, vibrant and sustainable calendar of recurring and one-time major events that support the community's economic, cultural, tourism and recreation objectives. As well, HRM will enhance its stature in national and international sports championships through the successful hosting of the 2011 Canada Winter Games, which will be a platform to build upon its leadership position in hockey, curling, figure skating and other disciplines.

The Mission Statement articulates intent and the broad strategic approaches to be utilized within the strategy to achieve the Vision. We have developed the following Mission Statement.

HRM will deliver a viable and sustainable portfolio of major events by aligning the objectives, resources and expertise of key stakeholders in support of common goals and objectives. Priority will be assigned to major events that attract new visitors to the Municipality and the Province, that enhance our national and international profile, and that provide viable legacy developments to the community.

Based on the input received from stakeholder interviews, our review of festival and event venues, an assessment of current organization structure and operating practices, and our review of benchmarks and best practices from other municipalities, we believe the Major Events Strategy must address the following questions:

1. How are major events linked to corporate strategy?
2. What forms of municipal support should be provided to major events?
3. What type of major events should HRM pursue?

4. What role should HRM play in major event delivery?
5. How should municipal and other stakeholders be organized to pursue new major events?
6. What role should major events play in HRM's infrastructure plans?

Linkage to Corporate Strategy

Special events can deliver a range of benefits including:

1. Celebrating culture and heritage.
2. Encouraging active participation in selected activities.
3. Providing a showcase for local athletes, performers and artists.
4. Building civic pride.
5. Creating greater awareness of the community or hosting organization.
6. Generating economic benefits for communities, local business and other stakeholders.

The first five points can be broadly categorized as Community Development benefits, while point six, and on occasion point five, can be categorized as Economic Development benefits.

Community Development benefits can accrue from events of all size. While difficult to quantify, Community Development benefits are often more substantial than Economic Development benefits. This is almost always the case with small to medium size events. A review of the major event strategies for leading municipalities, as well as a review of the strategic plans for major event acquisition organizations, clearly suggests that the principal objective of major events is to secure economic benefits to the host community and the event organizer.

HRM's Civic Events Policy and Granting Framework is generally consistent with this approach i.e.

Events fostering community building, community development, community relations and quality of life are the core mandate of HRM's civic events program and the priority recipient of funding through HRM's civic events operating budget; and

The HRM Special Events Reserve will be the source from which HRM will fund events focusing on economic and tourism development.

This current policy framework provides context for many of the recommendations which follow.

The most obvious and important linkage to HRM's corporate goals and objectives is through *Strategies for Success* - HRM's Economic Development Strategy. Successful and sustainable major events can support the following key areas of that plan:

Leverage Our Creative Communities

Strategy: Ensure a vibrant, healthy and attractive downtown to make HRM a world-class urban centre.

Action: Increase capital and operating investment and maximize leverage with other levels of government and business to create an attractive and active urban space in the Capital District.

Potential Partners: GHP, HRM, downtown business commissions, universities.

Strategy: Support the principles, goals and implementation of the Regional Plan as a critical piece in making HRM a healthy, viable and sustainable community.

Action: Work to ensure that the urban core has a higher density of people and employment and continues to be the focus for culture and tourism, business, government and university employment.

Potential Partners: GHP, HCC, HRM, HRDA, downtown business commissions, neighbourhoods, volunteer groups.

Create a Gung Ho Business Climate –

Strategy: Begin to immediately address HRM's infrastructure deficit.

Action: Develop a partnership that includes business and the three levels of government to develop the infrastructure needed to enhance HRM's status as an international convention destination so that HRM can act as a destination magnet for Nova Scotia tourism.

Potential Partners: HRM, WTCC, business community, Destination Halifax, provincial and federal government, gateway partners.

While major events have not been identified as a priority within the current Economic Development Strategy, we believe this is the logical home for the major events strategy and resources. Municipal resources invested in major events should be judged primarily on their economic impact, and ranked against the economic returns that could be obtained if the same resources were invested in other priority actions identified in the Economic Development Strategy.

We recognize that the Economic Development Strategy is a high level document, intended to provide a planning framework for municipal departments and other stakeholders involved in economic development. As such, we would not necessarily expect to see major events prominently featured in the economic development strategy. However, it is important that those responsible for funding economic development initiatives, and those responsible for stewarding the implementation of the strategy, acknowledge and clearly articulate the role major events are expected to play in achieving HRM's objectives.

Municipal Support for Major Events

It is an axiom of business that your most important customers are your existing customers. Successful companies strive to retain and grow their existing customers, and this philosophy should form the cornerstone for HRM's major event strategy.

HRM should identify, from within its calendar of recurring events, those that are or have the potential to be major events. This list would include the Royal Nova Scotia International Tattoo, International Busker Festival and Tall Ships, which already fit the criteria, as well as the following events which have potential to grow into major annual recurring events:

Atlantic Jazz Festival	Atlantic Film Festival	These six events, together with the Tattoo
Halifax Pop Explosion	Bluenose International Marathon	
Halifax Pride Festival	Halifax Comedy Festival	

and Busker Festival, would give HRM eight major events (nine during Tall Ships years) running from April through October. There may be other opportunities within the current roster of community events—DRUM certainly has many potential attributes of a hallmark event, in particular its ties to local culture and heritage. Given this, as well as its timing and location, the possibility of using this event as a platform for the creation of a major event at the Seaport warrants further investigation.

For these events, the principal objectives should be to creating a stable and sustainable business model, and enhancing the economic impact generated by the event.

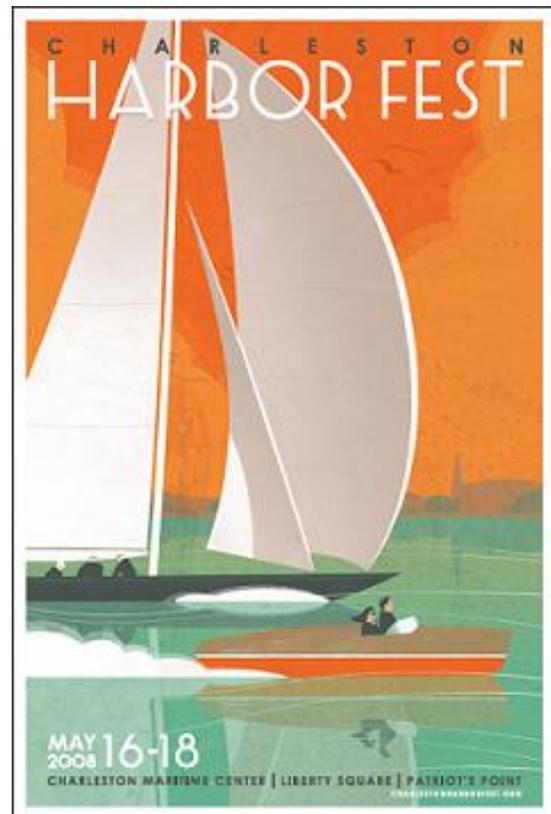
What Type of Events Should HRM Pursue?

We believe major events can be organized in a hierarchy in terms of the risks and rewards they provide the organizers and the host community.

At the top of the hierarchy are ***unique recurring events*** that are closely tied to the host community's culture and heritage. These events cannot be readily duplicated in other municipalities, nor can they be arbitrarily relocated by the event organizer without considerable risk. These events often directly or indirectly support other municipal objectives for community development or culture. The *Royal Nova Scotia International Tattoo* and *Tall Ships* would fall into this category. Because the program content offered by these events cannot be readily accessed in other communities, these events have great potential to generate high yield, overnight visitation.

These events are more likely to be home grown than obtained through an event acquisition strategy. The experience of many cities with Indy car and F1 racing demonstrates the risks inherent in hosting annual events licensed and controlled by a third party. Since many large unique recurring events have evolved from smaller community events, the Major Events Hosting Strategy should include initiatives aimed at turning selected community events into major events.

One apparent gap in the annual calendar of *unique recurring* events is a maritime-themed event. A number of maritime cities host such events, including Charleston South Carolina, Dublin Ireland and Yarmouth England. This could be held in conjunction with Tall Ships, or as an "off year" event. The 100th anniversary of the sinking of the Titanic (2012) would provide a strong platform upon which to create such an event. A maritime-themed event could have strong ties to HRM's cultural plan, economic development strategy and tourism marketing.



The Charleston Harbor Fest, a three-day event that attracts over 50,000 spectators, features boat tours, Tall Ships, boat building demonstrations and clinics, extreme water sport demonstrations (wake boarding, kite boarding), as well as food and live entertainment.

Another potential opportunity in this category is a celebration of Celtic heritage and culture. While many such events exist in Nova Scotia, and elements of Celtic culture are evident in some of HRM's existing events, the annual calendar does not feature one event built primarily around this theme. There may be opportunities to establish a partnership with Cape Breton's *Celtic Colours*, a shoulder season event (mid October) that would be a good strategic fit for HRM's accommodation sector.

The next level in the hierarchy are *generic recurring events*. These events are often built around the most popular themes - music, film, or comedy in the arts and culture sector, dragon boat races or marathons in the sport category. While their ties to local culture and heritage may not be as strong, and their market trading area more limited, these events are important to a successful major events strategy. A review of the event calendars in the benchmark cities profiled herein (or in most large cities, for that matter) would show that comedy, jazz, blues, folk and culinary festivals are part of almost every festival lineup. Although these events have less potential to generate high yield overnight visitation, the long-term return is attractive as they occur annually and require significantly less ongoing management support than non-recurring events. They also help to sustain those companies involved in event management and event services, which is an important consideration when assessing event hosting capacity. And, while these events do feature more mainstream program content, they also provide an opportunity to showcase local content.

HRM has a number of existing events in this category, and the Major Events Strategy includes capacity-building initiatives to assist these existing events in growing to major event status. Events such as the Film Festival and Halifax Pop Explosion provide an important contrast to more traditional events such as the International Tattoo. By appealing to a younger audience, such events help to diversify HRM's tourism product offering, and support its corporate strategies tied to the creative community and to attracting and retaining knowledge workers.

One obvious gap in the calendar of *generic recurring events* is a culinary festival, and efforts should be made to identify a suitable stakeholder to develop and launch such an event. The Halifax Seaport, Downtown Halifax Business Commission or the Spring Garden Road Area Business Association would be logical starting points to identify prospective stakeholders for such an event.

Another potential opportunity in this category is a multi-disciplinary arts festival such as the Edinburgh International Festival or Spoleta Festival, two long-running examples, or Toronto's Luminato, launched in 2007. These events have the potential to draw a large international audience, but it should be recognized that they are amongst the most challenging and expensive to mount.

The next level in the hierarchy are *unique, non-recurring events*. These events typically rotate venues on an annual basis and are obtained through competitive bids. The 2008 IIHF World Championship is an outstanding example of a unique, non-recurring event. Anyone wanting to participate in this event - as a spectator, athlete or sponsor - has to visit either Halifax or Quebec this year. On a national scale, the Tim Horton's Brier, CHL Memorial Cup or Juno Awards are examples of unique, non-recurring events. These events can form an important part of a Major Events Strategy, particularly when the hosting capacity - venues, volunteer base, population base - are in place. However, the cost to obtain and host these events is increasing, and the revenue opportunities for many events are being constrained by the licensing body. This has put greater pressure on the organizing committee and host community, and the economic value of these events must be carefully assessed.

Most events within the *unique, non-recurring* category are sports-related. With the exception of some national and regional awards events such as the Junos and the East Coast Music Awards, there are relatively few large itinerant cultural events to pursue. There are a number of youth-oriented events such as World Youth Day or the World Scout Jamboree, which can attract 50,000 or more participants. While such events may generate international media attention, they do not typically deliver the economic benefits of more conventional major events, and usually require significant investment by all levels of government. There are also a number of political events in this category, such as the IMF/World Bank and G8 Summit meetings. At one time these events were aggressively pursued by major municipalities, but they are now regarded with less enthusiasm.

Arguably the most famous festival to be "exported" to an additional venue is the *Spoleta Festival*. The event originated in Spoleta Italy in 1958 to provide a performance opportunity for young American artists in Europe. Twenty years later the organizers conceived the idea of a Festival of Two Worlds, and selected Charleston South Carolina as the North American host city. The Charleston event, which runs over 17 days in late May and early June, offers more than 100 performances in music, theatre and dance. Ten years after launching the Charleston event the concept was once again broadened to become the Festival of Three Worlds and include an event in Melbourne, Australia. This event remained associated with Spoleto for just four years and was re-named the Melbourne International Arts Festival in 1990.

One notable Canadian success story is *Just for Laughs*. After a run of 25 years in Montreal, the organizers of this event launched similar events in France in 2006 and Toronto in 2007, and plan to launch a comedy festival in Chicago in 2009. This event resembles many of the marquee national and international sports championships in its business model, particularly with respect to municipal grants and/or

guarantees, and the retention of major sponsorship rights. This can diminish the economic return to the organizing committee and the economic impact to the host community, although the value of an established brand can offset these impacts.

For major sport events it is usually necessary to build experience and credibility hosting regional and national events before being awarded a major international championship. HRM has already done so in several sports and has reached the top of the hierarchy in hockey, curling, figure skating and canoe/kayak. HRM should continue to bid for such events, and should maintain its dialogue with the national and international licensing bodies to identify other event bid opportunities that may be a good strategic fit. This would include smaller events sanctioned by these licensing bodies that could be staged in some of HRM's smaller sport facilities, or in other municipalities across the province.

In order to broaden the opportunities for new major sports events it will be necessary to build community capacity in other sports. This will require an assessment of local interest and organizational capacity as well as the availability of suitable venues. Basketball and soccer are logical starting points, given the community's experience in hosting university basketball, and Soccer Nova Scotia's National Training Centre. The 2011 Canada Winter Games will provide an opportunity to further assess community interest and capacity in a wide range of sports.

Another option that should be explored is the creation of a recurring annual minor hockey event to be held in late December. This is traditionally a very slow period for hotels, and may provide an opportunity to generate revenue for both the accommodation sector and area sport facilities. The Bell Capital Cup in Ottawa, for example, brings 500 teams to the city during the last week of December each year, filling hotel rooms and arenas throughout the city.

At the bottom of the hierarchy are *touring, non-recurring events* such as concerts, live theatre, or television shows such as Canadian Idol auditions or Antiques Roadshow. Because these events are repeated a number of times across the country, their trading area is relatively modest. Many appeal primarily to a local or day trip audience and their ability to attract high yield visitors is limited.

All of these event categories can, and should, form part of a major events strategy. The approach to acquiring and hosting events in each category, and in particular the investment by the municipality, will change for each type of event.

HRM'S Role in Event Delivery

We believe HRM's current role in event delivery is the appropriate one and no changes are required. Specifically, we believe HRM should continue to limit its role in direct delivery to major civic celebrations and selected shoulder season events. HRM's special event staff should increase their emphasis on capacity development by enhancing the level of community involvement and engagement in the delivery of these events, and by providing additional mentoring and event management tools to community event organizers.

Organizing HRM and Stakeholder Resources

As noted earlier, we believe that a new governance, leadership and funding model provides the greatest opportunity to capitalize on HRM's potential as a major event destination, and address the jurisdictional and other challenges it faces in achieving this objective.

Successful major event organizations bring together all of the key stakeholders involved in securing a major event, including all levels of government, the corporate sector, the tourism sector, facility management and event champions. Some of these stakeholders should be directly involved in the governance structure, while others, such as event champions, play an important role in bid development and in the creation of the event organizing committee.

In addition to a governance model that aligns and engages the key stakeholders, sustained funding is essential for a successful major events strategy. Funds must be available for ongoing operations, including a reasonable allowance for bid development. Funds should also be available for underwriting event staging costs. It must be recognized, however, that the pursuit of some events will require bid development and event staging funds in excess of what would be available for normal operations. The ongoing involvement of the key stakeholder groups facilitates securing such funds early in the process.

We believe the major event organizations developed in Scotland and Victoria provide many excellent precedents that can be incorporated into a new major events model for HRM.

Role of Major Events in Municipal Facilities and Infrastructure

A number of issues must be addressed in considering the development of new major event hosting venues. The first is the ***anticipated community demand*** for the facility and the compatibility or alignment of community needs with event hosting requirements. HRM has a number of major recreation projects in various stages of development. Some are clearly tied to HRM's successful bid to host the 2011 Canada Winter Games, while others reflect evolving community needs.

The second issue is the ***sustainability of major event hosting capacity*** as venue requirements evolve for larger events. HRM has the current capacity to host Canada's marquee skating, curling and hockey events. But as the experience with the 2008 IIHF World Championship clearly indicates, championship round games for some international events within these disciplines are beyond the reach of the Metro Centre. While national championships in skating, curling and hockey will likely continue to select Halifax as a host city, HRM may see some erosion in the list of potential international sport tournaments as governing bodies demand larger and newer facilities. And while HRM offers competitive venues in some sports, it is not competitive beyond the local or provincial level in aquatics, track and field and soccer.

The next issue to be considered is the ***regional competition for major events***. At present HRM has the largest sports and entertainment, convention and trade show venues in Atlantic Canada, and the largest complement of quality hotel rooms. However, the competitive landscape is likely to change over the next decade. A new casino, hotel and convention centre have recently been announced for Moncton. While the convention space proposed for this complex is far smaller than what is available at the World Trade and Convention Centre, it does add critical mass to the Magnetic Hill district and may make this venue a more attractive and competitive site for outdoor concerts and other major events. Construction recently commenced on a new 5,000 seat stadium at the Université de Moncton, to host the World Junior Championships in Athletics (Track & Field) in 2010. This project, originally budgeted at \$14.5 million, is now estimated to cost \$27 million (including land provided by the University). The federal and provincial governments are underwriting the majority of the cost. Of additional concern over the long term would be the development of a major new sports and entertainment complex in the Magnetic Hill area. The City of Moncton has funds set aside for a feasibility study on a new sports and entertainment venue. While the intent at this time is for such a facility to complement, not replace the existing Coliseum, the decision to locate the casino at Magnetic Hill, versus downtown, could lead to a change in direction for Moncton.

The current experience with touring concerts suggests that there would be very little impact on HRM's concert business should Moncton develop a new sports and entertainment complex. And Moncton would require a significant increase in its accommodation base and improved air access before it could be fully competitive with HRM for major national and international events. However, the development of additional event-hosting infrastructure in Moncton must be considered as HRM develops its long-term facilities master plan.

Major events such as the Briers or Memorial Cup have rotation cycles measured in decades, not years. Ultimately, the economic viability of an event hosting venue such as the Metro Centre depends on its core business platforms, not the ability of the host community to attract itinerant major events. The Halifax Metro Centre has a strong business model built around several revenue streams:

- Resident teams (Halifax Mooseheads, Halifax Rainmen)
- Concerts and other live entertainment
- Major Events (IIHF World Championships, Royal Nova Scotia International Tattoo)
- Conventions, trade and consumer shows

The possible development of a new convention centre will have implications for the Metro Centre, although the nature and extent of the impact will not be known until the design-build competition is complete. The Halifax Metro Centre is now 30 years old, and as such will reach the end of its functional life-span in another five to fifteen years. As it takes a number of years to assemble the stakeholder support and financing required to build a major sports and entertainment centre, it is not too early to begin planning for the eventual replacement of this venue. Given its proven success as a multi-purpose sports and entertainment facility and HRM's track record as a major events venue, consideration should be given to a larger (e.g. 15,000 seat) venue.

To expand major event hosting capacity in other sport disciplines such as soccer, football, aquatics or athletics will require a significant investment in additional facilities. The opportunity to host major regional, national or international competitions within these sport disciplines will not, in and of itself, justify the significant capital and operating costs required for such facilities. However, such an opportunity can provide a platform upon which new facilities can be built that go well beyond current and anticipated community use. The new Canada Games Fieldhouse, to be built at the Mainland Commons, is an excellent example of this approach. The Mainland Recreation Centre was originally conceived as a \$15 million multi-purpose recreation complex, to include a pool, fitness centre and multi-purpose gym. The opportunity to host the 2011 Canada Winter Games has allowed HRM to expand this project beyond the identified community needs,

and current plans call for a \$41 million multi-purpose sport facility that will meet the national and international technical hosting requirements of a number of sport disciplines. Indeed, development of major event hosting facilities such as the Moncton Track & Field Stadium or the BMO Stadium in Toronto would suggest that hosting a major international championship is the most viable strategy to secure the senior government funding required for major sport hosting venues.

To support the significant ongoing operating cost of major sport venues, high utilization from a broad range of user groups is required. The preferred model, if appropriate frameworks can be developed, would be partnerships with the universities. Such an approach would provide utilization from community groups and programs, university programs for academic, intramural, recreational and varsity use, local recurring tournaments for youth and adult leagues, higher level tournaments, meets and events, and (potentially) elite athlete training.

Strategic Framework

Our Major Events Hosting Strategy encompasses 18 recommendations that address the following key questions:

1. How are major events linked to corporate strategy?
2. What forms of municipal support should be provided to major events?
3. What type of major events should HRM pursue?
4. What role should HRM play in major event delivery?
5. How should municipal and other stakeholders be organized to pursue new major events?
6. What role should major events play in HRM's infrastructure plans?

In reviewing the changing nature of major events, the process for event bids, and the sources of funding for major events, one Guiding Principle emerges that provides context for this Strategy:

To succeed in the increasingly complex, competitive and expensive world of Major Events, the energies, expertise and resources of key stakeholders in the public and private sector must be aligned and coordinated in a systematic and ongoing manner.

The recommendations that form the basis of this Major Events Hosting Strategy can be grouped into two major themes:

1. **Enhancing Event Impact:** enhancing the viability, sustainability and economic impact of existing major events.
2. **Expanding the Major Event Calendar:** creating or securing new major events that generate incremental economic impact while supporting key strategic objectives of the principal stakeholders.

Enhancing Event Impact

Objectives: Enhance the viability and sustainability of existing major events.

Increase the economic impacts generated by existing major events.

Strategies:

1. *The acquisition and hosting of major events should be recognized as an economic development initiative, with the principal objective of generating economic benefits (employment, taxes, increased revenues, regional, national or international media exposure) for HRM, the community, local businesses and other stakeholders.*
2. *A Major Events Evaluation Framework should be established to assist HRM and other key stakeholders in decision-making related to:*
 - *The types of events most suitable for HRM, based on alignment with corporate objectives, community capacity, event hosting infrastructure and competitive environment;*
 - *The nature and extent of financial and other support to be provided to existing, new and prospective major events and major event bids, including recommendations on the sources of such financial and other support.*

We have provided an example of such a framework in Appendix E, following. The completion of this Framework would be the responsibility of the new Major Events organization outlined later in this report.

3. *Evaluation criteria for the funding of recurring events and for event acquisition, including the events sought, nature and extent of investment required, should be tied to the economic impact generated by the event, as well as the linkage to the economic development strategies and actions outlined above.*
4. *Recurring major events should receive additional grants aimed at enhancing their organizational capacity and ability to attract additional high-yield visitation. These goals can be accomplished through enhanced management capacity in the areas of sponsorship, marketing and partnership development; improved or expanded program content; marketing programs aimed at out of town visitors, and through expanded linkages to the local business community to generate incremental visitor expenditures.*
5. *Selected existing events should be provided additional funds through an incubator program to assist them in reaching major event status. These funds should be used to enhance event management capacity and to increase their economic benefits through the type of initiatives outlined above.*

6. *Municipal policies and procedures for staging events, including policies and procedures for approvals, permits and the provision of municipal services, should be reviewed to determine what changes can be made to streamline event application and approval, and to provide municipal services in the most cost effective manner. The importance of major events, and the community's willingness to temporarily disrupt normal municipal services and departmental functions to accommodate major events, must be clearly communicated to all stakeholders including the community at large.*
7. *HRM should develop an on line event organizers tool kit, including all necessary forms for permits, grant applications, municipal policies, by-laws and procedures, contacts and industry best practices.*

Expanding the Major Event Calendar

Objectives: Create or secure new major events that generate incremental economic impact while supporting key strategic objectives of the principal stakeholders.

Strategies

1. *A new Major Events Corporation ("MEC") should be established, with key stakeholders from HRM, the Province of Nova Scotia and the Government of Canada, the tourism sector, the business community and the universities directly engaged in the governance of the organization.*
2. *The mandate of MEC would be to ensure that HRM offers a strong and sustainable calendar of major events. It would do so by attracting new major events to HRM, and enhancing the ability of existing events to increase visitation, enhance the profile of HRM and Nova Scotia as a tourism destination, and generate incremental economic benefits to HRM and the province.*
3. *In addition to its principal role as the Major Events organization for HRM, MEC would assist communities throughout the province in identifying and securing major event opportunities, and mentoring communities and other key stakeholders on the establishment of effective event organizing committees.*
4. *In addition to its primary role in securing major events, a secondary role would be to create sustainable economic growth in the event management sector and generate additional expertise and capacity in event management and event services, to ensure that event expenditures are captured, to the extent possible, within HRM and the Province of Nova Scotia.*

5. *Funding for the Major Events Corporation would come from the following sources:*

- *Trade Centre Limited would transfer the funds and management resources currently assigned to Events Halifax to assist in underwriting the operating and administrative costs of the enterprise.*
- *HRM would provide a similar amount for operations and administration.*
- *Of the current Special Events Reserve, \$500,000 would be assigned to the MEC, to provide funding for existing major events and new major events. The remaining funds would be used to develop an incubator program for selected community events administered by a restructured SEAC, as recommended in Item 6, following. The Province of Nova Scotia and ACOA would each provide \$750,000 to fund existing major events and new major events.*
- *The accommodation sector would provide \$500,000 through a 1% increase in the Marketing Levy. The balance of funds generated by the 1% increase would be contributed to a capital facility fund to assist in underwriting the cost of a new convention centre.*

We estimate that this would create a total enterprise budget of approximately \$3.0 million, which would allow the organization to supply the required management resources, provide \$500,000 to \$1 million in targeted, strategic grants to existing major events, and maintain bid development and event support funds in excess of \$1 million.

6. *The responsibilities of the Special Events Advisory Committee with respect to major event funding would be assumed by the new organization. The Special Events Advisory Committee would be responsible for administering grants to Community Events, and for administration of funds under the recommended Incubator Program.*

While we have referred to this as a new enterprise, consideration should be given to housing MEC within an existing organization. The Greater Halifax Partnership has an existing relationship with HRM and senior levels of government, and its principal focus is economic development. There may be economies of scale and other synergies that could be obtained if GHP was interested in broadening its mandate to focus on major events.

7. *The replacement of the Metro Centre with a larger capacity multi-purpose sports and entertainment facility should be adopted as a priority for HRM, with a target date of not later than 2018. As soon as the development strategy for a new convention centre is finalized, work should commence on a facility needs assessment, review of the feasibility of expanding and modernizing the existing venue, assessment of potential sites for a new facility, and options for funding including sources of funds from senior levels of government, private sector and other stakeholders.*
8. *The recently completed Community Facility Master Plan Update and the facility master plans for Dalhousie University and Saint Mary's University, the facility plan for the 2011 Canada Winter Games and the prospect list for future national and international sport championships provide the framework for the identification of new major event hosting facilities. The Mainland Common project will be one of several substantive developments that could increase the sport tourism event hosting capacity for HRM. Subsequent bids for national and international single or multi-sport events may provide further opportunities to expand or modernize existing venues, or create new event hosting capacity that could not otherwise be supported by the community and its key stakeholders.*
9. *The 2011 Canada Winter Games should be used to assess community interest and capacity in other fields of amateur sport, with a view to developing the community capacity to stage regional and national events in those sports where the venues current exist, or will be developed for the Canada Games.*
10. *MEC should continue to pursue major national and international sports events in the segments where it has established leadership and capacity, specifically ice hockey, curling, figure skating and canoe kayak. Ongoing dialogue with the national and international sport licensing bodies should also include a review of opportunities to stage smaller qualifying or lower tier events that could be a strategic fit for the annual event calendar and/or provide demand for smaller sport venues in HRM or elsewhere in the province.*
11. *A business case should be developed for the following new events: culinary festival, maritime festival, Celtic festival, multi-discipline arts festival and youth hockey tournament. The business case would include an examination of potential sponsors and hosting organizations, as well as opportunities to partner with similar events held outside HRM.*

Funding Strategy and Resource Allocation

Resources to implement this Major Events Hosting Strategy should come from the stakeholders that are the principal beneficiaries of the economic benefits flowing from major events—the Municipality, the accommodation sector and the senior levels of government. Once implemented, the Major Events Corporation will provide stewardship over a significant share of the strategy, and will administer a commensurate share of the required resources. The balance of the responsibility, largely for capacity development initiatives, will rest with HRM Community Development. Our funding strategy and recommended resource allocation are outlined in the following tables:

Stakeholder	Recommended Contribution	Comments
Halifax Regional Municipality	\$750,000	Includes \$250,000 in core funding from general revenues and transfer of \$500,000 from current Special Events Reserve.
Trade Centre Limited	\$250,000	Estimated direct cost of Events Halifax (excluding bid costs and event operations support)
Province of Nova Scotia	\$750,000	New funding
Government of Canada	\$750,000	New funding
Accommodation Sector	\$500,000	Additional revenue from increase in Marketing Levy.
Total	\$3,000,000	

Resource Allocation – Major Events Corporation		
Item	Amount	Comments
Staffing	\$425,000	Executive Director, Manager of HRM Major Event Initiatives; Manager Nova Scotia Major Event Initiatives; Administrator. Includes salaries and payroll burden of 30%.
Occupancy costs	\$75,000	Assumes 1,500 square feet at market rent.
Major Event Operations Support – Recurring Events	\$500,000	Funds to underwrite existing event operations and develop event management capacity for current roster of major events.
Major Event Sponsorship and Operations – new one-time events	\$500,000	Grant funding to underwrite cost of municipal services and selected event venue rental costs, and for event sponsorship.
Major Events Market Development Support	\$750,000	Grant funding for program enhancement and marketing to increase high yield visitation and expenditures.
Major Events Bid Support	\$250,000	Does not include bid costs for major international single or multi-sport bids with bid costs in excess of \$100,000.
Special Projects	\$100,000	Allowance for outside services for Years 1 – 5 to implement recommendations from Major Events Hosting Strategy.
Reserve	\$250,000	
Administration & general costs	\$150,000	Includes human resources, legal, accounting, IT and related costs.
Total	\$3,000,000	

Resource Allocation – HRM Community Development and SEAC		
Item	Amount	Comments
Municipal policy and procedure review	\$100,000	One time allowance for contract staff or outside services to conduct review of policies and procedures and make required amendments.
On-line event organizers tool kit.	\$50,000	One time allowance for contract staff or outside services to develop on-line event organizer manual, applications and other tools.
Incubator program	\$500,000	Ongoing grant funding for selected community events.
Total	\$650,000	Includes \$150,000 in one-time costs in Year 1 and \$500,000 of ongoing funding commencing in Year 2. Funds to be sourced from existing Special Events Reserve.

Implementation Timetable and Plan

This Major Events Hosting Strategy represents a significant shift from current HRM policies and procedures, and will require a number of years to fully implement. Many of the recommendations will require the development of new policy frameworks and other administrative tools. For the more substantive recommendations, it will take a number of years before the benefits are fully realized.

Under this strategy, the new Major Events Corporation would have the primary responsibility for all activities related to major events, while SEAC and the SETF would focus their efforts on community events and civic celebrations. Some of the responsibilities that will ultimately devolve to MEC will, during the initial years of this strategy, continue to be handled by existing organizations such as SEAC. As the building blocks of the strategy are put in place, the roles and responsibilities will become more clearly defined. However, there will be areas of overlap, particularly in the incubator program, and those initiatives designed to help smaller recurring events reach major event status.

While this policy shift is being implemented, HRM and other key stakeholders must continue to deliver successful major events and pursue new major events. It has been our experience that many strategic plans and similar projects fail because the organization's capacity to implement change was over estimated. Accordingly, we have developed an implementation timetable that reflects our views on the relative priority to be assigned to each of the recommendations, as well as our assessment of HRM's capacity to develop and implement the required change programs given its current staff resources. The timetable is contained on the following pages.

Enhance Major Events Impact						
Major Initiative	Goal	Leadership Role & Key Stakeholders	Year 1	Year 2 (2009/10)	Year 3 (2010/11)	Year 4/5 2011 - 13
Major Events Evaluation Framework	Establish equitable and efficient evaluation framework based on selected economic impact objectives.	HRM to establish project team including Community Development staff, Events Halifax, Destination Halifax and tourism sector. ("HRM Major Events	Finalize draft Evaluation Framework Develop evaluation process Establish performance measures and processes.			
New funding policies for major events and incubator program.	Provide ongoing and predictable funding to sustain and grow existing major events, pursue and host targeted non-recurring major events, and to grow selected other	HRM	Establish total funding envelop and allocation policy.			

Enhance Major Events Impact							
Major Initiative	Goal	Leadership Role & Key Stakeholders	Year 1 (2008/09)	Year 2 (2009/10)	Year 3 (2010/11)	Year 4/5 2011 - 13	
Event Development Strategies for major events	Increase economic impact of existing major events through additional high yield visitation, event expenditure capture and	HRM Major Events Team, major events organizers.		Establish performance measurement baseline, goals, objectives and strategies for targeted recurring major events.			
Event development strategies for selected community events	Grow at least two existing community events to Major Event status by 2013	HRM Major Events Team, Community Event Organizers		Identify existing community events with expansion potential.	Establish performance measurement baseline. Establish development targets. Develop and implement strategies for selected events.		

Enhance Major Events Impact						
Major Initiative	Goal	Leadership Role & Key Stakeholders	Year 1 2008/09	Year 2 2009/10	Year 3 2010/11	Year 4/5 2011 - 13 2014- 2018
Streamline municipal policies and procedures.	Enhance viability and sustainability of existing and future events.	HRM Community Development		Review of municipal policies and procedures for provision of event	On-line event organizers tool kit.	
Event development strategies for selected existing events	Grow at least two existing events to major event status by 2013.	HRM Major Events Team, Community Event organizers.		Identify existing community events with expansion potential.	Establish performance measurement baseline. Establish development targets. Develop and implement strategies for targeted	

Expand The Major Event Calendar						
Major Initiative	Goal	Leadership Role & Key Stakeholders	Year 1 (2008/09)	Year 2 (2009/10)	Year 3 (2010/11)	Year 4/5 2011 - 13
Creation of Major Events Corporation (MEC)	Dynamic, innovative and sustainable partnership model for major event hosting launched by mid 2009.	HRM to establish steering committee with representatives from WTCC, provincial and federal government, hotel sector, tourism sector and business community. ("MEC Steering Committee")	<p>Establish Steering Committee</p> <p>Develop governance and funding model</p> <p>Explore potential alignment with GHP or other business groups.</p> <p>Develop strategic plan and 5 year budget</p>	<p>Develop and approve required enabling legislation and by laws.</p> <p>Select Initial Directors.</p> <p>Launch organization</p> <p>Transition existing activities to new organization</p>		
						Review governance and funding model and organizational effectiveness by end of 2015

Expand The Major Event Calendar						
Major Initiative	Goal	Leadership Role & Key Stakeholders	Year 1 (2008/09)	Year 2 (2009/10)	Year 3 (2010/11)	Year 4/5 2011 - 13
Create new major events.	Develop and launch at least two new events with potential to reach major event status by 5 th year of operation.	HRM Major Events Team; community and business groups.	Identify and select major event prospects for 2010 – 2015	Develop business case for selected new events.	Launch first new event.	Launch second new event.
			Develop and implement event acquisition strategy.	Establish project steering committee. Facility needs assessment. Review Metro Centre		
Pursue major national and international sports events in areas of established leadership.	Sustain market position in areas of established leadership through ongoing event solicitation.	MEC Steering Committee, with leadership transferred to MEC board upon creation of new Corporation.				
Develop new event hosting infrastructure	Opening of new sports and entertainment centre to replace Metro Centre by 2018.	HRM, WTCC	Assess convention centre development impact.			

Performance Measures

Performance measures have been identified for the Major Events Hosting Strategy, for the Major Events Corporation, and for the major events sector generally.

At most basic level, stakeholders involved in the implementation of the Major Events Hosting Strategy will be assessed on the timely completion of the approved initiatives. The principal milestones are phased over the first three years, and are summarized below:

Year One:

- Funding & Governance Model for Major Events Corporation
- Event evaluation framework and funding allocation
- Identify major event prospects for 2010—2015; develop event acquisition strategies

Year Two

- Launch Major Events Corporation
- Establish performance baselines for existing major events
- Develop enhancement strategies for existing major events
- Develop business cases for selected new events.
- Review of municipal policies and procedures

Year Three

- Launch first new major event
- On line tool kit
- Establish performance baselines for existing community events
- Develop enhancement strategies for existing community events
- Select new target sport disciplines and event hosting opportunities.

Over and above the successful completion of these initiatives, which provide the organizational and funding capacity to greatly increase HRM's stature as a major event host city, there are a number of other important performance measures that must be implemented to gauge the ongoing effectiveness of the Major Events Strategy.

Major Events Corporation

The performance of the Major Events Corporation would be assessed using the following measures:

- Financial performance - plan versus budget.
- Total value of event funds administered, allocation by event and allocation by program.
- Number of event bids completed - major HRM events and regional events.
- Number of event bids won - major HRM events.
- Tracked media value.

Economic Impact

As noted earlier, this Major Events Hosting Strategy is built on the assumption that major events are primarily an economic development initiative. The principal metrics used to assess economic impact are Initial Expenditures (Visitor, Event Operations, Event Capital); Wages & Salaries (a subset of Initial Expenditures) and Gross Domestic Product, which measures the net economic activity arising from hosting the event; Direct Taxes (municipal, provincial and federal) and Total Taxes (municipal, provincial and federal). Direct Taxes are those derived from the Initial Expenditure and include personal and corporate income tax, employment related taxes, property tax, provincial and federal sales taxes. Total taxes include these same taxes on indirect or induced expenditures.

There are a number of models used to calculate event economic impact. The Province of Ontario provides an on-line model with pre-established baselines and multipliers, and we have provided a sample of the report output available from this model in Appendix F, following. The Canadian Sports Tourism Alliance ("CSTA") has a number of formats which vary in the level of input and output detail. All economic impact models require some form of expenditure input and visitor origin, which is typically obtained through organizer surveys and participant intercept interviews.

Baselines must be established for all existing major events and for those community events selected for the events Incubator program. We recommend the adoption of the CSTA STEAM program or one simi-

lar to the Province of Ontario's TREIM Model. The cost of establishing these initial baselines should be underwritten by the Major Events Corporation. Timely completion of an annual update of economic performance should be a pre-requisite for ongoing funding from any HRM-supported programs.

Performance measures should prioritize out of town overnight visitation as the most important Visitor Segment, followed by out of province, out of region (Atlantic Canada) and international overnight visitation. Visitor Expenditures on Commercial Accommodation should be a priority, followed by Visitor Expenditures on other key business sectors (e.g. culture, heritage, entertainment, foodservice, retail). For event operations expenditures, priority should be given to expenditures that remain within the municipal boundaries, followed by expenditures within the province, the region and the country. Priority should also be given to those operating expenditures that build ongoing event management capacity (e.g. salaries and wages for event management personnel). For capital expenditures, preference should be given to expenditures that provide additional event hosting or other community capacity consistent with HRM's long term recreation and culture objectives.

Appendix A: Overview of Competitive Practices

Newfoundland and Labrador

After investing heavily in major celebrations in 1997 (Cabot 500), 1999 (Soiree '99, the 50th anniversary of Confederation) and 2000 (Vikings! 1000 Years) the Government of Newfoundland and Labrador has shifted its focus from major events, and is actively supporting the development and enhancement of smaller community events focused on culture and heritage. The Cultural Economic Development Program provides financial support for festivals focused on visual, performing and literary arts, book and periodical publishing, film and video, new media and multi-media. The program is aimed at established organizations and provides funds for operations, professional development and marketing. The program will fund up to 90% of eligible professional development and marketing costs, to a maximum of \$5,000 in each category. Operational support varies based on the business plan of the organization and the nature of support requested.

Financial support is also provided through the Newfoundland and Labrador Arts Council, a not-for-profit organization funded by the provincial government. While most of the grants are modest (less than \$2,500), the Stephenville Theatre Festival receives almost \$18,000 in grants, including a “sustaining grant” of almost \$15,000 to fund operating expenses.

In addition to funds provided through these established programs, the Government of Newfoundland and Labrador has provided financial assistance to individual events through special warrants or through discretionary funds available to the Department of Tourism, Culture & Recreation. Special warrants were used to provide \$3.3 million in funding to the Special Events Corporation of Newfoundland and Labrador to support the major celebratory events mentioned earlier, and to provide \$500,000 in additional funding for the 1999 Canada Winter Games in Corner Brook. In 2001 the Department provided a grant of \$20,000 to “Raid the North Extreme”, an adventure racing event. The Department also provided the St. John’s International Women’s Film Festival with a \$25,000 operating grant in 2007.

The lion’s share of event funding provided through the Department of Tourism, Culture and Recreation goes towards sport programs, specifically to underwrite the cost of hosting major sport events, or to assist residents in participating in major sport events. The host committee for the Newfoundland and Labrador Games (Summer and Winter) receives a \$200,000 operating grant from the Department.

New Brunswick

The Government of New Brunswick provides funding for Arts Festivals (performing or literary arts, arts & craft presentations, artistic films and/or video) through the Arts Development Branch of the Department of Wellness, Culture and Sport. Grants of up to \$10,000 per year are available.

The Department of Wellness, Culture and Sport provided a significant grant to the 2008 East Coast Music Awards, Festival and Conference, held for the first time in Fredericton. The Department provided \$275,000 in funding, with the City of Fredericton providing an additional \$50,000.

The provincial government has also supported the development of event infrastructure through its Regional Development Corporation. In 2002 the province provided \$100,000 in capital funds to the Town of Saint-Quentin to underwrite a significant share of the development costs for a new stage for the Festival Western de Saint-Quentin. This year the Corporation will invest \$1.2 million in capital upgrades to the Magnetic Hill concert site.

The Regional Development Corporation is also used to provide operating grants to festivals and major events. It provided a \$50,000 grant to the 2004 Tall Ships Challenge in Saint John, \$50,000 to the 2006 Canadian Country Music Awards in Saint John, a \$20,000 operating grant to "Salty Jam 2006" (Saint John's Festival of Music), and a \$50,000 operating grant to Fredericton's Winterfest 2006.

ACOA has also played a significant role in major event funding, providing 70% of the \$250,000 operating grant to the 2002 East Coast Music Awards as well as \$150,000 to the 2008 ECMA.

The provincial and federal governments are also the principal funding partners for the new stadium being built at the Université de Moncton. This project, now estimated at \$27 million, will provide facilities for the 2010 IAAF World Junior Championships. The facility will be jointly managed by the University and the City of Moncton.

Prince Edward Island

In 2006 the Department of Tourism identified Festivals and Events as one of the seven "Icon Products" to be emphasized in a five year product development strategy. Major new festivals featuring "key Island products" were to be developed and launched between 2006 and 2011. To date, the only specific strategy to be articulated under this objective is expansion of the Charlottetown Festival to a more comprehensive city-wide arts and entertainment event.

Much like Newfoundland and Labrador, Prince Edward Island is using its community festivals to develop tourism activity outside of its principal cities. It has established the Tourism PEI Product Development Fund to provide grants for developing and launching new tourism product, including festivals. Grants are available for up to 60% of the total project cost. Tourism PEI also offers a Hosting Grant to provide financial assistance to PEI organizations hosting a regional, national or international convention, meeting or event during off season (any month other than July and August). As the grant is limited to \$10 per delegate and a maximum of \$3,500 per event, this program is not expected to have a material impact on

event acquisition.

Given the modest event hosting infrastructure and accommodation base, it is unlikely that these community events will evolve into major recurring events. Indeed, it is unlikely that Prince Edward Island will become a significant competitor in the major events market.

Ontario

The Ontario Ministry of Tourism's development and marketing strategies try to touch all bases—from a wilderness experience in Northern Ontario to live theatre or professional sports in Toronto. Festivals and events are just one of more than thirty priorities outlined in the Strategic Plan, and major events are not given any specific attention within the plan. The Ontario Tourism Marketing Partnership Corporation (a Ministry of Tourism agency) administers two programs to provide funding for events, including major events. The Tourism Event Marketing Partnership Program provides funds to cover costs associated with specified promotional and media related activities. The priorities for the program are highlighted in the adjacent sidebar.

The Industry Partnership Program provides funds for consortia of tourism businesses, tourism marketing associations, Destination Marketing Organizations and municipal tourism organizations directly involved in the marketing of tourism. Programs must support and extend the marketing efforts of OTMPC in domestic and international markets. The OTMPC will cost-share up to 40% of total eligible projects

Ontario Tourism Event Marketing Partnership Program:

Priority will be given to events that:

- Have significant public/private sector participation
- Can attract increased visitation from domestic or U.S. border markets
- Can extend length of stay and spending in the community by visitors
- Are packaged with other tourism industry operators in the community
- Can generate positive media exposure
- Support Ontario's Tourism Marketing Plan
- Have local municipal support
- Take place in the shoulder and off-peak tourist seasons
- Implement marketing initiatives targeting markets beyond 100km of the event location

FUNDING LEVELS

Funding is available on a three tier model as follows:

Tier 1

Funding of up to \$15,000 for regional events and festivals with a marketing budget of up to \$50,000. Funding for marketing activities beyond 100kms from the location of the event or festival.

Tier 2

Funding of up to \$50,000 for events two days or longer in duration, with a marketing budget between \$51,000 and \$170,000 and marketing on a provincial, national or international scale. Must provide evidence of having funding or marketing support from the local Destination Marketing Organization (DMO), be promoted within the DMO marketing initiatives and have developed relationships with the local tourism industry i.e. attractions, accommodations, restaurants etc.

Tier 3

Funding of up to \$200,000 for major International events and festivals which are three days or longer in duration, and with a marketing budget beyond \$170,000. These internationally recognized events and festivals must be promoted and/or televised internationally, must have attendance greater than 150,000, must develop and market overnight packages and must generate significant international visitation.

costs, up to a maximum of \$60,000. Eligible project costs include placement and production of paid advertising, broadcast, electronic, print advertising, or direct marketing.

The Ministry of Tourism has developed, in partnership with specific municipalities, a Convention Development Fund to help attract new international conventions and conferences. Originally created in 2003 as part of the post - SARS Tourism Recovery Plan, this program was renewed in 2007. Under the program, London, Hamilton, Windsor and Ottawa can each receive up to \$250,000 and Toronto up to \$1 million per year on a matching funds basis to assist in landing new city-wide conventions. The funds may be used to support costs such as delegate transportation and venue rental. Matching funds can be from the municipal government, DMO or accommodation sector. Tourism Toronto and the Metro Toronto Convention Centre have matched the \$1 million contribution for the years 2007 - 2009. Tourism Toronto receives the overwhelming majority of its funds from the voluntary Destination Marketing Fee charged by Toronto hotels.

In addition to these programs administered by the OTMPC and the Ministry of Tourism, the government invests directly in specific major events through the Ministry of Tourism and the Ministry of Culture. The province invested \$7.5 million in Luminato—Toronto Festival of Arts and Creativity, in its inaugural year (2007) and recently announced, as a “4th Quarter Investment”, it would invest a further \$15 million in this event in 2008—2009 to help “maximize long term potential for the festival, including the creation of new work and major national and international bookings”. The Ministry of Culture also provided \$25 million in capital funding to assist in building the Festival Centre, the new home for the Toronto International Film Festival. This is not the only investment in major event infrastructure—the Province is also providing \$35 million in capital funding for a new 230,000 square foot convention facility in Niagara Falls and has committed \$50 million towards the expansion of the Ottawa Congress Centre.

Appendix B: Major Events Hosting Infrastructure

Sport, Entertainment and Public Assembly Facilities

Halifax Metro Centre

Arena seating for up to 10,000.

Full complement of back of house support facilities

World Trade and Convention Centre

Total meeting, exhibit and pre-function space (excluding Metro Centre) 60,000 square feet

Largest column free space 20,000 square feet

Halifax Forum

Twin pad sports centre. Forum can seat up to 6,000 (bleacher and floor). Civic Centre seats up to 1,700 (bleacher and floor). Multi-purpose space of 19,000 square feet, plus an additional 5,000 square feet of meeting space. Surface parking for 500 cars.

Dartmouth Sportsplex

Multi-sport venue includes arena (3,000 seats), 8 lane 25 metre pool, recreational pool, health and fitness centre and 12,000 square feet of meeting space.

Exhibition Park

Trade show and exhibition centre. Main exhibit hall offers 61,000 square feet of space. Main Arena has 17,000 square feet of floor space plus seating. Two smaller halls provide an additional 21,500 square feet of space. Surface parking for 2,000 cars.

Dalplex

Multi-use sports facility at Dalhousie University. Includes 50,000 square foot fieldhouse with portable playing surfaces and bleachers, 8 lane 50 metre pool with moveable bulkheads, five squash and one racquetball courts, fitness centre and ancillary recreation facilities.

Dalhousie Memorial Arena

North American (200'x85') ice surface plus seating for 1,100.

Dalhousie Memorial Field

Provides three practice fields and one competition soccer pitch. FieldTurf playing surface. Concrete bleachers plus portable stands provide seating for up to 2,000. Washroom and locker facilities located in gymnasium adjacent to field.

Huskies Stadium

Located at Saint Mary's University. Permanent seating for up to 5,500. FieldTurf playing surface. Temporary seating for up to 11,000 has been provided in the past.

Alumni Arena

Located on the Saint Mary's University campus. Seating for up to 1,200. 185' x 85' playing surface.

Tower Gymnasium

Located on the Saint Mary's University campus. Seating for up to 1,500 for basketball, volleyball. Four squash courts, fitness centre.

Cunard Centre

Provides 53,000 square feet of column free exhibit space in converted cargo shed located in the Halifax Seaport.

Neptune Theatre

Fountain Hall and Studio Theatres have seating capacity of 479 and 200 people respectively. Two rehearsal halls and full complement of back of house support facilities. Located at 1593 Argyle Street in downtown Halifax.

Rebecca Cohn Auditorium

Located in the Dalhousie Arts Centre. Seating capacity of 1,040 (orchestra 819, balcony 216, wheelchair 5).

Alderney Landing

Multi-use indoor and outdoor space including Events Plaza that can accommodate up to 8,000 (festival seating) and indoor 285 seat theatre. Located on the Dartmouth Waterfront adjacent to the Dartmouth Ferry Terminal.

Proposed Facilities

The 2011 Canada Winter Games will provide new event hosting infrastructure in the form of a major new sports venue. The Canada Games Fieldhouse, to be developed on the Mainland Commons, will be a multi-purpose indoor recreation and sport facility housing table tennis and badminton during the Games. Afterwards, the facility is intended to become a multi-purpose venue for indoor recreational sports which could include indoor soccer, lacrosse, flag football, baseball/softball practice and basketball.

A number of other sports and recreational facilities are in various stages of planning or development. The recently published Community Facility Master Plan identifies a number of projects with potential to increase major events hosting capacity.

Accommodation Facilities

HRM offers a significant inventory of quality commercial accommodation, with a notable concentration in downtown Halifax. These hotels, given their proximity to the World Trade and Convention Centre, the Metro Centre and the Halifax Waterfront, are of particular significance to major events, as are hotels in Dartmouth such as the Holiday Inn Harbourview which offer easy access to downtown Halifax. Suburban hotels provide capacity for events such as the 2009 ICF World Senior Canoe Championships and events using the Dartmouth Sportsplex. They also provide overflow capacity for events using downtown Halifax hotels, which is essential to minimize displacement of normal business activity and maximize the economic impact of major events.

Halifax Central Business District Hotels	Rooms
Cambridge Suites Hotel	200
Citadel Hotel	265
Courtyard by Marriott Halifax	125
Delta Barrington	200
Delta Halifax	295
Four Points by Sheraton	175
Halifax Marriott	350
Holiday Inn Select Halifax Centre	230
Lord Nelson Hotel	260
Radisson Suite Hotel	100
Residence Inn Halifax	90
Prince George Hotel	200
Westin	300
Total—Halifax CBD	2,790

Appendix C: Current Municipal Policy and Strategy Framework

Municipal Objectives, Strategies and Policies

In June 2006 Regional Council adopted the HRM Regional Municipal Planning Strategy, which became effective August 2006. This planning strategy is intended to guide the development of the Municipality over the next 25 years. The major themes driving regional planning were identified as Economy, Environment, Settlement Pattern, Transportation, Halifax Harbour and Capital District. Secondary planning strategies have or will be developed to assist in the implementation of the planning strategy.

Within the Regional Municipal Planning Strategy we find clear recognition of the importance of tourism to HRM's economy. In Appendix A of the Regional Municipal Planning Strategy we find the only specific reference to festivals and special events. The number of festivals and events supported by HRM is proposed as a performance measure for the goal "Celebrate HRM's diversity, community character and pride of place".

Functional Plans to be prepared in accordance with the Municipal Planning Strategy, in particular the Capital District and Halifax Harbour Functional Plans, are expected to encourage economic development, the enhancement of heritage and cultural assets, and protect the natural beauty of the Harbour and its significance to tourism.

The Regional Municipal Planning Strategy also addresses the importance of culture and heritage, both to residents and visitors. The Cultural Functional Plan includes strategies and recommendations related specifically to festivals and special events.

Two of the principal supporting documents – the HRM Cultural Plan and HRM Economic Development Strategy – have been completed. As major events straddle the areas of economic development and culture, these documents were reviewed to gain a better understanding of how festivals and events generally, and major events specifically, fit into the HRM economic development and cultural plans.

Strategies for Success, HRM's Economic Development Strategy, contains five major goals:

1. Supercharge our Labour Force: By 2010, HRM's bustling job market will compel our young and ambitious to stay and make our community a magnet for highly trained immigrants and expatriates.
2. Leverage our Creative Community: By 2010, HRM's investments in social and cultural infrastructure will enhance the city's persona as one of the most vibrant and unique communities on the continent.

3. Create a Gung Ho Business Climate: By 2010, HMR will possess the best business climate in Canada, one able to kick-start and grow ambitious new enterprises and attract exciting companies from anywhere on the globe.
4. Capitalize on our Reputation: By 2010, HRM's renown as one of the continent's great cities – a beautiful, immensely livable place that teems with history and creativity – will draw top drawer companies and people to our community.
5. Convert Rivalries into Partnerships: By 2010, each partner in HRM's future will work in sync to propel our economy forward in a way that improves the quality of life for every citizen.

Goals 2 and 4, in particular, recognize the role that Quality of Life and Quality of Place have in economic development, particularly as they relate to attracting and retaining knowledge workers and the businesses that rely on these workers.

Strategies have been articulated to realize each of these five major goals. While there are no specific references to festivals or events, the following strategies are relevant to this project:

- *Leverage Our Creative Communities* – Work to ensure that the urban core has a higher density of people and employment and continues to be the focus for culture and tourism, business, government and university employment.
- *Create a Gung Ho Business Climate* – Develop a partnership that includes business and the three levels of government to develop the infrastructure needed to enhance HRM's status as an international convention destination so that HRM can act as a destination magnet for Nova Scotia tourism.

HRM's tourism sector is highly dependent on visitors from Atlantic Canada, which represent 80% of all visitors. In order to diversify this base, and in particular to attract higher yield visitors from outside Atlantic Canada, HRM must offer world class tourism experiences. This can be done, in part, by enhancing the quality of its existing tourism offer. While considerable lead time and capital is required to improve the quality and capacity of "bricks and mortar" attractions, festivals can be enhanced within a relatively short timeframe. Enhancing the regional and international appeal of HRM's annual calendar of events can therefore be considered a key priority for this Major Events Hosting Strategy.

Within the tourism sector, cultural tourism is a growing and important segment. Over the past decade tourism infrastructure and attractions across the globe have become increasingly uniform and homogenized. Tourism facilities such as convention centres, casinos, major hotels and shopping districts, which once provided a competitive advantage, are now available in virtually every metropolitan area. As these

assets evolve from unique selling propositions to necessary tourism infrastructure, cultural resources are gaining importance in creating a differentiated and sustainable tourism offering. Cultural and heritage assets form a unique part of a community's identity, one that cannot be readily duplicated by competitors. Festivals and celebrations can play a significant role in promoting the culture and heritage of the community.

There are an increasing number of itinerant regional, national and international events i.e. those that change venues on a regular basis. While this has long been the case with major sporting events, this trend has expanded to include cultural events such as the Juno Awards. These itinerant events may not build upon or contribute to a community's unique and sustainable identity to the same degree as an indigenous event. Nevertheless, they can support local activities within the identified sectors, generate a positive economic impact and form part of a regional tourism development strategy. Attracting a fair share of these itinerant events can therefore be considered an important element of this Major Events Hosting Strategy.

The HRM Cultural Plan provides more specific goals, policies and actions of particular relevance to festivals and events generally, and major events specifically:

Strategic Direction #1: Focused Service Delivery and Partnerships

Goal #1: Integrated Service Delivery

To be a leader in cultural planning and development through a strong cultural mandate and integrated policy and service delivery.

- **Policy 1.7 HRM will ensure policy and procedure with respect to special events delivery achieves a positive cost/benefit ratio, and will support events at the local, regional and international level.**

Strategic Direction #3: Community Character & Heritage

Goal #13: Leisure & Entertainment

To build a range of leisure and entertainment opportunities to enable authentic cultural celebration and appreciation.

- **Policy 3.23 HRM recognizes and supports the development of community and regional events and celebrations.**

- **Policy 3.24** HRM will support and facilitate the development of signature events that reflect the Region's cultural identity as a means to reinforce the area as a cultural destination.
- **Policy 3.25** HRM will encourage the development of a vibrant street level culture and activity.
- **Policy 3.26** HRM recognizes the importance of food and culinary activities to cultural identity.

Many of the other goals and policies in the Cultural Plan are, in varying degrees, relevant to this Major Events Hosting Strategy, particularly those related to grants and financial assistance, waterfront development, and the overall funding of culture within the HRM budget process.

HRM has developed an operational framework for festivals and events based on two specific outcomes – community development and economic or tourism development. Within this framework HRM has identified six strategic areas of focus:

1. Festivals
2. Celebrations
3. Civic Events
4. Commercial Events
5. Tourism Events
6. Sporting Events

The first three categories – festivals, celebrations and civic events, are managed for Community Development outcomes and are intended to improve and develop a sense of well-being within the diverse communities of HRM; reduce inequalities and feelings of disadvantage; increase residents' feelings that their local area is a place where people from different backgrounds and communities can live together harmoniously; and help residents feel good about and have pride in their community.

The latter three categories – commercial events, tourism events and sporting events, are managed for economic or tourism development outcomes, and are intended to foster sustainable growth and give HRM a competitive edge over other regional centres.

Within this policy framework HRM has developed the following definitions:

Commercial Events include events such as major outdoor concerts, professional sports and/or the bids associated with such events.

Tourism events are defined as events that are large, compelling to a major market and with high expenditure potential. Such events also have a high potential for international exposure and the ability to encourage multi-day visits. To be considered a true tourism event, a material share of total participation must come from overnight tourists/visitors.

Sporting events are defined as large, compelling, major market events with high expenditure potential and community sporting events. Such events also have a high potential for national and international exposure and the ability to encourage multi-day visits. To be considered a true sporting event, a material share of total participation must come from overnight tourists/visitors.

This Major Events Hosting Strategy focuses on these three categories of events – Commercial, Tourist and Sporting. Using this framework developed by HRM, events such as the Halifax International Busker Festival or Royal Nova Scotia International Tattoo can be categorized as Major Events, as can national and international sports championships (Skate Canada, Tim Hortons' Brier, various CIS national championships, various IIHF world championships). Cultural events such as the Atlantic Film Festival or East Coast Music Awards could also fall within the Major Events designation.

In March 2007 HRM Council approved a new Civic Events Policy and Granting Framework. Under this policy, HRM's Civic Events Operating Budget is used exclusively to fund festivals, celebrations and civic events focused on Community Development.

In addition to the funds provided from the HRM Operating Budget, the municipality has established a Special Events Reserve, funded through the Hotel Marketing Levy, to support major national or international culture, sport and heritage events that do not occur annually, as well as HRM's Hallmark tourist events.

The Hotel Marketing Levy, established in 2002, generates funds through the application of a 2% sales tax on commercial accommodation. The Special Events Reserve receives 40% of the funds generated, while the remaining 60% is allocated to Destination Halifax to fund tourism marketing initiatives. The Special Events Reserve has a ceiling of \$1 million annually, and the following events are eligible for funding:

Hallmark Events - The Reserve will be used to fund current annual Hallmark Events including: The Halifax International Busker Festival, The Royal Nova Scotia International Tattoo, and the Nova Scotia International Air Show. Starting fiscal year 2007/08 the annual Hallmark events will be funded at a minimum of current funding levels or no greater than a total of 15% of the annual Marketing Levy Special Events Reserve budget.

Commercial Special Events - The Reserve will be used to fund commercial special events. In any given budget cycle, no more than 15% of the Reserve shall be used to fund commercial special events such as major outdoor concerts or professional sporting activities.

Major Special Events -The Reserve will be used to fund major special events and conferences. In any given budget cycle, no greater than 30% of the Reserve shall be used to fund major special events and conferences.

National and International Sporting and Mega Events - The Reserve will be used to fund National and International Sporting and Mega Events. In any given budget cycle, no greater than 30% of the Reserve shall be used to fund National and International Sporting and Mega Events.

Major Civic Celebrations and Infrastructure - The Reserve will support initiatives such as HRM Twinning, Memorials, Commemorations, Anniversaries, and other significant special functions. In any given budget cycle, no greater than 10% of the Reserve shall be used to support these items.

Appendix D: Benchmarks & Best Practices from Other Jurisdictions

Benchmarks and Best Practices

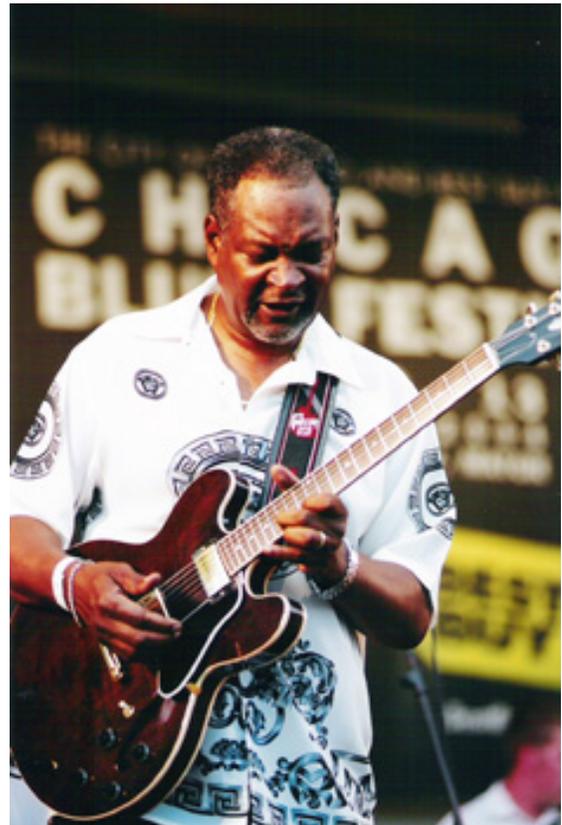
Chicago, Illinois

The central purpose of the Mayor's Office of Special Events (MOSE) is:

1. Produce and promote free festivals, city wide holiday celebrations and other events to provide year-round family style entertainment for Chicagoans and visitors.
2. Assist in community development by providing grants and technical assistance to community-based organizations throughout the city.
3. Promote the city as a desirable film location and assist crews filming in Chicago.

MOSE assists city - wide community development by providing grants and technical assistance to over 80 community-based organizations for neighbourhood festivals and facilitation of over a dozen ethnic parades.

The breadth and scope of events delivered by MOSE is unmatched by other North American cities. As seen in the following table, close to 8 million residents and visitors attend the city's major lakefront festivals annually.



Major downtown festivals such as Taste of Chicago, the Air and Water Show, Venetian Night and six music festivals draw millions of people each year to the lakefront, contributing significantly to tourism and economic development for Chicago.

Lakefront Festivals	2002	2003	2004	2005
Attendance	8,041,000	27,935,000	8,353,300	7,873,000
Sponsorship Revenues	\$3.8 million	\$4.6 million	\$4.4 million	\$4.8 million
Product cost recovery through sponsorships	33%	39%	38%	n/a
Ticket Revenue	\$13.4 million	\$13.4 million	\$14.8 million	n/a

Note: 2003 attendance figures include estimate of attendance at Tall Ships.

The major programs produced and delivered by MOSE are shown in the following table:

Event	Description	Attendance	Dates (2008)
Taste of Chicago	Now in its 28 th year. Features over 70 local restaurants showcasing ethnic cuisine and Chicago favorites. Artists such as Carlos Santana, Sheryl Crow and LL Cool J have performed on the main stage.	3.6 million	June 27- July 6
Race to the Taste	5K run/walk in conjunction with Taste of Chicago. Now in its 15 th year.	2,500	June 29th
Chicago Jazz Festival	The oldest of the City's lakefront music festivals. Features four days of traditional and contemporary jazz on multiple stages and an art fair showcasing original works.	310,000	August 28-31
Chicago Gospel Music Festival	The largest free outdoor gospel celebration in the world. This three-day festival provides more than 50 performances on three stages within the City's newest attraction, Millennium Park.	280,000	May 30- June 1
Chicago Country Music Festival	A two-day event. Originally held during the first weekend of Taste of Chicago in late June, this event has now been spun off as a free standing festival. Artists such as Glen Campbell, Faith Hill and Clint Black have performed on the main stage. The side stage features local country artists as well as a dance floor.	525,000	October 11-12
Chicago Blues Festival	Celebrating its 25 th year. The largest free blues festival in the world and the largest of Chicago's music festivals. Four days of programming on six stages. Past performers include Bonnie Raitt, Ray Charles and B.B. King.	640,000	June 5-8
Chicago Air & Water Show	The largest two-day spectator event in the United States and the longest ongoing show of its kind in North America. Highlighting the show each year is one of the US military's precision jet teams. Now in its 50 th year.	2,000,000	August 16-17
Viva Chicago Latin Music Festival	Two-day festival featuring Latin music, cultural traditions and celebrations. Now in its 20 th year.	160,000	August 23-24
Venetian Night	Celebrating its 51st year anniversary, Venetian Night is the City's longest running lakefront festival. Approximately 35 boats are decorated with lights and props and sail along the Chicago waterfront between the Shedd Aquarium and the Chicago Yacht Club.	675,000	July 26
Chicago Outdoor Film Festival	Now in its 9 th year. Free screenings of classic films in Grant Park on Tuesday evenings.	149,000	July 17- Aug 28
Celtic Fest Chicago	Two-day festival featuring the music, dance and traditions of Celtic regions such as Brittany, Wales, Ireland and the Scottish Highlands. Now in its 12 th year.	185,000	Sept. 13-14

As you would expect, developing and delivering such a significant calendar of events requires an equally significant budget. For fiscal 2006, the total budget for MOSE was \$26.6 million (\$US), broken down as follows:

Municipal Hotel Occupancy Tax Fund	\$6,042,000	
Special Events Fund	\$20,235,000	
Other Grant Fund	\$300,000	
Total	\$26,577,000	
Full Time Equivalent Positions	71	
Budget Allocation		
Personnel services	\$4,539,000	
Non-personnel services	\$22,038,000	
Program Summary & Description	Positions	Funding
Administration: Manages fiscal and administrative operations; directs the overall policy of the department.	16	\$1,273,300
Lakefront Festivals: Produces free events on Chicago's lakefront for residents and visitors.	11	\$18,471,000
Misc. Programs & Events: Produces and promotes thematic special events and programs.	1	\$2,271,600
Program Development: Researches and develops new programs.	2	\$127,200
Farmers Market: Promotes and provides linkages between farmers and farm products to communities across the city.	2	\$151,400
Event Operations & Support: Provides operational and logistical support for the events and programs produced by the department.	4	\$284,300
Community Development: Supplies funding, equipment and technical assistance to neighbourhood and community events.	5	\$981,400
Communications: Publicizes the events and programs of the department.	9	\$779,800
Marketing & Sponsorship: Raises corporate sponsorship to help underwrite the costs of events, and conducts market research to measure economic impact.	9	\$611,500
Protocol Office: Promotes economic development and tourism by hosting national and foreign dignitaries.	4	\$646,200
Office of Film & Entertainment: Solicits film companies to shoot on location in Chicago and acts a liaison between production companies and city departments.	4	\$348,000
Sports Development Office: Promotes Chicago as a venue for athletic events; produces local amateur sporting events and provides technical support for events.	4	\$859,800

Mayor's Office of Special Events: Organization Model

Mayor's Office of Protocol

Facilitates and coordinates international dignitary visits with the Mayor.

Event Operations

Responsible for coordinating the logistical needs of the downtown lakefront events and music festivals including the Chicago Blues Festival, Chicago Gospel Festival, Taste of Chicago, Chicago Air & Water Show, Chicago Jazz Festival, Viva Latin Music Festival, Bike Chicago, the Holiday Tree lighting Ceremony and the Ethnic Market.

Responsible for overseeing and trouble shooting the logistical needs of newer events including Celtic Fest Chicago, Winter Delights: Chicago's A Cool Place, Great Chicago Places & Spaces, Chicago Puppetropolis, Chicagooween, Chicago Outdoor Film Festival, Mayor Daley's Holiday Sports Festival and the Mayor's Cup Soccer Youth Tournament.

Coordinates the logistical needs of extraordinary events including the U.S. Conference of Mayors, U.S. Congressional Weekend, six Chicago Bulls NBA Championship rallies, the "Welcome Home Parade" for returning Desert Shield/Desert Storm troops and public events surrounding the 1994 FIFA Men's World Cup Soccer Championship, the 1996 Democratic National Convention and the 1999 FIFA Women's World Cup Championship.

Event Programming

Coordinates all efforts related to the event or festival programming including booking performances, organizing operations, facilitating sponsor participation and assisting in promotion.

Finance

Manages and facilitates the daily operations of personnel, finance/budgeting, procurement, telecommunication, management information systems and office management.

Graphics

Creates and produces graphic marketing pieces that help actively promote the City of Chicago and Special Events.

Neighbourhood Festivals Program

Works with Chicago's community-based organizations in the production of summertime festivals designed to celebrate Chicago's many neighbourhoods. Cultural programs, ethnic customs, music programs, and/or local businesses are showcased. Assistance is provided primarily for local community groups and non-profit agencies involved in promoting their service areas economically, artistically and culturally. The Neighbourhood Festivals Program provides grants and technical assistance in obtaining the necessary food and liquor vending permits, street closures and required special permitting. This area also works closely with all city departments to ensure proper staffing and event awareness.

Public Relations

Produces and distributes pertinent information to all media outlets for all public music festivals,

Chicago Film Office

Leads the city's efforts to attract and accommodate feature film, television, commercial and all forms of film and video production.

Corporate Sponsorship

Offers a variety of Sponsorship Packages designed to reach a wide range of marketing goals and budgets.

Sports Development Office

Supports existing sports programs and fosters the development of new sports activity. Coordinates and produces annual events including Mayor Daley's Holiday Sports Festival, the Race to Taste 5K Run and Walk, the Mayor's Cup Youth Soccer Tournament and Bike Chicago. Serves as a liaison between the city and outside sports promoters and organizations, supports existing sports events and activities and provides counseling to local sports organizations. Evaluates and bids for national and international amateur sports programs, sports conventions, and sports congresses.

Montreal, Quebec

Montreal hosts approximately 39 significant festivals during the year. The key festival season is June to November with most of the major programs scheduled from June through August. The more noteworthy events include:

Event	Description	Dates
Montreal International Jazz Festival	Offers more than 650 concerts including 450 free outdoor performances on 20 outdoor stages. Estimated attendance (aggregate) is 2 million. Runs in conjunction with the Montreal Guitar Show, Montreal Musical Instrument Show and Blues Camp. Celebrating its 29 th year. Partnership funding from federal, provincial and municipal governments, as well as Tourism Montreal.	June 26 – July 6
Divers/Cité	LGBT arts & cultural festival. Pride Parade, which had been part of the event until 2006, left in that year to form a separate event due to a dispute.	July 27- Aug 3
Just for Laughs	Largest comedy festival in the world. Now in its 26 th year. Launched Comedia comedy film festival in 1996.	July 10 - 20
L'International des Feux Loto-Québec, (Montreal Fireworks Festival)	Held yearly in La Ronde since 1985. Regarded as amongst the best fireworks in the world as well as being the largest festival of its kind. An estimated 2.3 million people watch the nine days of competition each season.	June 21 – Aug 6 (weekly)
Les Francofolies de Montreal	North America's largest celebration of French music. 150 free outdoor performances and 50 indoor shows draw an estimated 500,000 spectators over 10 days. Celebrating its 20 th year in 2008.	July 24 – Aug 3
Festival des Films du Monde	One of North America's oldest film festivals. Features world and international premieres and documentaries.	Aug 21 – Sept 1
Grand Prix du Canada	Celebrating its 30 th anniversary in 2008 and now the only F1 event in North America.	June 6 – 8

The City of Montreal has articulated a clear role for festivals and events in its corporate vision and strategy. Its Vision statement encompasses five strategic directions, including *Montreal – a city open to the world*:

By 2025, Montréal, a French-speaking metropolis, will have greatly enhanced its international profile. Its values, reputation for openness, cosmopolitan nature and creative genius will be recognized around the globe.

Supporting this strategic direction are the following objective and strategies:

Objective:

Strengthening Montréal's position as a cultural metropolis, city of festivals and sports events.

Strategies:

- devising and implementing a strategy for consolidating current festivals and sports events
- developing or attracting new events

The major program in support of these strategies is development of Place des Arts du Quartier des spectacles, a \$120 million urban redevelopment program being funded equally by the City of Montreal, Government of Quebec and Government of Canada. The Quartier des spectacles Partnership was created in June 2003. A non-profit organization, the Partnership sets out a vision of development based on the enhancement of cultural activities in its downtown neighbourhood. To promote this vision, the Partnership develops and implements projects to position the area as one of Montreal's major centres of activity and an international cultural destination.

The Quartier des spectacles is centered on the intersection of Sainte-Catherine Street and Saint-Laurent Boulevard, covering almost a square kilometre bound by City Councillors Street, Berri Street, Sherbrooke Street, and René-Lévesque Boulevard. This area is home to 30 performance halls totaling almost 28,000 seats, numerous international festivals, art galleries and centres for the exhibition and broadcast of alternative culture.

The organization is made up of 23 area stakeholders, including representatives from the culture, real estate, education, and business sectors, as well as local residents, the Borough of Ville-Marie, the City of Montreal and the Government of Quebec.

Montreal was one of the first Tier One cities in Canada to establish an organization dedicated to sporting event pursuit and acquisition. Internationaux du Sport de Montreal (ISM) was an independent not-for-profit organization established in 1996. Funded by a partnership between the federal, provincial and municipal governments and the private sector, this organization attracted considerable controversy when it was reported by *Le Journal du Montreal* that the organization had received \$1.25 million in funding under the Federal government sponsorship program. The organization's credibility and reputation were further tarnished when Montreal almost lost the 2005 World Aquatics Championships. ISM ceased operations in early 2005.

Edinburgh, Scotland

Edinburgh is host to fifteen national and international festivals, as well as numerous community and local festivals. Eleven of these festivals are members of Festivals Edinburgh (the Association of Edinburgh Festivals). The Edinburgh Festival is a collective term for several simultaneous arts and cultural festivals that take place during August each year in Edinburgh. These festivals are produced by a number of organizations - there is no single event officially termed the Edinburgh Festival. No city in the world can match the breadth and extent of cultural festival activity offered by Edinburgh in August.

The Edinburgh Festival traces its roots to 1947, when the Edinburgh International Festival ("EIF") was established in a post-war effort to "provide a platform for the flowering of the human spirit" and enrich the cultural life of Scotland, Britain and Europe. That same year, eight theatrical companies organized their own event, outside the official auspices of the EIF. From this initial spontaneous event emerged the Edinburgh Festival Fringe. The summer program has grown with the Edinburgh Book Festival, the largest book festival in the world, the Edinburgh Film Festival and the Military Tattoo. The Jazz festival starting in late July and the Edinburgh Mela in the last days of August bookend six weeks of arts and culture.

The Edinburgh summer festivals, in order of the year of foundation, are shown on the following page:



Each year over 200,000 people attend the Edinburgh Military Tattoo, held during the first three weeks of August. It is estimated that 50% of all spectators come from outside Scotland.

Festival	Date Founded	Member of Festivals Edinburgh
Edinburgh International Festival	1947	√
Edinburgh Fringe	1947	√
Edinburgh Military Tattoo	1950	√
Edinburgh Jazz and Blues Festival	1978	√
Edinburgh International Book Festival	1983	√
Edinburgh Mela	1995	√
Edinburgh International Internet Festival	1999	
Edinburgh People's Festival	2002	
Edinburgh Interactive Festival	2003	
Edinburgh Art Festival	2004	√
Edinburgh Annuale	2004	
Festival of Politics	2005	
Festival of Spirituality and Peace	2005	√
iFest	2007	

Although the phrase "Edinburgh Festival" is generally taken to refer to the August events, a number of other Festivals are held in the city around the year. These include, in calendar order:

- Ceilidh Culture — held annually in March and April
- Edinburgh International Harp Festival — held annually in March/April
- Edinburgh International Science Festival * — held annually in April
- Edinburgh Easter Festival — held annually
- Beltane Fire Festival — held annually on May Day
- Dark City Festival — a goth music festival, held annually in May
- Children's International Theatre Festival * — held annually in late May
- Edinburgh International Film Festival * — held annually in June
- Leith Festival — held annually in June
- Scottish International Storytelling Festival * — held annually in October and November
- Edinburgh's Christmas
- Hogmanay * (New Years)

* *Member of Festivals Edinburgh*

Festivals Edinburgh, formerly the Association of Edinburgh Festivals, brings together the management of 13 of the city's largest festivals to pursue mutual goals. A common web site has been developed, and a Festivals Marketing Group has been established.

To build on the success of the city's summer festival program, in 2004 the City of Edinburgh created Edinburgh's Winter Festival, bringing together two existing events - Edinburgh's Christmas and Hogmanay. Funding for these events comes primarily from the City of Edinburgh and from the Cities Growth Fund, a Scottish Executive Council program for urban economic development.

The economic impact of the Edinburgh Festivals is considerable. A 2004 study of the (then) nine major festivals determined that they generated total attendance of 3.2 million and an estimated 1.4 million person trips to the city. 35% of all visitors were from Edinburgh, 21% from elsewhere in Scotland, 29% from elsewhere in the UK and 16% from overseas. The festivals generated £170 million for the local economy and supported 3,900 full time equivalent jobs. Four of the festivals represented over 80% of all the economic value creation: The Fringe (£70m), the Military Tattoo (£23m), the International Festival (£19m) and Hogmanay (£24m).

The importance of festivals and events to Edinburgh is reflected in its corporate strategic plan. *Edinburgh's City Vision*, published in 2003, and its *Corporate Plan 2007-2011* provide specific objectives and strategies related to festivals and events and how these strategies link to the City Vision. The Corporate Plan includes five specific outcomes for its major events:

1. Retain Edinburgh's position as an International Festival City.
2. Higher profile for Edinburgh world wide.
3. Enhanced purpose-built event infrastructure.
4. More attractive range of events and activities.
5. Audience development.

The Corporate Plan includes a review of strategic planning activities for EIF, development of an infrastructure plan for cultural and sports venues used for major events, and promotion of Edinburgh as The Festival City.

The City of Edinburgh contributes substantial annual funds to these major events. These funds are, for the most part, sourced through the Cities Growth Fund. One challenge this creates is the potential for a significant funding gap, as the Growth Fund expires at the end of 2009 and there is no guarantee that

the program will be renewed or replaced. The 2008/2009 budget for the City of Edinburgh contained the following grants to its leading festivals (all grants are spread over two years):

- Edinburgh International Festival - £600,000
- Festival Fringe – £100,000
- International Science Festival – £50,000
- International Book Festival – £30,000
- International Jazz and Blues Festival – £35,000
- Children’s Theatre Festival – £25,000
- Scottish Storytelling Festival - £20,000
- International Film Festival – £50,000
- Edinburgh Mela – £35,000
- Art Festival – £15,000



Edinburgh’s Hogmanay offers an extensive line up of indoor and outdoor performances and events over its four-day run.

EIF, while arguably one of the world’s premier arts festivals, has been in financial difficulty for a number of years. By 2003 its accumulated deficit had reached almost £900,000 and it was on the verge of collapse. That year the City of Edinburgh and the Scottish Executive each contributed £400,000 to eliminate the deficit. The City also increased its annual operating grant to approximately £1.5 million.

In 2005 the City contributed a further £300,000 as did EventScotland (Scotland’s national events organization responsible for attracting, creating and developing sporting and cultural events throughout the country). A further £600,000 was provided by the City and EventScotland in 2006. In the 2008 budget, the EIF is targeted to receive another “one time” grant of £700,000 (half from the City and the balance shared equally by the Scottish Executive and the Scottish Arts Council).

The Winter Festivals program receives approximately £550,000 in funding from the City, and a further £704,000 from the Scottish Executive Council through its Cities Growth Fund.

In an effort to stem the financial losses from its signature event and to create a sustainable framework for its major festivals, the Scottish Arts Council, together with Festivals Edinburgh, the City of Edinburgh,

the national government and EventScotland commissioned a major research project to examine global trends in the “major festival” market, including governance, funding and operational models in cities that had established a prominent position in the global market. A number of the principal findings from this research are relevant to this project.

1. Festivals, and in particular recurring cultural festivals, have become an increasingly common element of municipal economic development strategies, inner city revitalization programs and tourism marketing. This has led to increased competition for performers, management and spectators/attendees.
2. Leading festival cities such as Edinburgh and Melbourne foster a strategic context for all major festivals to operate within. This context includes approaches to public investment in the expansion of organizational, creative and managerial capacity within the event community. Within these leading festival cities, public support goes well beyond the traditional annual grant or provision of in-kind municipal services.
3. Quality is more important than quantity. Success depends on achieving and sustaining the number one position in your marketplace, in being recognized as the “best in class”.

While most of our benchmarking has focused on policies and procedures at the municipal level, the success of Edinburgh’s major events can be attributed, at least to some degree, to the support provided by EventScotland and the prominent role this national organization plays.

EventScotland

EventScotland is Scotland’s national events organization, tasked with attracting, creating and developing major sports and cultural events throughout the country. Its Vision is:

To become one of the world’s foremost events destinations by 2015

Its Mission is:

To deliver a viable portfolio of major events to attract visitors to Scotland, to enhance Scotland’s international profile, to strengthen our sporting and cultural infrastructure and to maximize the economic, social and environmental benefits of events to all parts of the country.

The Major Events Strategy for Scotland, released in 2003, identified a number of key issues that needed to be addressed to achieve the leadership position in the global events market. These included:

- Improved co-ordination between event organisers and funders in Scotland.
- Better links between major events and other strategic priorities such as marketing Scottish tourism and business.
- Better use of existing and new infrastructure throughout Scotland.
- Better knowledge about international events, and agreed mechanisms for appraising and evaluating the impact of events.
- Build expertise to reduce the risk of unsuccessful event bids.
- Build best practice partnerships between public and private sectors to maximise the benefits of hosting events in Scotland.

The Strategy identified four key areas for action:

1. Building Scotland's international image by maximising the benefits of existing successes and "icon" events including the Edinburgh Festivals and the Open Golf.
2. Developing a portfolio of sporting and cultural events to underpin Scottish tourism and Scottish brand messages, to strengthen sporting and cultural environments and to attract visitors to areas of Scotland with spare accommodation capacity, particularly outside traditional high season.
3. Co-ordinating existing activity and exploring opportunities to enhance existing events being taken forward by public and private sector partners.
4. Building a centre of knowledge and expertise on securing, promoting and delivering events to secure Scotland's reputation as a premier events destination by 2015.

EventScotland was formed to coordinate the efforts of stakeholders in the public and private sectors in implementing the strategies required to achieve these objectives, with particular emphasis on leading the drive to secure major new events for Scotland. Its principal functions are to:

- Share information on the size, date and nature of existing and proposed major events in Scotland.
- Assess which events the organization should support, based on an economic, environmental and social appraisal of proposed events, together with funding requirements.

In selecting events, the organization gives priority to:

- Events which highlight and capitalise on the unique visual appeal and landscape of Scotland.
- Events which showcase Scottish culture and sport.
- Events which Scotland can “own”, nurture, develop and (on occasion) export.
- Events which require little or no infrastructure additions, or which tie to planned infrastructure development.
- Events which underpin the priorities of the Scottish Executive and other public sector agencies involved in major event organization.
- Events which have an intrinsic appeal to Scots.
- Events which highlight and promote the unique appeal and proposition of individual locations (city, town or rural).
- Events which focus on quiet times of the year.
- Events which offer a direct economic return on investment through tourism, promotion of Scottish business or other means.
- Events which stimulate a sense of pride in the local population.
- Events which are sustainable and which are accessible to a wide range of communities and groups.
- Events which can secure favourable broadcast and print media coverage in key tourism/investment markets.
- Events of an international prestige and leading status.
- Events capable of generating new and/or complementary initiatives within the same sector at national, regional and grassroots levels.
- Events which offer commercial and showcase opportunities for Scottish businesses.
- Events which are available, achievable and affordable.

EventScotland acts as either a lead or supporting partner in event acquisitions. In terms of funding, its

role is to underwrite “added value” initiatives, rather than replace existing funding. EventScotland helps to develop and improve existing events in order to maximise their benefits across the whole of Scotland.

EventScotland is a joint venture between the Executive and VisitScotland, the national tourism destination marketing organization. Although it receives its funds through VisitScotland, it accounts for these funds separately and operates independently of VisitScotland in its day-to-day activity. It is governed by a Supervisory Board chaired by the Minister for Tourism Culture and Sport with representatives of sportscotland, VisitScotland, the Scottish Arts Council, Scottish and Highlands and Islands Enterprise and the cities of Edinburgh and Glasgow.

EventScotland has two primary programs—the International Events Program and Regional Events Program. Its principal activities are funded through the International Events Program, designed to:

- Generate economic benefits to Scotland through increased visitation from tourists, spectators and participants to major sport and cultural events staged in Edinburgh or Glasgow.
- Highlight Scotland as an events and tourism destination through high profile international media coverage.
- Enhance Scotland’s opportunities to host further major events.

The Regional Events Program is designed to complement the International Events Program by supporting events held outside of Edinburgh and Glasgow. Events under this program are intended to:

- Generate economic benefits for the host city or region.
- Attract visitors to the region from other parts of Scotland.
- Enhance the profile and appeal of the host region.
- Inspire and involve local communities.

The program is open to cultural and sporting events that take place across Scotland outside of the key metropolitan areas of Glasgow and Edinburgh. Events must have the capacity to further develop and grow in terms of audience, spectator and participant numbers and/or media profile. New and existing events can apply. As a rule, funding is limited to 25% of the event budget. Funding is not provided for core operating or capital costs but may be available for strategic marketing activity to attract more participants or larger audience numbers, or programming to increase the number of participants, spectators and media coverage. Funds may also be available for event infrastructure to extend capacity.

Melbourne, Australia

Melbourne is the capital of the state of Victoria and is Australia's second largest city. Like Halifax, Melbourne is a major seaport and a centre of higher education, with seven universities. Melbourne hosted the Commonwealth Games in 2006, and its emphasis on festivals and special events arguably intensified in the period leading up to, and following, the Commonwealth Games.

Melbourne hosts approximately 25 significant festivals during the year, generating 281 festival days annually. There is a significant festival offering in every month from January to October, with March and September the most intensively programmed. The major annual festivals are shown in the following table:

Event	Description	Dates
Moomba Waterfest	Celebrated its 50 th anniversary in 2005. This populist festival grew out of one of the events celebrating Australia's federation jubilee in 1951.	Mar 7-10
Midsumma Festival	Gay and lesbian arts & cultural festival. Now in its 20 th year.	Sep 1 – Oct 2
Melbourne Cycling Festival	Encompasses two major cycling events – the Jayco Herald Sun Tour (now in its 56 th year) and Portfolio Partners Around the Bay in a Day (now in its 16 th year). 14,000 riders take part in the Around the Bay component of the Festival.	Oct 17-19
Melbourne Food and Wine Festival	Since its inception in 1993 this event has grown annually, with the 2008 Festival encompassing 220 events over a sixteen day period. The Festival attracts food and wine experts from across the world, including chefs and winemakers, growers, purveyors, authors, food and wine commentators and critics. Its 140 programs in 2007 attracted an estimated 300,000 participants.	Feb 22 – Mar 8
Melbourne International Comedy Festival	The Melbourne International Comedy Festival is one of the three largest comedy festivals in the world. Now in its 21 st year, it has grown to be Australia's largest cultural event with attendance of over 400,000.	Mar 19 – Apr 13
Melbourne International Flower and Garden Show	A national "Hallmark Event" and the largest annual garden show in the Southern Hemisphere. Managed by IMG, one of the world's largest commercial event management companies. Annual attendance approximately 125,000.	Apr 2 - 6
Melbourne International Arts Festival	The Melbourne International Arts Festival was first staged in 1986 as the third in the Spoleto Festival series – joining Spoleto, Italy, and Charleston, United States. It changed its name to the Melbourne International Festival of the Arts in 1990 and was renamed Melbourne International Arts Festival in 2003.	Oct 9-25

Event	Description	Dates
Melbourne Fringe Festival	Melbourne Fringe Festival aims to showcase contemporary, innovative and trend-setting work created and presented by independent artists. The event was founded in 1982 and is managed by Melbourne Fringe, an umbrella organization supporting and advising a large number of independently run arts companies, artists and events. The State Government, through Arts Victoria, and the City of Melbourne provide the base funding for the Festival.	Sep 24 – Oct 12
Melbourne International Film Festival	The Melbourne International Film Festival features films from over 50 countries for nineteen days each Winter. The Festival reports annual admissions of 170,000 - 180,000, making it Australia's largest film festival. The festival is in its 57 th year, making it one of the oldest film festivals in the world.	July 25- Aug 12
Melbourne Cup Carnival	Festival surrounding the Melbourne Cup, a thoroughbred racing event dating to 1861.	Nov 1-6
AFL Finals	Australian Football League Finals Series. Various venues.	Sep 5 - 27
GMC Australian Motorcycle Grand Prix	Three day event on Phillips Island, featuring three classes of motorcycle racing.	Oct 3 - 5
Australian Open Tennis Championship	One of the four Major championships in professional tennis.	Jan 19 - Feb 1



Melbourne's annual calendar of major events includes cultural festivals such as the Melbourne International Arts Festival (left) and major international sports tournaments such as the Australian Open Tennis Championship.

Festivals and events are prominently highlighted in the City's corporate strategic plan *City Plan 2010*. The City has articulated four "aspirations" in its long term Vision, including positioning Melbourne as "An inclusive and engaging city". Major events are an element of the strategy to achieve this aspiration. The city's Strategic Direction is to *Attract, facilitate and maximize benefits of major City events and festivals*. It has articulated a number of objectives for festivals and events, including:

- Position Melbourne nationally and globally as the events and festivals capital of Australia by providing and supporting a diverse range of quality events year round.
- Enhance the quality and variety of sporting, recreational and entertainment events hosted in the City.
- Derive maximum long term benefit for the City from key events such as the 2006 Commonwealth Games.
- Provide a coordinated approach to the hosting of events within the City.
- Increase City visitation and improve public perception and enjoyment of the City through events and festivals.
- Maximize the flow-on effect of events and festivals throughout the City.
- Facilitate the provision of event facilities and encourage the staging of major city events and festivals in a range of public places throughout the City.
- Ensure that the community can access the range of events held in the City.

Source: City Plan 2010: Towards a Thriving and Sustainable City

The City of Melbourne has a more integrated and holistic approach to corporate plans, marketing and events than any of the municipalities benchmarked for this engagement. As noted, major events and festivals are prominent in the corporate strategic plan. The marketing strategy for the city is based on the following Vision:

In 2011 Melbourne will be recognized as Australia's number one city for its seductive and unique mix of fashion, dining and nightlife, its world class cultural and sporting events, spectacular gardens, parks and waterfront, and as an icon of design creativity and innovation—a city world-renowned as a compelling destination and dynamic centre of activity, with an irresistible and unrivalled diversity of experiences.

Source: Melbourne Marketing Strategy 2007-2011

Events Melbourne is the city department responsible for the development and delivery of special events. Established in 2004, Events Melbourne is a unit of the city's Commerce & Marketing division, which also is responsible for tourism marketing. Events Melbourne administers the Event Partnership Program, coordinates the delivery of event related services and activity, assesses sponsorship applications re-

ceived by the City and manages approved requests. Events Melbourne ensures events conducted within the municipality make a contribution to the objectives of the City of Melbourne, assesses the value of events to the City of Melbourne based on criteria that ensure a return to the municipality commensurate to the resources required, and ensures events are conducted in a manner that takes into consideration public safety.

Melbourne provides financial support to events through a series of programs including direct delivery, event sponsorship and event partnership.

In its first complete operating year (2004-2005) Events Melbourne invested \$4.1 million (\$AUS) in event sponsorship and event delivery, including \$1.5 million in event sponsorship, \$1.5 million in event delivery and \$1.1 million in event partnerships. Its operating budget increased to \$8.21 million for fiscal 2005-2006, the year in which Melbourne hosted the 2006 Commonwealth Games. In fiscal 2006-2007 it had an operating budget of \$7.51 million.

Events Melbourne is responsible for delivery of four events owned, funded and delivered by the City. These are Melbourne Spring Fashion Week, New Year's Eve, Melbourne Awards and Summer Fun in the City. The City invests approximately \$1.5 million in these events, which draw an estimated 500,000 participants annually.

The City's Event Sponsorship Strategy is designed to support organizations delivering events in line with the City's objectives and vision. The City also supports the State government's major event strategy by partnering directly with key events supported at the State level, including the Australian Tennis Open, Australian Formula One Grand Prix, and major one-time events secured through the State (e.g. FINA World Championships).

Melbourne's principal funding program, the Event Partnership Program, categorizes events as follows:

1. Iconic Events—events that are uniquely Melbourne and that celebrate and support an iconic asset of Melbourne, as identified in the Melbourne Marketing Strategy. Events in this category, and the iconic assets they support, include the Melbourne Food & Wine Festival (*dining and nightlife*), Melbourne International Flower & Garden Show (*parks and gardens*), AFL Grand Prix Final Week (*sport*), and Melbourne Bike Festival (*sport, design creativity & innovation*).
2. International and Special Events—events that have a significant global profile and assist in positioning Melbourne as a tourism destination in the global market through their media profile, attract visitors to Melbourne and provide economic benefit to local business. Events in this category include partnerships with the State Government in recurring events such as the Australia Open Tennis and

Australia Formula One Grand Prix, itinerant international events such as the 2007 FINA championships and indigenous events such as the Melbourne Cup Carnival.

3. Cultural Events—events that celebrate a significant cultural group of Melbourne. Cultural events include Australia Day, Chinese New Year, Antipodes Festival, Anzac Day and the Italian Festival.
4. Docklands Events—with the incorporation of the Docklands precinct into the municipality in 2007, additional resources were targeted to grow and develop Docklands events and integrate these events into the annual calendar. Events in this category include the Melbourne Boat Show, Dragon Boat Festival and Winter Wonderland.
5. Other Events—events not falling into one of the other categories.

The Event Partnership Program provides support to organizations delivering events in line with the City of Melbourne's objectives, shown in the adjacent sidebar.

Events receiving assistance under the Events Partnership Program are asked for an event plan that includes documentation for community consultation, risk management, traffic and pedestrian management/impacts, a detailed marketing plan, comprehensive event budget, organizational and

Melbourne's Event Partnership Program—Linking Event Support to Corporate Objectives

The Event Partnership Program supports events that are aligned with the following municipal objectives:

1. *Build relationships:* the event provides the City of Melbourne an opportunity to meet key people and stakeholder groups. These relationships will be developed locally, nationally and internationally and could be further leveraged into formal or informal networks.
2. *Build reputation:* the event enhances the City of Melbourne's reputation either broadly or specifically within a particular sector.
3. *Demonstrate capability:* the event highlights the city's capability in a particular discipline or function.
4. *Demonstrate leadership:* the event demonstrates the City of Melbourne is a leader or takes the forefront in a particular discipline or function. In particular, any event that supports the municipality's position as active and forward thinking in its role as the capital city of Victoria, the largest local government in the state and the second largest city in Australia.
5. *Increase visitors:* the event adds to the number of people who would normally come into the city at that time thereby providing potential benefit to businesses within the municipality. To increase economic benefit, building business links or developing targeted business programs is strongly encouraged.
6. *Promote location:* the event highlights a particular area, precinct or venue within the municipality.
7. *Raise profile:* the event lifts the status, awareness or profile of the City of Melbourne through the media exposure it receives. To help position Melbourne as the events capital, international profiling is the most desirable while national profiling carries more weight than local profiling.
8. *Support a community:* the event engages a well defined sector of the community and through the activity fosters a spirit of togetherness and well-being; educates both the community group and the wider population; promotes tolerance and understanding throughout the broader population; encourages participation; and enables the essence of the activity to be celebrated and experienced widely.

management structure, personnel profiles and event management critical path.

Actual and proposed Event Partnership Program funding for Melbourne's major events are shown in the following table:

	2006/07 Sponsorship	Proposed 2007/08
Iconic Events		
Melbourne Food & Wine Festival	\$60,000	\$200,000
Melbourne International Flower & Garden Show	\$50,000	\$200,000
AFL Grand Final Week	\$250,000	\$250,000
Melbourne Bicycle Festival	\$100,000	\$200,000
Total Iconic Events	\$460,000	\$850,000
International & Special Events		
Australian Tennis Open	\$120,000	\$120,000
Australian Formula One Grand Prix	\$100,000	\$100,000
Melbourne Cup Carnival	\$135,000	\$150,000
Homeless World Cup		\$200,000
Rugby International		\$100,000
Total International & Special Events	\$355,000	\$670,000
Cultural Events		
Chinese New Year	\$50,000	\$50,000
Antipodes	\$50,000	\$50,000
Italian Festival	\$0	\$50,000
ANZAC Day	\$50,000	\$50,000
Australia Day	\$60,000	\$60,000
Total Cultural Events	\$210,000	\$260,000
Docklands Events		\$321,000
Other Events		\$853,000
Total EPP Funding		\$2,954,000

Note: Excludes \$500,000 in funding provided to Volvo Ocean Race in 2005/06 and FINA World Swimming Championships in 2006/07

Source: City of Melbourne

Funding under the Event Partnership Program is not used to underwrite core event operations costs. Instead, it is used for the development of city activation programs, programs to increase the benefits captured by local business, programs to increase visitation, and programs to provide disadvantaged sectors of the community with access to ticketed events or other opportunities that would not otherwise be available. For example, funding provided to the Australian Football League Final Week and the Melbourne Cup Carnival helped to underwrite the Grand Final and Melbourne Cup parades, provide Live Site venues where those without tickets could watch the ticketed matches, provide tickets for Community Services and various community programs, and underwrite media programs aimed at promoting local retail business.

In addition to the funds administered through the Events Partnership Program, Melbourne also funds a number of community-based and major festivals through its Triennial Program (Arts & Culture). This program provides three-year funding to 32 organizations delivering arts and culture programs and services under three streams:

1. Creative Community Partnerships: community-based arts & culture activities. Grants range from \$10,000—\$70,000. The Midsumma Festival (gay & lesbian arts and cultural festival) receives a \$65,000 grant through this stream. *(Note: all grants indicated are delivered over three years).*
2. Arts Innovation Program: medium scale arts and cultural activities that have a long standing connection to the City. Grants range from \$15,000 to \$30,000. No events are currently funded through this stream.
3. Major Capital City Festivals & Programs: large scale arts and cultural activities that contribute to Melbourne as a capital city and are capable of raising Melbourne's national and international profile. Grants range from \$15,000 to \$400,000. Events funded under this stream include the Melbourne International Arts Festival (\$400,000), Melbourne International Comedy Festival (\$250,000), Melbourne Fringe (\$150,000), Melbourne International Film Festival (\$100,000) and Melbourne International Jazz Festival (\$65,000).

In aggregate, municipal funding of major events for the City of Melbourne will be approximately \$8.0 million in fiscal 2007-2008 (\$7.51 million in the Events Melbourne budget plus \$455,000 representing one-third of the Major Capital City Festivals & Programs Triennial grants). On a per capita basis, Melbourne does not spend significantly more on major events than HRM, and spends less than one-quarter of what Chicago spends.

One noteworthy similarity between Melbourne and Edinburgh is the extent of involvement by the senior level of government—the Scottish Executive in the case of Edinburgh, and the State of Victoria in the

case of Melbourne.

The State of Victoria, perceiving the threat that a successful Olympic bid by Sydney would pose to its position as Australia's premier destination, created the Victorian Major Events Company (VMEC) in 1991 to attract international cultural and sporting events to the state. Its mission is *bring world class events that inspire, excite and bond people, promoting and enriching Melbourne and Victoria*. VMEC markets the City of Melbourne and the State of Victoria to licensees or owners of major events. It does not operate any events or provide any advisory or consulting support for event operations. Once an event has been secured, it works with the host community or host committee to establish the necessary organizational structure for event delivery.

When Sydney was selected as the host city for the XXVII Olympic Games in 1993, the State of Victoria began to increase its direct funding to major events. Its most notable and controversial success in the major events field was securing the Australian Grand Prix, a Formula One event that had been held in Adelaide from 1985 to 1995. This event relocated in Melbourne in 1996, and remains there to this day.

Major events are a cornerstone of the state's tourism strategy. In addition to providing the funding for VMEC, the State of Victoria provides significant direct funding to major events. A major event fund was established in 2000 to provide funding for existing events and to assist in securing new events. In the 2006-2007 budget the fund was increased to approximately \$55 million (\$AUS) per year, and in the 2007-2008 budget it was increased by a further \$34.2 million over the following four years. Sporting events consume the lion's share of the fund, with the majority going to annual grants for the Australian Grand Prix F1 event (which incurs an annual deficit of approximately \$15 million), the MotoGP Australian Grand Prix motorcycle event, and major non-recurring events such as the 2007 FINA World Swimming Championships.



The Australian Grand Prix draws an estimated 300,000 spectators to the Albert Park circuit each year. Race week activities include a Grand Prix ball, practice and qualifying rounds, plus races in several other classes.

Appendix E: Major Events Hosting Decision Matrix

Appendix E: Major Events Hosting Decision Matrix

Section One: Event Impact (Economic, Community, Environmental, Legacy)

Criteria	Weight	Score (1 – 5)	Scoring Guidelines
Will the event bring a significant number of spectators and/or participants to HRM.			Total out of town attendance of 10,000 per day (1); 20,000 – 30,000 (2); 30,000 – 40,000 (3); 40,000 – 50,000 (4); > 50,000 (5)
Does the event occur at a time when capacity exists within our event hosting and accommodation sectors, or will there be displacement of existing activity.			Weekends during Dec – March (excl March Break) (5); weekdays during Dec – March (4); Weekends April – May or Oct – Nov (3); Weekdays April – May or Oct – Nov (2); June – Sept (1)
Are there significant and realistic opportunities for pre and post event visitation to HRM or Nova Scotia.			Tourism product and capacity available pre & post event. Event attendees have ability to extend trip for pre/post visitation.
Will the event be one-time or recurring.			One time (1); periodic (once every 3 – 5 years (3); annual recurring (5)
Will the event generate a significant level of regional, national and international media coverage.			Local coverage only (1); regional print and electronic coverage (2); national/international print & electronic coverage (3); national broadcast (4); international broadcast (5)
Will the event attract public and private sector decision makers from other jurisdictions that would be beneficial to the economic development strategies for HRM or Nova Scotia.			Regional sponsors, licensing body officials other identified public & private sector decision makers (1) National sponsors, licensing body officials other identified public & private sector decision makers (3) International sponsors, licensing body officials other identified public & private sector decision makers (5)

Section One: Event Impact (Economic, Community, Environmental, Legacy)			
Criteria	Weight	Score (1 – 5)	Scoring Guidelines
Will the event provide an economic return on investment through additional spectator, participant and event expenditures.			Projected incremental expenditure recovers public investment for all stakeholders. (1) Projected incremental expenditure doubles public investment for all stakeholders (3) Projected incremental expenditures > 3 times public investment for all stakeholders (5)
To what extent will these expenditures be fully captured within HRM; within Nova Scotia.			< 25% captured in HRM; < 40% in Nova Scotia (1) 25% - 40% captured in HRM; 40% - 60% in Nova Scotia (3) 40% - 60% captured in HRM; 60% - 80% in Nova Scotia (4) > 60% captured in HRM; > 80% in Nova Scotia (5)
To what extent will these expenditures displace current expenditures.			> 50% displacement (1) < 20% displacement (5)
Will the event be tied to HRM through its organizational structure, program content, hosting requirements and other key factors, such that the event cannot be readily re-located once established.			Itinerant event with annual geographic venue policy. Timeframe for return > 20 years (1) Itinerant event with annual geographic venue policy. Timeframe for return 10 – 20 years. (2) Event based in HRM, but has limited ties through organizing committee, program content or hosting infrastructure. Event is highly portable (3) Event based in HRM, and has strong ties through organizing committee, program content or hosting infrastructure. Relocation would be very difficult (4) Event based in HRM and has unbreakable ties through organizing committee, program content and hosting infrastructure. Event cannot be moved outside HRM (5)
Does the event have the capacity to grow in terms of numbers of participants or media profile.			Event format allows for growth of event scope and market trading area. Event hosting infrastructure in place to accommodate additional participation.

Section One: Event Impact (Economic, Community, Environmental, Legacy)			
Criteria	Weight	Score (1 – 5)	Scoring Guidelines
Will the event displace other regularly scheduled or previously scheduled community programs, or otherwise displace or adversely affect resident use of the event hosting facilities.			Event will displace community programs that cannot be relocated or rescheduled (1) Event will displace community programs that can be relocated or rescheduled (3) No displacement or adverse impact on community programs (5).
Will the event have other adverse impacts on residents (e.g. parking, noise, traffic congestion).			Event will create significant noise, access restrictions or other impacts that cannot be mitigated (1) Event will create significant noise, access restrictions or other impacts that can be mitigated for all but a very small group of residents or businesses. (2) Event will create significant noise, access restrictions or other impacts that can be mitigated to a large degree (3) Event will create minor noise, access restrictions or other impacts that can be mitigated (4) Event will not create noise, access restrictions or other impacts (5)
Are there positive or negative environmental impacts associated with the event.			Event will create significant negative environmental impacts that cannot be mitigated (1). Event will create significant negative environmental impacts that can be partially mitigated (2). Event will create significant negative environmental impacts that can be largely mitigated (3). Event will not create any negative environmental impacts. (4) Event will create positive environmental impacts. (5)

Section Two: Event Hosting Capacity (Venues, Infrastructure, Organization & Management)			
Criteria	Weight	Score (1 – 5)	Scoring Guidelines
Can the event be successfully staged with HRM's existing event hosting and other infrastructure.			New event hosting infrastructure required. (1) Modest upgrades to existing infrastructure required (3) No upgrades to existing infrastructure required (5)
If not, what is the nature and extent of permanent event infrastructure required for the event.			> \$500,000 (1) \$150,000 - \$250,000 (3) < \$50,000 (5)
Would this investment replace or accelerate planned capital investment(s).			All new funding, not covered in any planned investments (1) 50% of funding would replace or accelerate planned investments over next five years (3) All funding covered in planned investments over next five years (5)
Would any new event capacity created through this investment serve an existing or anticipated community need.			Would not be required to serve identified community needs (1) Would serve identified community needs, but provide excess capacity over next two decades (3) Would provide capacity required to serve identified community needs over next two decades (5)
Will the event create a viable and sustainable legacy for HRM in terms of event hosting, tourism, recreation or other infrastructure.			Special purpose facility with limited or no prospects for ongoing community or event hosting. (1) Some opportunity for ongoing community and major event use, but ongoing operating deficit will be significant (3) Significant opportunity for ongoing community and major event use, with limited operating deficit projected (5)
Is this legacy consistent with current economic, cultural and recreational master plans.			Legacy venue not consistent with current master plans (1) Legacy venue consistent with current master plans, but not identified as priority (3) Legacy venue identified as priority within current master plans (5).

Section Two: Event Hosting Capacity (Venues, Infrastructure, Organization & Management)				
Criteria	Weight	Score (1 – 5)	Scoring Guidelines	
Are there reasonable prospects that any new event hosting capacity created through this investment would help to attract more or larger events to HRM.			Special purpose venue with limited roster of regional, national and international events, and strong global competition. (1) Multi-purpose venue with wide range of prospective regional, national and international events. (5)	
Would this investment result in any ongoing operating expenditures or operational savings for HRM.			Significant ongoing operational expenditures (1) No material operational expenditures or savings (3) Significant ongoing operational savings (5)	
Are there other public and private sector funding partners committed to this capital project.			Other public and private sector partners committed for < 40% of total event budget (1) Other public and private sector partners committed for 40% to 60% of total event budget (3) Other public and private sector partners committed for 60% to 80% of total event budget (5)	
Is there strong and experienced event organizational capacity in place.			Event organizing committee has not staged similar event (1) Event organizing committee has staged similar, smaller event, not in HRM (3) Event organizing committee has staged similar event in HRM (5)	
Will the event create additional community capacity to develop and/or deliver other major events in the future.			No additional community capacity created (1) Additional community capacity created to deliver future events (3) Additional community capacity created to develop and deliver future events (5)	

Section 3: Alignment with Corporate Vision, Objectives & Strategies			
Criteria	Weight	Score (1 – 5)	Scoring Guidelines
Does the event highlight or promote the key iconic attributes associated with HRM's tourism, cultural or economic development strategies.			No significant tie to iconic HRM attributes or corporate strategies (1) Indirect ties to one iconic attribute (3) Strong ties to one or more iconic attributes (5)
Does the event deliver other benefits that directly support HRM's corporate vision, objectives & strategies.			No material support for HRM's corporate vision, objectives and strategies. Indirect support for HRM's corporate vision, objectives and strategies (3) Strong linkage and support for HRM's corporate vision, objectives and strategies (5)

Appendix F

Sample Economic Impact Report

**The Economic Impact of International Bowl,
Toronto
in Toronto in 2008**

**This report was generated by
the Ontario Ministry of Tourism's TREIM model.**

June 17, 2008

Note: The Ministry of Tourism does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

1. Introduction

This report provides an estimate of the economic impact that International Bowl, Toronto is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTR's Tourism Regional Economic Impact Model:

Number of Visitors for Activity (or Event) of Type Sporting Events

Origin	Same Day		Overnight	
	Total Number of Visitors	Percent of Visitors' Origin	Percent of Visitors' Origin	Average Length of Stay (nights)
Ontario	24,000	95.00%	5.00%	0
Rest of Canada	2,000	75.00%	25.00%	1
USA	7,000	10.00%	90.00%	3
Overseas	0	0.00%	0.00%	0
Total	33,000			

Given that the detailed breakdown of spending by the above visitors on category, such as transportation, accommodation, etc. is not available from the user, the TREIM utilized the average expenditure of visitors in Toronto with characteristics closest to those provided by the user from Statistics Canada's 2004 Canadian Travel Survey and the International Travel Survey to generate the detailed spending as followings (in dollars):

Travel Services	\$0
Public Transportation	\$139,485
Private Transportation - Rental	\$51,477
Private Transportation - Operation	\$101,442
Local Transportation	\$176,098
Accommodation	\$1,501,559
Food & Beverage - At Stores	\$219,198
Food & Beverage - At Restaurants/Bars	\$1,348,924
Recreation & Entertainment	\$1,040,342
Retail - Clothing	\$534,898
Retail - Other	\$204,281
Total	\$5,317,705

The user also has selected the following parameters:

- The visits take place in Toronto in 2008
- The impact is to be shown for Toronto and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

Baseline	2004	2005	2006	2007	2008
Ontario Real GDP (%change)	3.15%	2.84%	1.89%	1.66%	2.11%
Ontario CPI (%change)	1.88%	2.19%	1.76%	2.53%	1.84%
Ontario Population (%change)	1.28%	1.14%	1.02%	0.69%	0.78%
Ontario Unemployment Rate	6.77%	6.59%	6.27%	6.52%	6.38%
Government of Canada 3 month T-Bill Rate	2.21	2.72	4.03	4.45	4.78

2. Summary of Findings

Table 1. Economic Impacts of International Bowl, Toronto in Toronto in 2008 (in dollars)

	Toronto	Rest of Ontario
Total Visitors' Spending	\$ 5,317,705	
Gross Domestic Product (GDP)		
Direct	\$ 2,820,110	\$ 36,659
Indirect	\$ 622,798	\$ 249,204
Induced	\$ 682,231	\$ 199,892
Total	\$ 4,125,138	\$ 485,755
Labour Income		
Direct	\$ 1,727,027	\$ 29,144
Indirect	\$ 427,978	\$ 171,672
Induced	\$ 383,104	\$ 119,185
Total	\$ 2,538,110	\$ 320,000
Employment (Jobs)		
Direct	58	1
Indirect	9	4
Induced	7	2
Total	74	7
Direct Taxes		
Federal	\$ 765,270	\$ 9,108
Provincial	\$ 796,398	\$ 6,430
Municipal	\$ 5,294	\$ 81
Total	\$ 1,566,962	\$ 15,619
Total Taxes		
Federal	\$ 1,210,255	\$ 108,215
Provincial	\$ 1,057,781	\$ 80,962
Municipal	\$ 11,917	\$ 17,773
Total	\$ 2,279,953	\$ 206,951

Table 2. Economic Impacts of International Bowl, Toronto in Toronto on GDP by industry (in dollars)

Industry	Impact on Toronto		Impact on Rest of Ontario	
	Direct GDP	Total GDP	Direct GDP	Total GDP
Crop and Animal Production	\$ 2,595	\$ 6,659	\$ 822	\$ 5,459
Forestry, Fishing and Hunting	\$ 18	\$ 536	\$ 10	\$ 1,073
Mining and Oil and Gas Extraction	\$ 0	\$ 1,809	\$ 0	\$ 1,879
Utilities	\$ 0	\$ 62,055	\$ 0	\$ 10,936
Construction	\$ 0	\$ 82,096	\$ 0	\$ 9,724
Manufacturing	\$ 14,831	\$ 81,692	\$ 11,168	\$ 103,808
Wholesale Trade	\$ 20,799	\$ 86,547	\$ 2,536	\$ 28,715
Retail Trade	\$ 173,202	\$ 289,683	\$ 0	\$ 43,562
Other Transportation and Warehousing	\$ 52,487	\$ 89,245	\$ 4,428	\$ 20,899
Ground Passenger Transportation (excl. Rail)	\$ 93,826	\$ 101,290	\$ 7,485	\$ 10,177
Information and Cultural Industries	\$ 17,519	\$ 72,619	\$ 529	\$ 23,173
Other Finance, Insurance, Real Estate and Renting and Leasing	\$ 0	\$ 266,002	\$ 0	\$ 65,614
Car Renting and Leasing	\$ 26,221	\$ 31,331	\$ 0	\$ 2,483
Owner Occupied Housing	\$ 0	\$ 117,051	\$ 0	\$ 11,059
Professional, Scientific and Technical Services	\$ 0	\$ 79,894	\$ 0	\$ 30,780
Other Administrative and Other Support Services	\$ 0	\$ 44,079	\$ 0	\$ 14,604
Travel Agencies	\$ 0	\$ 6,675	\$ 0	\$ 1,008
Education Services	\$ 0	\$ 2,810	\$ 0	\$ 972
Health Care and Social Assistance	\$ 0	\$ 23,306	\$ 0	\$ 7,336
Arts, Entertainment and Recreation	\$ 359,180	\$ 375,857	\$ 1,211	\$ 7,278
Accommodation Services	\$ 973,453	\$ 981,129	\$ 3,003	\$ 9,376
Food & Beverage Services	\$ 400,632	\$ 420,050	\$ 7,427	\$ 22,613
Other Services (Except Public Administration)	\$ 2,544	\$ 40,139	\$ 0	\$ 11,583
Operating, Office, Cafeteria, and Laboratory Supplies	\$ 0	\$ 0	\$ 0	\$ 0
Travel & Entertainment, Advertising & Promotion	\$ 0	\$ 0	\$ 0	\$ 0
Transportation Margins	\$ 0	\$ 0	\$ 0	\$ 0
Non-Profit Institutions Serving Households	\$ 2,626	\$ 27,188	\$ 0	\$ 4,255
Government Sector	\$ 46,432	\$ 81,684	\$ 0	\$ 9,767
Net Indirect Taxes on Production	\$ 0	\$ 4,110	\$ 0	\$ 16,814
Total	\$ 2,820,110	\$ 4,125,138	\$ 36,659	\$ 485,755

Appendix:

The Economic Impact of Visits in Toronto and other Ontario regions: since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors' spending in Toronto will spill over to other Ontario regions, such as the one you have selected as "additional". If the second column of Table 1 contains only zeros, then that means that Toronto does not trade with that region.

Gross Domestic Product (GDP): value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. This GDP is measured at market prices. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Indirect impact: refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

Induced impact: refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.

Employment: refers to number of jobs, include full-time, part-time, seasonal employment, as well as both employed and self-employed.

Federal tax revenues: include personal income tax, corporate income tax, commodity tax (GST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that collected by the federal government.

Provincial tax revenues: include personal income tax, corporate income tax, commodity tax (PST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that collected by Ontario provincial government.

Municipal tax revenues: include business and personal property taxes that collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality by visitors (as is the case with GST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism's contribution to the economic activity of the municipality and hence its tax base.

Industry: The industry follows Statistics Canada's 1997 North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.