



ADMINISTRATIVE REPORT

Report Date: November 9, 2015
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Meeting Date: December 10, 2015

TO: Standing Committee on Planning, Transportation and Environment
FROM: Manager, Vancouver Sport Hosting
SUBJECT: Sport Hosting Vancouver Action Plan

RECOMMENDATION

- A. THAT Council adopt the Sport Hosting Vancouver Action Plan, as outlined in Appendix A, as a framework for the City's work with the community and key sport and tourism partners in the delivery of the City's sport hosting program.
- B. THAT Council authorize the City partnering with key sport tourism stakeholders, including: the Vancouver Hotel Destination Association, Tourism Vancouver, B.C. Pavilion Corporation, and the University of British Columbia to form the Sport Hosting Vancouver Partnership.
- C. THAT, upon approval of Recommendations A and B, Council approve the creation of the Sport Tourism Development Fund with funding of \$1.0 million (\$500,000 in 2016 and \$500,000 in 2017) as the City's commitment to this Fund, which will match \$2.15 million from partners in cash (\$1.5 million to the Fund and \$650,000 to marketing and related sport hosting initiatives) which will be used to attract, grow or create Vancouver sport events that advance Sport Hosting Vancouver Action Plan goals; source of funding is the City's Innovation Fund.
- D. THAT, upon approval of Recommendations A through C, Council:
 - a. authorize the City to enter into such legal agreements and arrangements as are appropriate to implement the Sport Hosting Vancouver Partnership with such partners as are best able to support the City in this Partnership;
 - b. authorize the Sport Hosting Vancouver Partnership to be on such terms and conditions as are generally outlined in the Report as well as such terms and conditions as are approved by the City Manager, Director of Finance and City Solicitor;
 - c. that upon such approval, all such legal agreements and arrangements be executed and delivered by the City Solicitor on behalf of the City; and
- E. THAT Council approve a change of name from the City's current 'Sport Hosting Grant Program' to the 'Vancouver Community Sport Hosting Grant', and direct staff to review the program and provide recommendations for any changes necessary to enhance the grant program. This grant program has ongoing annual Operating Budget funding of \$200,000.

REPORT SUMMARY

This report recommends the approval of the ‘Sport Hosting Vancouver Action Plan’ (the “Plan”) as the City’s primary framework for sport hosting and related tourism. The Plan, as found in Appendix A, outlines a collaborative, cross-sector approach to the implementation of a multi-faceted sport hosting strategy. The Plan positions the City to:

- successfully compete for major sporting events;
- contribute to the tourism growth associated with sport events;
- develop a sustainable sport tourism sector;
- support the creation and application of a validated economic and social impact evaluation tool;
- optimize use of City and public sport and event venues and facilities;
- increase opportunities for physical activity, volunteerism and social engagement in the community; and
- enhance Vancouver’s international reputation as one of the most liveable and sustainable cities in the world.

The Plan’s key principles align with key economic and social goals outlined in the Vancouver Economic Action Strategy and the Healthy City Strategy. The Plan also supports the goal of Vancouver being ‘recognized as a premier event destination’ as outlined in the current Vancouver Sport Strategy.

This report also seeks Council’s approval for the City to enter into a Sport Hosting Vancouver Partnership (the “Partnership”) with the Vancouver Hotel Destination Association (VHDA), Tourism Vancouver, BC Pavilion Corporation (PavCo) and the University of British Columbia (UBC) (the “Partners”). These Partners have co-led and closely collaborated with the City’s Manager of Sport Hosting on the development of the Sport Hosting Vancouver Action Plan. With the Acting City Manager as Chair, the Partnership will work toward the realization of the Plan’s goals and objectives.

This report recommends that the City contribute \$500,000 annually for 2 years to the proposed Sport Tourism Development Fund (the “Fund”). The City’s investment of \$1.0M will leverage a combined contribution of \$1.5M in cash contributions to the Fund over the next 2 years from the other partners.

The approval of the Partnership and Fund will allow the partners to immediately finalize the acquisition of significant sporting events scheduled to take place in the next 3 years. (For overview of proposed Plan and Fund management, see Appendix B.) In addition to the cash contributions described above, the other partners will also contribute an additional \$650,000 in contributions over the next 2 years to support marketing and other Plan actions, bringing the total financial support for the plan (including the City’s investment of \$1.0M) to \$3.15M over 2 years.

Upon approval of the above recommendations, formal agreements between the Partners and the City will be developed to the satisfaction of the Acting City Manager, Director of Finance and the City Solicitor.

The report recommends that the current Vancouver Sport Hosting Grant Program (\$200,000 annually) continue and that the program’s name be changed to the ‘Vancouver Community Sport Hosting Grant Program’; a title that will more accurately reflect the local sport events it supports. A review of the current program’s efficacy will be undertaken and proposals for improvement brought back to Council at a later date.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

2004: Council approved a policy statement in support of celebrations, sporting events and special events: “Council welcomes celebrations and special events for their contribution in making Vancouver a vibrant City, in reflecting our cultural diversity and neighbourhood character, and for economic, cultural and recreational benefits they bring to the City. Council supports the facilitation of these events by staff, encourages mitigation of short-term disruptions in neighbourhoods and encourages cities to welcome these activities and to participate in them.”

2006: Council approved the Sport Hosting Policy and Sport Hosting Grant Program effective January 1, 2007, with annual funding of \$200,000 to support Major Sport Events and Community Sport Events.

2008: Council adopted the Vancouver Sport Strategy that outlines requirements for Vancouver to sustain recognition as a premier sport event destination.

2011: Council approved the Vancouver Economic Action Strategy as presented by the Vancouver Economic Commission.

2012: As part of the 2012 Operating Budget Report, Vancouver City Council passed a recommendation for the creation of an Innovation Fund to leverage external funding (e.g. foundations, non-profit organizations and other levels of government). The use of the Innovation Fund is to advance City policy. Further information about the City of Vancouver Innovation Fund, including the guidelines for accessing funding, is contained in Appendix D.

2013: Vancouver Tourism Master Plan developed with City input and approved by the Board of Tourism Vancouver, which includes recommendations to develop a sport hosting strategy.

2014: Council approved the Healthy City Strategy 2014-2025.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The energy and enthusiasm in Vancouver before, during, and after globally significant sporting events, such as the FIFA Women's World Cup, taking place in Vancouver is amazing. These events inspire Vancouver residents to become involved in sport, they stimulate economic activity, and they show the best of Vancouver to the world. To further grow these activities, and to advance the goals of the Vancouver Economic Action Strategy, the Healthy City Strategy and the Vancouver Sport Strategy, the Acting City Manager and Manager of Sport Hosting recommend approval of this report with funding allocations as proposed.

REPORT

Background/Context

Vancouver is one of the world's premier sport hosting cities. Events such as the 2010 Winter Olympic and Paralympic Games, the Davis Cup, the 2015 FIFA Women's World Cup as well as the recently announced World Rugby Sevens, Americas Masters Games and Ironman Triathlon all serve to cement Vancouver as a desirable sport event destination.

Sport hosting is a significant economic driver in the City, particularly for the hospitality and tourism sectors. When properly aligned, sport hosting significantly contributes to both our economy and our Healthy City Strategy. Over the last 5 years, key organizations have

partnered with the City to deliver local and international events. Those partners, VHDA, Tourism Vancouver, PavCo, and UBC, have played a significant role in the City's past and current sport hosting success.

Sport plays a vital part in many Vancouver residents' lives. The sport field, arena or court is where people of all ages engage in play, achieve 'personal bests', give back to their communities and create meaningful connections with others. These same athletes, spectators and volunteers were among the many who witnessed the first Olympic gold medal ever won on Canadian soil and thrilled to the astounding play of our Canadian women's soccer team. Today many individual athletes and teams enjoy the facilities, equipment and programs that are the direct legacy of City-hosted world-class events.

Approved in 2006, Vancouver's Sport Hosting Policy and the Sport Hosting Grant Program has funded grass-root and major sport events on an ad hoc basis and has enabled Vancouver to respond to sport hosting opportunities. However, an increasingly competitive national and international environment demands that the City's sport hosting strategy and funding model evolve; it is necessary that Vancouver take a proactive and tactical approach to sport event attraction. The proposed Sport Hosting Action Plan, Sport Hosting Vancouver Partnership and Sport Tourism Development Fund outlined below provide the tools by which to do so.

Strategic Analysis

Current State

Approximately 200,000 sport events occur annually in Canada. In 2014, Statistics Canada estimated that sport-related travel is a \$5.4 billion industry; it is one of the few tourism segments demonstrating consistent growth. As communities worldwide come to comprehend the economic and social benefits of sport hosting, the competition to host major sport events has significantly increased.

Below is a sample of upcoming sport events in Canada and their economic potential:

Event	Days	Hotel Room Nights	Estimated Economic Impact
2016 CARHA World Cup of Hockey	8	10,000	\$15 million
2017 National Women's U18 Hockey Championships	5	1500	\$1.5 million
2018 Volleyball Canada Championships	7	21,000	\$25 million
2019 ISU World Figure Skating Championships	7	11,000	\$20 million

Canadian and international benchmark research has verified that the most successful sport hosting destinations have a well-defined organizational structure and clear strategic goals that link sport events to business objectives and social legacy. Relying primarily on third parties for event delivery, governments take an active leadership role in the evaluation of hosting opportunities, the preparation of event bids and participate in the funding of event operation costs.

Typically, municipalities or regional areas leverage external funds from civic partners to implement collaborative and proactive city-wide sport tourism strategies. The Calgary Sport Tourism Authority, the Ottawa Major Events Office, and the Sport Tourism Events Program in Newfoundland are examples of the Canadian sport hosting partnerships that compete with Vancouver for sport events.

Internationally, Vancouver can find itself competing for events with organizations such as EventScotland, London & Partners (UK) and the New Zealand Major Events office - all entities that have invested significantly in major event attraction. For a more detailed list of formalized sport hosting strategic partnerships, please see Appendix C.

In general, formalized sport hosting partnerships:

- are led by local government;
- have developed a formal cross-sector framework to implement the strategy;
- involve cooperative funding and resources; and
- have shared goals on economic and community development.

The Opportunity

While Vancouver has demonstrated that it can successfully host sporting events that generate significant economic benefits and community legacies, the City's current sport hosting approach is essentially reactive. The City's typical practice is to respond to proposals from event owners or local sport organizations who are requesting funding after the bid to host has been awarded. To remain nationally and internationally competitive, the City needs both a proactive formalized sport hosting strategy and a sustainable dedicated funding source to attract major events.

The Sport Hosting Vancouver Action Plan is a City initiative that depends on the cooperation of and resources from external partners. The Plan provides a collective vision and framework under which the City of Vancouver and the partners can support the growth, development and management of sport events.

The City has an opportunity to enter into a formal sport-tourism partnership with the Vancouver Hotel Destination Association, Tourism Vancouver, BC Pavilion Corporation and the University of British Columbia. This Sport Hosting Vancouver Partnership will leverage external funding, facilities and additional resources to support the Sport Hosting Vancouver Action Plan. Under the proposed Partnership, the Acting City Manager will chair, and one executive level staff from each Partner organization will sit on the Partnership Executive Committee. As in other national and international models, the Partnership will establish, support, and adhere to:

- clear performance goals and key performance indicators (KPIs) with criteria supporting rationale for event selection;
- a consistent financial methodology which allows the analysis of return on investment for each sport hosting opportunity (developed with academic partners and the Province of BC); and
- a transparent distribution and tracking system for Partner resource transfer and investment.

If Council approval is granted, the Partnership will immediately initiate actions that will allow or position the Partnership to:

- provide a central point of contact for event right holders wanting to host major events in Vancouver;
- identify and invest in events using criteria based assessment and evaluation;
- build effective provincial and national relationships with senior government, event right holders, and sport tourism stakeholders;
- identify and harness existing hosting expertise in Vancouver to develop a systematic approach to event planning, management and delivery; and
- develop a marketing plan to increase Vancouver's sport tourism profile.

Critical to the Plan's success is the creation of a "Sport Tourism Development Fund". This investment program will provide the funding stream critical to the achievement of a balanced

and diverse sport event portfolio. Not including in-kind contributions from venue-based partners PavCo and UBC, the combined City and Partner cash contributions to the Fund as well as other initiatives will equal \$3.15M over 2 years.

The \$1.0M contribution from the City and the \$1.5M cash contribution from the Partners (\$2.5M in total) to the Fund will be used solely for the development and acquisition of sport events that have the potential that boost Vancouver's visitor economy. The Fund will be managed and administrated by the Partnership. The Fund will allow the Partners to strategically allocate financial resources to events that meet criteria such as, but not limited to:

- the attraction of a large number of out-of-town participants and spectators;
- the generation of significant economic benefits;
- the enhancement of the City's profile; and
- the delivery of extensive media coverage for Vancouver.

A draft overview of Fund management and administration is described in Appendix B. As noted above, Partners will contribute discrete funding for other initiatives that lie outside the Fund's scope, such as marketing and sector development.

With the creation of the Sport Hosting Vancouver Partnership, the implementation of the Sport Hosting Vancouver Action Plan, and the investment into the Sport Tourism Development Fund, Vancouver can:

- Create synergy and alignment between hosted events, strategic priorities, and community plans;
- Attract events that align with the tourism calendar's "soft spots" and venue availability;
- Build and implement mechanisms for appraising and evaluating the economic impact and social benefits of events;
- Apply cross-sector information and expertise to reduce the risk of unsuccessful event bids or over-saturation;
- Maximize information and resource sharing among the sport hosting partners;
- Ensure community legacy opportunities are integrated into the hosting delivery model;
- Improve coordination and communication between event organizers and city departments;
- Establish a resource 'bank' from which best practice knowledge can be transferred to local, emerging and visiting sport events;
- Achieve a better return on investment and economies of scale through a well-managed event portfolio.

Vancouver Sport Hosting Grant Program Review

The current Vancouver Sport Hosting Grant Program provides financial support to community grass roots sport events. As they do not attract out-of-town participants or spectators, these events generally would not qualify for financing from the proposed Sport Tourism Development Fund. These events, however, are integral to sport development and to Vancouver residents' quality of life. They foster community engagement, sport participation and align with the City's Healthy City Strategy.

Staff recommends that the City change the name to the 'Vancouver Community Sport Hosting Grant Program' to more closely align with the program's core objective and to differentiate the program from the Sport Tourism Development Fund outlined above. It is also recommended that the program's performance be reviewed to establish whether program objectives and community needs are being met. Any proposals for program improvement will be presented to Council once the review is completed.

Implications/Related Issues/Risk (if applicable)**Financial**

This report recommends \$1.0 million be allocated over two years (\$500,000 annually in 2016 and 2017), from the City's Innovation Fund to establish the proposed Sport Tourism Development Fund. Table 1 below shows how this project aligns with the guidelines for the Innovation Fund. Information about the City of Vancouver Innovation Fund, including the guidelines for accessing this funding, is contained in Appendix D. The current balance of the Innovation Fund is \$3,141,200.

This contribution of \$1.0 million over the next 2 years will leverage a minimum of \$1.5M in Sport Hosting Vancouver Partner cash contributions to the Fund (\$500,000 per year from the VHDA and \$250,000 per year from Tourism Vancouver). This \$2.5M is the value of Fund cash contributions only.

The VHDA has also committed \$100,000 annually to non-Fund marketing activities of the Partnership. Tourism Vancouver has committed a further \$200,000 annually related to the marketing and research of supported events. UBC has committed \$25,000 annually to non-fund marketing activities of the Partnership. In total the Partners have committed a minimum of \$325,000 annually over 2 years to support the non-Fund activities of the Sport Hosting Action to a total of \$650,000.

The total value of cash contributions to support the Sport Hosting Action Plan is \$3.15M. PavCo and UBC will provide additional in-kind contributions related to venue overhead, the value of which will be determined on a case-by-case basis, as events are secured.

The table below outlines the proposed Plan's alignment with Innovation Fund criteria.

Table 1: Project alignment to Innovation Fund Guidelines

Innovation Fund Guidelines	Project Alignment
Aligns with Council Priorities	✓ Healthy City Strategy
Supports transformation and innovation in meeting City goals	✓ Vancouver Economic Action Strategy ✓ Vancouver Sport Strategy
Leverages minimum 1:1 3rd party investment	\$1.0M City investment leverages a minimum of \$2.15M from external private and government partners (2.15:1), plus in-kind support
One-time opportunity (2 year maximum)	2 year project
\$250,000 maximum/year	\$500K/year - Council has made exceptions in the past for a larger investment than the \$250K maximum in the Guideline
Demonstrates clear outcomes and transformation toward City of Vancouver goals	The Sport Hosting Vancouver Partners have worked in close collaboration and have co-led the Sport Hosting Action Plan development and will oversee and achieve its goals and objectives

Legal

Upon approval of this report, Staff will conclude and execute the necessary legal agreements and arrangements required to implement the Partnership amongst the City and the other Sport Hosting Partners.

CONCLUSION

The Sport Hosting Vancouver Action Plan as implemented by the Sport Hosting Vancouver Partnership and as funded by the Sport Tourism Development Fund will greatly increase the City's capacity to host events in a sophisticated, streamlined manner. The creation of a sustainable support system for new and existing sport events will drive economic development, contribute to a lasting event legacy, and uphold City goals such as active living, community engagement and livability.

Should the recommendations be approved, steps will be immediately taken to conclude negotiations currently underway.

The Partnership will provide Council with regular updates on the progress and outcomes of the Sport Hosting Vancouver Action Plan over the next two years.

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Sport Hosting Vancouver Action Plan

Vision

Investing in a balanced portfolio of sport events will deliver significant economic and social benefits for Vancouver.

Mission

The mandate of the Sport Hosting Vancouver Partnership (the "Partnership") is to grow and attract sport events that deliver outcomes in line with the Sport Hosting Vancouver Plan (the "Plan") objectives for expanding Vancouver's visitor economy, destination brand, and social and cultural development.

The specific outcomes are:

- co-ordinate sport hosting activities in Vancouver, acting as a 'one-stop-shop' (focus point) for event right holders looking to host sport events in Vancouver;
- identify and capture events that are best suited to the objectives and outcomes of the partnership, including single sport competitions, multi-sport games, and sport related business meetings;
- develop effective national and international relationships with event right holders, influencers and sport stakeholders;
- identify and engage with existing expertise in Vancouver to develop a more professional and systematic approach to event planning, management and delivery, helping to create an environment that encourages the transfer of knowledge in sport event hosting;
- allocate funding using criteria based assessment and evaluation;
- provide strategic advice and guidance to event right holders;
- assist bid proponents in the development of bid documentation and presentations; and
- regularly review the sport hosting action plan for supporting and investing in targeted sport events.

Guiding Principles:

In developing a portfolio of events for the Sport Hosting Vancouver calendar, key decisions will be considered in the context of the following principles:

- Events that deliver clear and measurable benefits to the Partnership by proving a return on investment;
- Events that reflect the Vancouver brand and enhance the reputation and profile of Vancouver both nationally and internationally;
- Events that strike a balance between attracting one-off major events, increasing the tourism impact of existing events and creating new events;
- Events that make effective and efficient use of Vancouver's hosting infrastructure and our natural environment;

- Events that make a significant contribution to legacies that encourage active living and participation; and
- Events that strengthen local sport development and community engagement.

Sport Hosting Vancouver Partners (the Partners)

City of Vancouver (COV)

Within the Plan, the COV will be the chair and implement the sport hosting initiatives through a dedicated staff resource to the Partnership and contribute funds to the Sport Tourism Development Fund. The COV will also provide access to event space and sport facilities.

Vancouver Hotel Destination Association (VHDA)

The VHDA will contribute funds to the Sport Tourism Development Fund, and provide marketing funds to support the objectives of the Sport Hosting Vancouver Action Plan.

Tourism Vancouver

Tourism Vancouver will contribute funds to the Sport Tourism Development Fund, and provide marketing expertise and funds to the Plan.

University of British Columbia (UBC)

UBC will provide access to sport facilities and accommodations and value-in-kind for costs associated with those venues. UBC will also provide marketing funds to support the objectives of the Plan.

BC Pavilion Corporation (PavCo)

PavCo will provide access to BC Place and the Vancouver Convention Centre and value-in-kind for costs associated with those venues.

Future partners may be invited on a basis that they align and sign the Partnership Agreement and make a contribution.

Goals and Objectives:

GOAL 1: Improved Coordination and Collaboration

A collaborative community based partnership will strengthen relationships with event stakeholders. Increased cooperation, joint initiatives and the sharing of resources and ideas among partners are beneficial to the hosting sector as a whole. Internal supports and the streamlining of internal processes will also directly influence the positive growth of economic and social impact generated from sport event hosting.

Objectives:

- 1.1 Establish the Sport Hosting Vancouver Partnership governance.
- 1.2 Establish clear roles and responsibilities for stakeholders.
- 1.3 Streamline the decision making process for supporting events.

GOAL 2: Dedicated Resources for Product Development

The Partners will contribute a level of funding in both cash and value-in-kind to support the development, marketing and objectives of the Plan.

Objectives:

- 2.1 Establish a Sport Tourism Development Fund (the “Fund”).
- 2.2 Support the development of sport hosting marketing materials.
- 2.3 Support the hosting of familiarization tours and business meetings for sport.
- 2.4 Support in-market sales activities.

GOAL 3: Expand Vancouver’s Sport Event Calendar

The Partners will identify and support a balanced portfolio of events that meet economic, marketing and community objectives of Vancouver as a whole. The Partnership will target events to be staged in a coordinated and where possible, non-competing manner with a focus on shoulder seasons to maximize economic benefits and capacity.

Objectives:

- 3.1 Identify and develop 2-3 annual marquee events* during need periods in the tourism calendar.
- 3.2 Identify and enhance the tourism impact of 4 existing events.
- 3.3 Aggressively pursue 10 economic events*per year.
- 3.4 Identify 1 mega or major event to actively pursue in a 4-5 year period.

*For event classification and definitions see APPENDIX A-1.

GOAL 4: Event Assessment

Consistency in planning and management will drive forward quality improvements and reduce risk. Robust review and evaluation of events will help justify public sector interventions and inform future support needs. Measuring impact will enable an evaluation of return on investment and demonstrate the degree to which events drive economic benefits, change perceptions and benefit the community.

Objectives:

- 4.1 Develop a sport event economic impact methodology.
- 4.2 Develop event evaluation assessments.
- 4.3 Maximize the impact of events on sport development and community legacies.

GOAL 5: Increase Vancouver’s Profile as a Sport Hosting Destination

The Partners will enhance Vancouver’s reputation as a leading sport hosting destination and leverage events to improve the regional, national and international profile of Vancouver as a visitor destination and a great place to live.

Objectives:

- 5.1 Enhance local and international marketing of sport events hosted in Vancouver.
- 5.2 Develop a sport event attraction marketing plan.
- 5.3 Clearly articulate the benefits of hosting sport events to local residents, government and corporate partners.

Strategic Focus

The Partners have a critical leadership role to play in the successful engagement of senior levels of government, the private sector, local sport organizations, and the broader community necessary to advance the Partners' mission to maximize the return of investment on sport events. To fulfill this role the Plan provides a portfolio approach based on 3 strategic focus areas to enhance its goals and objectives.

- A. Existing annual sport events.
- B. Created events to fill a need period.
- C. Targeted events that are bid on.

This Plan is intended to guide the strategic decisions of the Partners and create a supportive environment for new and existing sport events that drive economic and social benefits to Vancouver.

Investment in events, in the form of a "Sport Tourism Development Grant" should be tied directly to achieving the principal goals of this Plan, which is attracting out-of-town visitors to Vancouver and making Vancouver a vibrant community to live in.

Specifically any investment from the Partners should be structured along the following guidelines:

- Tied to a number of overnight visitors attending the event.
- Supporting program content of existing events that extend the length of stay or number of out-of-town visitors.
- Incubator programs for new events targeted for identified need periods in the sport hosting calendar, with preference given to Q1 and Q4 events.

Decision-Making Framework for a Balanced Portfolio of Events

To align with the strategic objectives of the Plan, events that significantly and measurably impact on the following areas will be prioritized:

- events that attract visitors and expenditures to Vancouver;
- events that showcase Vancouver through national or international media;
- events that encourage tourism and business opportunities;
- events that support mass participation (sport development);
- events that increase employment and/or volunteer opportunities; and
- events that build sport hosting capacity.

The Partnership will give higher consideration to events that:

- are timed to fall within off-peak or shoulder tourism periods (need periods);
- provide a balance to the current sport hosting calendar;
- are strongly supported by key stakeholders including senior levels of government and National Sport Organizations;
- the event rights holder has a track record of successful delivery and best practice governance, event management and risk management strategies; and
- are supported by other funding resources.

The Partners will not invest in events that:

- require an investment in hosting right fees or others areas which are disproportionate to the economic returns to Vancouver from hosting the event

- do not allow for sufficient time for the event to develop and deliver a significant legacy plan and/or enable Vancouver to leverage the event for wider Vancouver objectives;
- the majority of economic and social benefits for the event take place outside of Vancouver or UBC.

Conclusion

This Plan is intended to guide the strategic decisions of the Partners and create a supportive environment for new and existing sport events that drive economic and social benefits to Vancouver.

Financial support from the Partners should be tied directly to achieving the principal goals of this Plan, that is attracting more out-of-town visitors to Vancouver and making Vancouver a vibrant community to live in.

Sport Event Definitions

For the purpose of this Plan the following definitions of sport events will be used:

A) Mega Events

Events that by way of size or significance yield high levels of tourism, media coverage, prestige and economic impact for Vancouver. Typically averages: 2,500-10,000+ visitors; 5,000-30,000+ visitor nights; and/or \$2.5M to \$20M+ direct incremental economic benefit.

Examples: Women's World Cup, Rugby World Cup, World Championships

B) Marquee Events

Events that have a more targeted appeal, but which still deliver direct benefits to Vancouver by way of tourism, media coverage and economic. Typically averages: 1000-2000 visitors; 2000-7500 visitor nights; and or \$1M to \$5M in direct incremental economic benefit.

Examples: Canada Sevens, Davis Cup, ISU Grand Prix Final

C) Economic Events

Events that are one time or recurring that are typically provincial or national in scope, encourages mass participation; can be 'bid' on or created to fill a target need period in the sport hosting calendar. Typically averages: 500-1000+ visitors, 1000-2000+ visitor nights' and or \$250,000-\$1M in direct incremental economic benefit.

Examples: Rock'n'Roll Marathon, BMO Marathon, Vancouver Rugby Festival

D) Regional/Social Sport Events

Generally large scale community events and festivals, typically provincial in scope; attracts minimal visitors (0-500), and/or less than 500 visitor nights; limited direct incremental economic benefit; minimum media exposure but contributes positively to Vancouver's livability and pride of place.

Examples: Kits Fest, Western Canada Championships, Provincial Championships

E) Local Community Events

Community driven events with local/regional attraction typically with a targeted appeal or focus on a special interest area or sector of the community. Has little to no media exposure, but fosters sport development and build local hosting capacity.

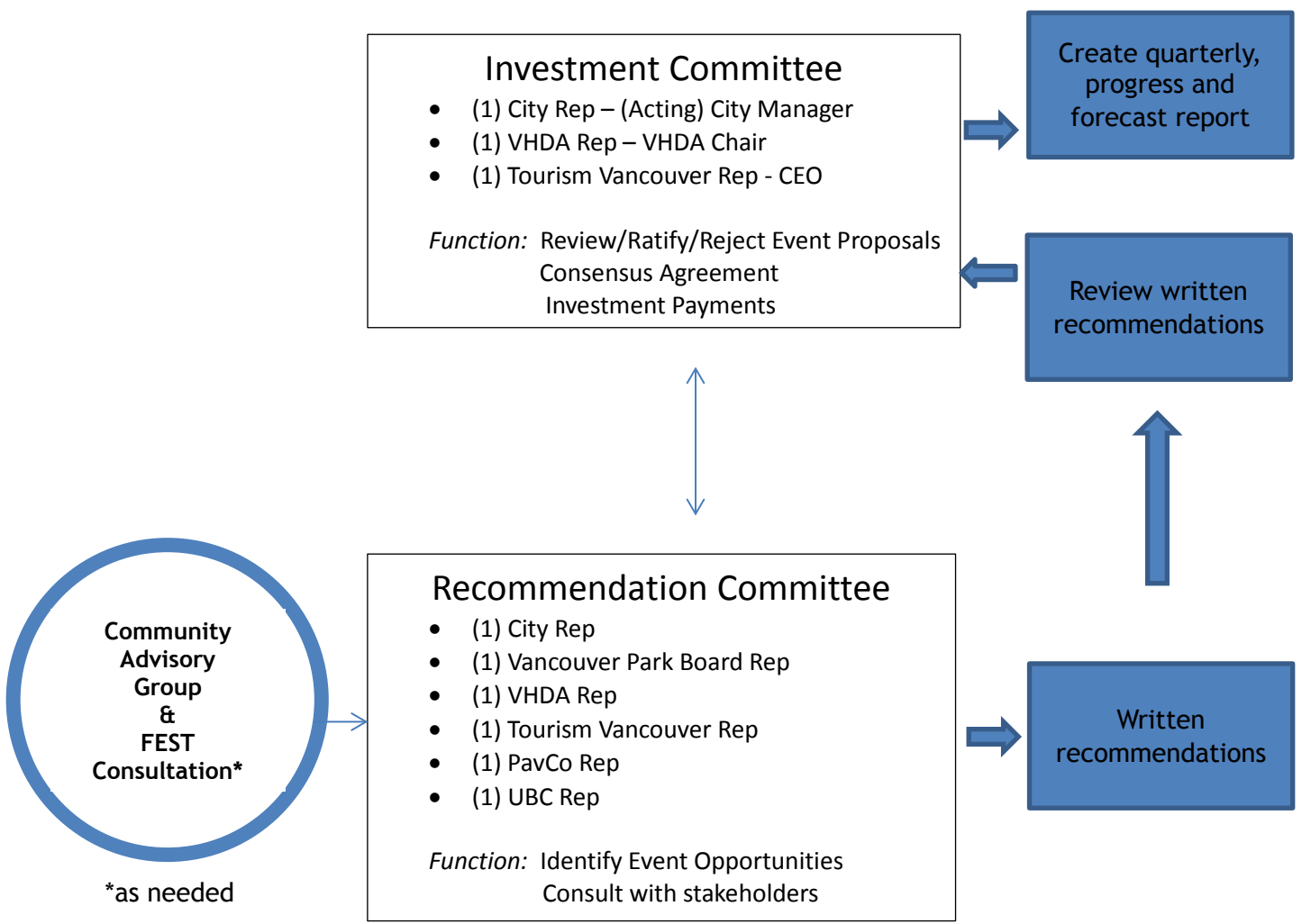
Examples: Latincouver Pan Am Sport Festival, Nigh Hoops Basketball Tournament

Outline of proposed Action Plan and Development Fund Management

Sport Hosting Vancouver Partnership



Sport Tourism Development Fund



Sample of strategic community and international partnerships for sport hosting:

Name	Description	Participating Organizations
Richmond Sport Hosting Office	Establishment of the Richmond Sport Hosting Task Force comprised of key stakeholders from the City, sport, tourism and the Oval.	City of Richmond Richmond Sport Council Tourism Richmond Richmond Olympic Oval
Sport Surrey	Sport Surrey has been jointly developed by the City of Surrey and Tourism Surrey to be a central resource to assist in advancing bid submissions and to support tournament organizers to ensure a successful event.	City of Surrey Tourism Surrey
Sport Burnaby	A Tourism Burnaby initiative to help sport organizations host sport events in Burnaby.	City of Burnaby Tourism Burnaby Fortius Sport and Health Centre
Tournament Capital (Kamloops)	A civic sport hosting office with 1 dedicated staff person specifically for the purpose of attracting sport events.	City of Kamloops Pacific Sport Interior Kamloops Sports Council Tourism Kamloops
Sport Kelowna	A community based partnership committed to sport development.	City of Kelowna Tourism Kelowna Pacific Sport Okanagan
Sport Host Victoria	A not-for-profit society dedicated to increasing the quality and quantity of sport related events and activities hosted in Greater Victoria.	City of Victoria Hotel Association of Greater Victoria Pacific Sport Victoria Camosun College University of Victoria Tourism Victoria
Sport Calgary	A volunteer nonprofit society, representing sport in the City of Calgary. Tourism Calgary has 2 dedicated sport tourism specific staff to assist all the membership.	The City of Calgary The Calgary Sport Council The Calgary Sport Tourism Authority WinSport Canada Calgary Booster Club Calgary High School Sports

Events Edmonton International	A 3-tier structure administered by the City of Edmonton, Edmonton Tourism, and the Edmonton Economic Development Corporation. It includes a development committee and an advisory board.	Aquila Productions Association of Edmonton Convention Hotels City of Edmonton Edmonton Arts Council Edmonton Economic Development Corporation Edmonton Eskimo Football Club Edmonton Oilers Hockey Club Edmonton Sport Council Edmonton Tourism Northland University of Alberta West Edmonton Mall
Saskatoon Sport Tourism	A non-profit organization, made up of an eighteen member Board of Directors, to guide the attraction, retention and creation of sport tourism activities in Saskatoon.	City of Saskatoon University of Saskatchewan Tourism Saskatoon Sask Sport TCU Place Sask Tel Centre Prairieland Park
Tourism Toronto	3 dedicated staff members specifically for sport tourism - working closely with the City of Toronto.	Tourism Toronto City of Toronto
Ottawa Major Events Office	A co-invested major events attraction office in partnership with the City of Ottawa and Ottawa Tourism.	City of Ottawa Tourism Ottawa
Events Nova Scotia	Provincial initiative jointly funded by partners for the attraction of sport events to Nova Scotia.	Atlantic Canada Opportunities Agency Nova Scotia Department of Tourism, Culture & Heritage Nova Scotia Association of Regional Development Authorities
Score Sport Charlottetown	A funding partnership between the City of Charlottetown and Tourism Charlottetown.	City of Charlottetown Tourism Charlottetown Hotel Association of Prince Edward Island
STEP (Sport Tourism Events Program) - Newfoundland	STEP was created based on the collective desire to advance the destination as a premiere sport tourism host and to achieve synergies amongst its stakeholders.	Destination St. John's Sport NL City of St. John's, Department of Community Services Government of Newfoundland and Labrador
EventScotland	EventScotland aims to influence, lead, coordinate, support and bring together people and organizations in order to deliver their major events strategy. EventScotland works in partnership to bid for, invest in	Scottish Government Visit Scotland

<p>London & Partners</p>	<p>and support major sport events.</p> <p>London & Partners is the official promotional organization for London. It's a not-for-profit public private partnership, funded by the Mayor of London and a network of commercial partners. It helps to secure business events and major sporting and cultural events, and supports the organizers to ensure these events are a success.</p>	<p>Greater London Authority UK Trade & Investment Visit Britain</p>
<p>New Zealand Major Events Office</p>	<p>The New Zealand Government, through New Zealand Major Events, works in partnership with the event sector to support New Zealand's growing reputation as an attractive destination for major events of global significance.</p>	<p>Government of New Zealand Ministry of Business, Innovation and Employment New Zealand Association of Event Professionals</p>

City of Vancouver Innovation Fund:

Increasingly, more opportunities exist to work with other parties to leverage expertise, funding, and access to various in-kind resources in order to focus on strategic areas important to the city. This form of leverage allows the City to continue to advance its policy priorities at a lower cost to taxpayers.

The Innovation Fund is expected to build on the City's experience in leveraging funding and expertise with outside agencies, other levels of government, private sector, universities and not-for-profits to advance key City priorities through aggressive leveraging of external partners.

Some examples of these types of unique opportunities include: Enhancing the success of our urban aboriginal residents; enhancing our local economy with an emphasis on social enterprise particularly in the green sector; innovative child care programs for children at risk; cultural programs which enhance the community and create local jobs for artists; enhancing the involvement of our seniors in community; enhancing our sport strategy through partnerships of significant sporting initiatives; sport for youth at risk; and others.

Guidelines for accessing City of Vancouver Innovation Fund:

With the establishment of an Innovation Fund, one time innovative projects can be funded to advance key agendas in the city. Accessing the City of Vancouver Innovation is at Council discretion; however, the following guidelines have been established to optimize the use of the fund:

- Aligns with Council Agenda (Housing, Public Safety, Economy, Environment)
- Demonstrates clear outcomes
- Matching requirements - target leverage of 3:1 (minimum 1:1) 3rd party investment (cash and in-kind) to City funding
- Size of CoV contribution should enable a broad range of programs to be supported by fund (Guideline - maximum project size of \$250,000 recommended).
- Projects which are one-time innovative opportunities; maximum commitment for expenditure of funds - up to 2 years
- Supports transformation and innovation in meeting City goals; shines a spotlight on Vancouver

The current balance of the Innovation Fund is \$3,141,200. To date, Council has approved the following uses of the Innovation Fund:

Date	RTS	Approved Amount	Description
Mar-12	9484	148,800	Council approved a contribution of \$148,800 toward the Vancouver Rent Bank, which leveraged resources from the Vancouver Foundation and Streethome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities.
Mar-13	9991	1,000,000	Council earmarked \$1,000,000 of the fund for an addition of \$1 million dollars to the Community Social Services and related grant funds to help meet the existing and emerging funding gaps.
May-13	10053	380,000	Council approved two grants from the Innovation Fund over a two year period (2013 & 2014) totalling \$380,000. This was comprised of a grant of \$300,000 to the Vancity Community Foundation's Social Enterprise Portfolio Program to support social enterprises with business and management development, marketing and small capital costs, and a grant of \$80,000 to Potluck Café Society's Recipes for Success Program, to provide resources and support to social enterprises and small businesses in the DTES, and to hire and retain residents who have encountered barriers to employment.
May-13	10120	200,000	Council approved a contribution of \$200,000 towards the 125 th anniversary celebrations of Stanley Park. The Vancouver Park Board requested the City's matching funds to undertake the 125 th anniversary celebrations for the citizens of Vancouver and visitors to the City. The City's contribution of \$200,000 will be used to pay for artistic fees, infrastructure costs, and production staff.
Jul-13	10216	535,000	Council approved funding support of \$535,000 towards initiatives of Truth and Reconciliation Canada (TRC) and Reconciliation Canada (RC) during <i>Reconciliation Week</i> leveraging \$2.95M from external partners (5.5:1 leverage) demonstrating Council's commitment towards Aboriginal peoples and the Canadian Public.
Dec-13	10267	200,000	Council approved a contribution of \$200,000 towards the Special Purpose Reserves as a funding source for the Centennial Pole (Mungro Martin) restoration capital project to begin in 2014 and spanning multiple years.
Feb-14	10463	180,000	Council approved a contribution of \$60,000 in each year 2014, 2015 and 2016, for a total three year contribution of \$180,000 in support of the VPD Cadet Program. This investment leverages \$180,000 from external partners (3:1 leverage).
Jun-14	10599	300,000	Council approved a grant from the Innovation Fund over a three year period totaling \$300,000 for BC Artscape.

Date	RTS	Approved Amount	Description
Jun-14	10640	60,000	Council approved a contribution of \$60,000 towards the FIFA 2015 – Women’s Soccer World Cup – Proposed Legacy for Women and Girls in Sport and Physical Activity in Vancouver”, which will constitute the initial phase of a Legacy Program related to our role as Host City for the FIFA 2015 Women’s Soccer World Cup. The investment will be matched by external funding of \$75,500 plus additional Club in-kind contribution, a leverage ratio of 1.3 to 1.
Jun-14	10558	200,000	Council approved a contribution of \$200,000 towards the creation of Vancouver Public Library Digital Media lab (“Inspiration Lab”).
Jul-14	10203	900,000	Council approved an increase to the Vancouver Economic Commission contribution of \$900,000 over three years towards Vancouver Entrepreneur Fund management overhead and a series of activities outlined in the Vancouver Entrepreneur Initiative program.
Sep-14	10699	115,000	Council approved total of \$115,000 from the Innovation fund for a grant of \$40,000 to the Bloom Group, matched by external funding (2:1 leverage), to administer the first phase of the Collective Impact Model; and a grant of \$75,000 to the Urban Native Youth Association (UNYA), will help leverage \$400,000 of 3 rd party Investment (5:1 leverage), for capital improvements to support the operations of an Aboriginal Healing and Wellness Centre for youth.
Sep-14		500,000	Council approved a grant of \$500,000 to Sport BC for the hosting of the 2016 Americas Masters Games (the “Games”).
Apr-15	10856	140,000	<p>Council approved a grant of \$40,000 to Family Services of Greater Vancouver to develop a collective impact approach to improve supports and outcomes for youth transitioning out of foster care. The City's support will leverage over \$230,000 in financial and in-kind support from partners.</p> <p>Council approved a grant of up to \$100,000 to Lu’ma Native Housing Society toward capital improvements including renovation costs, architectural and soft costs to create a 2,400 square foot Aboriginal Healing and Wellness Centre located at 2890 Grandview/Nanaimo. The City's support will leverage additional minimum of \$305,000 in funding for the Centre's first year of operation, after which the centre will become self-sustaining.</p>