

METRO VANCOUVER MAJOR EVENTS STRATEGIC FRAMEWORK

OPPORTUNITY REPORT

Insight and recommendations into
a cohesive new approach to
acquiring, attracting, growing and
leveraging major events for the region

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1 INTRODUCTION

1.1 THE ROLE OF THIS OPPORTUNITY REPORT

This Opportunity Report has been prepared for the Metro Vancouver Destination Management Council (the Council, convened and led by Destination BC) by The Sports Consultancy, an independent advisor with in-depth knowledge of the global events industry. The [Metro Vancouver Destination Development Strategy](#) identifies major events as one of six 'motivating experiences' that can support Metro Vancouver's destination development vision and elevate the region's strengths. The Council set the priority for Major Events by implementing the Major Events Sub-Committee. Metro Vancouver's Destination Development Strategy focuses on building regional collaboration to improve Metro Vancouver's long-term ability to successfully bid for and host events (sports, conferences and cultural). This Opportunity Report considers what is needed to realize this ambition.

The report assesses whether there are changes that can be made that would enable the events sector, particularly the public sector, to generate greater impact by being more collaborative. It outlines the opportunities that exist to improve collaboration, strategic direction, funding, communication, decision-making, event evaluation and organizational structure. While the focus of this report is on the Metro Vancouver region, the process openly considered opportunities at municipal, regional, provincial and First Nations levels with a view to optimizing impact.

The findings are based on a consultation process with a broad range of event representatives who play an active role in the industry: a full list can be found in Appendix 1. Research into best practice international comparators, selected because of their similarity in size and demographic to Metro Vancouver and British Columbia, complemented the consultation process and provided valuable insights into how leaders in the sector structure themselves and work together across levels of government.

The recommendations in this report are designed to inform and advise on opportunities to promote greater collaboration and communication across the sector. They are not intended to replace the role of existing organizations in the sector or reduce the jurisdiction of individual local government bodies and agencies. Rather, they are intended to support Metro Vancouver and its municipalities and inform further work with other municipal, regional and First Nations entities across British Columbia, to attract, grow and develop events and increase the impact of events across the province.

1.2 WHY NOW?

This report is the first step of a journey to create a more collaborative and strategic events industry in Metro Vancouver and can inform the development of a broader province-wide approach. It highlights that the foundations are already in place to support a thriving events industry; there is extensive infrastructure and an engaged and motivated industry. Events such as EXPO 86, the 2010 Winter Olympic Games and Paralympic Games and the 2015 FIFA Women’s World Cup have demonstrated the benefits that can result for the province when the events industry works together. They have also generated their own legacy of improved collaboration, within local government and between local government, First Nations and the private sector.



Figure 1: Expo 86

Covid-19 has prompted the global events industry to pause and reflect on the future. Governments around the world recognize that events are an essential part of their recovery strategies leading to a more competitive global events market. The recovery from Covid-19 provides an opportunity for destinations to reset to a ‘new normal’, revising event objectives and the content and nature of events themselves. The destinations best placed to take advantage of this will be those that have a strategic approach. To succeed in utilizing events to boost the economy, attract tourists, create new job opportunities and foster community spirit, cities, regions and First Nations will need to work together and come to the market with a clear vision.

Destinations around the world recognize the role of major events in delivering economic, reputational, social and business impact. Since its first events strategy in 2003, EventScotland has invested over £47 million (CAN\$82 million) and supported over 1000 events. This has generated £1.3 billion (CAN\$2.8 billion) of net economic impact¹ and established Scotland as a world-leading events destination.

¹ Net economic impact measures the net increase in spending that has occurred as a result of the event taking place. It reflects cash inflows and outflows to establish the net change to the economy.

However, Metro Vancouver is not currently set up to optimize its existing opportunities. As the market pivots in response to the pandemic, now is the time to consider how to nurture a thriving events sector and maximize the impact of public sector investment to bring benefits to Metro Vancouver and across the province of British Columbia.

1.3 WHY DO PUBLIC BODIES INVEST IN EVENTS?

An event is defined as an occurrence of sporting, artistic, cultural or business significance that the public can attend by purchasing a ticket or for free. They can range from mega events, the largest in size and scale, such as the Olympic and Paralympic Games and World Exposition to local events, which tend to be smaller in scale, such as local trade fairs and park runs. Chapter 3 of this report provides detailed definitions of the different ways of categorizing events.

There has been an increasing sophistication of the objectives and priorities for event hosting. Events are central to tourism strategies attracting visitors and providing a marketing platform. Typically, the principal drivers of public sector investment in events are aligned with tourism strategies - direct economic impact, generated by visitor and



Figure 2: Vancouver Jazz Festival

operational spend, longer-term tourism stimulation, destination development and promotion benefits. Although, as public sector understanding of what events can deliver grows, government is incorporating new priorities that include environmental, social and business benefits as well as reconciliation with Indigenous Peoples and community development into their strategies. Changes in government agendas, particularly public health, urbanization, social inclusion and climate change, and a recognition that events can play a role in raising awareness of these issues, have also played a part in an increased focus on a broader range of event investment priorities.

1.4 WHAT IS THE PUBLIC SECTOR'S ROLE IN THE EVENTS SECTOR?

The public sector, including local, regional, provincial and national governments, and public funded bodies, such as tourism and destination management organizations (DMOs), events agencies and economic growth agencies are often the main sources of funding for events. These organizations also have a much wider involvement in the events sector. Their role is to curate a portfolio of events that

aligns with the government’s strategic priorities and delivers benefits for the economy, communities and residents; in essence to create ‘public value’. This involves:

- identifying which events to support and which not to support;
- providing funding to events in recognition of the economic drivers (eg job creation or GDP impact), reputational, social and business benefits that they provide;
- identifying ways in which event outcomes can be measured, not only in economic terms but also other objectives such as sustainability, social cohesion, reconciliation, and equality;
- leading bids to bring new events to the region;
- working with public and private partners to develop the events industry and share best practice and knowledge across the sector;
- permitting and licensing events, and supporting event promoters and organizations to navigate the public infrastructure and services and systems;
- working collaboratively with Indigenous communities (where relevant) to grow entrepreneurs, partnerships, and participation in tourism; and
- leveraging events as a catalyst to deliver more impact for communities and residents.

1.5 THE BENEFITS OF EVENT HOSTING FOR METRO VANCOUVER

Chapter 3 of this report outlines the breadth of benefits that events can generate. Metro Vancouver, and the province of British Columbia, has supported and leveraged events in recent years generating a range of impacts across infrastructure, sustainability and public transport use, jobs and public facilities, culture development, indigenous partnerships and tourism development. The table below demonstrates the diverse and far-reaching benefits, across a wide range of policy areas, that Metro Vancouver has benefited from as a result of events that it has hosted.

PUBLIC SECTOR IMPACT DRIVEN BY EVENTS POLICY AREA

Infrastructure development	<p>The Vancouver Convention Centre’s expansion opened in 2009, just before the 2010 Winter Olympics and Paralympics. Since then, it has hosted over 5,600 events ranging from the major city-wide conventions, including the renowned TED Conference and SIGGRAPH computer graphics conference, trade shows, film and TV shoots, and many public celebrations and community events. The flexible and functional venue space has also proven to be a benefit to hosting major sport events such as the NCAA Vancouver Basketball Showcase and the Americas Masters Games.</p> <p>The Vancouver Convention Centre has welcomed over 9 million guests from around the world and generated over \$2.4 bn in direct spending for British Columbia over the past decade. A significant return on its initial \$833m investment.</p>
Transport	<p>Metro Vancouver’s Canada Line rapid transit was built in preparation for the 2010 Winter Olympic and Paralympic Games, to increase the public transport provision for residents and tourists. It reached its projected ridership goal three years before projections. In 2010, the year of the Olympics, there was an average of 105,000 riders per weekday and by 2019, the Canada Line had an average of 150,000 riders per weekday.</p>

PUBLIC SECTOR **IMPACT DRIVEN BY EVENTS**
POLICY AREA

Jobs	<p>The Richmond Olympic Oval, the Trout Lake Community Centre Ice Rink and the Hillcrest Curling Centre are some of the facilities that were built for the 2010 Olympics and Paralympics and remain important facilities to the community today.</p> <p>The Richmond Oval, for example, has been a catalyst for the creation of a thriving neighborhood with a strong community. The construction of the Richmond Olympic Oval contributed \$234 million to British Columbia’s gross domestic product (GDP) and created 3,076 Full Time Equivalents (FTEs). During the 2010 Winter Games, the Oval employed 1,184 FTEs and on an annual basis it continues to support 400 FTEs. Furthermore, the property values in the Oval area have risen by 488%, while the rest of Richmond saw a 138% increase in value in the same period.</p>
Culture	<p>Events can be a vehicle to promote and showcase different cultures to new audiences. The Surrey Filipino Soccer Invitational brings 30 teams from around North America, demonstrating the close links between culture, sport and events.</p> <p>Events are helping to build cultural relationships and are promoting British Columbia on an international stage. For example, field hockey builds relationships with South Asian countries, the HSBC Rugby Sevens brings Canada closer to Australia and New Zealand and baseball to the USA and Japan. Events in BC are a platform to build diplomatic relationships worldwide that extend further than sport, into culture and beyond.</p>
Indigenous Partnerships	<p>The 2010 Olympic Games acted as a catalyst for creating a four-host nation secretariat and was influential in encouraging inclusion across Canada. The agreements signed in advance of the Games between Vancouver Olympic Organizing Committee and Four Host First Nations was a critical partnership between First Nations and the organizing committee. The collaboration during and after the 2010 Games has strengthened the relationships with local First Nations and has realized many legacies including a legacy endowment fund for Indigenous athletes pursuing high performance sport.</p>
Tourism Development	<p>Tourism is a significant contributor to British Columbia’s economy. It generated \$8.3bn to British Columbia’s gross domestic product in 2018, including nearly \$1.7bn in provincial taxes.</p> <p>The effect that events have on tourists’ propensity to visit a destination or return to a destination is reflected in the steady increase of cruise sailings following Expo ’86 and Vancouver 2010. For example, in the years after Expo, the number of cruise sailings were up by 18.1% in 1990 compared to the previous year, and then increased again by a further 12.3% the following year. A similar trend was seen in 2013, a few years after the Games, with the number of sailings increasing by 23% (the highest ever percentage increase) and the number of passengers also grew by 21.9%.</p>

2 EXECUTIVE SUMMARY

The 2010 Winter Olympic Games and Paralympic Games (the 2010 Games) was a significant moment for Metro Vancouver and Whistler resulting in an impact on real GDP of CAN\$2.1 to CAN\$2.6 billion between 2003 and 2010². The 2010 Games created 2,500 full time jobs, had positive impacts for local businesses, transport infrastructure and sports facilities and enhanced global recognition of Metro Vancouver and Whistler as world class tourist destinations. Hosting a mega event of this scale required funding commitments from government at federal, provincial and municipal levels as well as significant coordination across and between the public sector, private sector, Indigenous and non-indigenous communities, DMOs and other tourism partners across BC (referred to in this report as BC Event Partners).

Since the 2010 Games, the region has hosted a number of other major sporting and cultural events, benefitting local communities, growing the economy and further promoting the region, and wider province, internationally. As Metro Vancouver and British Columbia seek to bounce back from the pandemic, having the foundations in place to support a thriving and successful major events industry has become more critical. Whilst there are many examples of success, there are also examples of negative outcomes resulting from lack of collaboration, knowledge sharing and strategy across the region.

2.1 THE CHALLENGE

The consultation undertaken to develop this Opportunity Report identified that, notwithstanding many examples of event hosting success in municipalities in Metro Vancouver, the region's potential is hindered by the current approach to event attraction, investment and support. Particular issues identified were:

- limited communication and collaboration across local government boundaries;
- limited network and connection between municipal organizations and agencies, and between them and their regional and provincial funders;
- limited shared awareness and understanding of the benefits of major event hosting; inconsistency in funding decisions;

² PricewaterhouseCooper (PwC's) Report 7 covering the period 2003 - 2010, part of a series commissioned by the governments of Canada and British Columbia to measure social and economic impacts of the Games.

- a view that the structures and regulations regarding events are a barrier to event growth and development; and
- an absence of a clear ‘front door’ for event opportunities, event support and event funding.

This results in:

- a lack of coherence in the event calendar for the region, with events overlapping or competing for resources;
- a ceiling of growth for events as it is too difficult to coordinate local governments or funding policies limit the ability to invest in growth;
- lost bids for international events that would benefit the destination;
- frustration from event organizers who struggle to maximize the potential of their events;
- an inconsistent approach to communicating with visitors who see Metro Vancouver as a single region (not a collection of cities); and
- a lack of a clear strategic approach to delivering social outcomes through events.

Event tourism opportunities that could benefit Metro Vancouver, and the wider province, are not being realized each year, either because event bids are deemed not feasible for a single municipality or destination to pursue, or they are not competitive due to a lack of coordination and/or bidding expertise. In addition, public funding may be used in a contradictory or competitive way rather than being used in a coordinated and virtuously enhancing manner.

2.2 THE FOUNDATION FOR GROWTH

There are many positives to build upon in reshaping the events landscape, including:

- recent experience of delivering successful and impactful mega events;
- dedicated and committed staff in a range of provincial, First Nations and local government organizations;
- good cooperation at operational level between organizations;
- complementary facilities and assets in different municipalities;
- commitment to improve engagement and collaboration with Indigenous communities;
- a range of highly competent event organizers across public, private and third sectors;
- a level of political interest in and recognition of events; and
- existing sources of funding for events.

2.3 LEARNINGS FROM OTHER SUCCESSFUL HOST DESTINATIONS

There are certain common attributes found in most successful event hosts, exemplified in the four benchmark destinations that were considered in the development of this report. The benchmarks were chosen based on their similarities to Metro Vancouver and British Columbia, their successful program of event hosting and attraction over the past 10 - 20 years and their best practice approach to managing their event portfolios.



Figure 3: International Benchmarks

The learnings from these leading event hosting destinations have informed the recommendations in this report. Key features and critical success factors demonstrated by the benchmark organizations are:

- clear events strategies focused on delivering impact through a portfolio approach;
- dedicated public sector agencies/departments with responsibility for delivering the event strategy by attracting, supporting and funding major events;
- close connections and relationships across the public sector, tourism and events agencies and between public sector and industry;
- dedicated funding invested in events that deliver impact against a range of targeted impacts including economic, image and identity, social and environmental impacts;
- an ability to articulate the value of the events that public funds have been invested into;
- a strong public profile domestically and internationally, supported by frequent communications; and
- a level of sophistication and innovation within their event portfolios, especially in relation to wider societal issues such as environmental sustainability, equality, diversity and inclusion.

2.4 A SUCCESSFUL FUTURE

The intention of this Opportunity Report is to identify opportunities for improvement in the destination’s approach that can increase the positive impact of events now and into the future. However, this relies on major events becoming integrated into the fabric of provincial and local government as a priority investment designed to stimulate the economy, attract economic investment opportunities, tourism spend and enhance British Columbia’s quality of life.

Based on the challenges identified and success factors of the benchmarks, the destination would:

- have a clear vision guided by an outcome-led strategy endorsed by relevant BC Event Partners that articulates the province’s priorities for events and criteria to determine which events should be supported;
- be positioned to succeed internally placing competitive, well-supported bids backed by a positive reputation;
- collaborate broadly and frequently to maximize impact, spread benefit and share knowledge to enable others to be successful;
- have a strong event portfolio that attracts visitors, benefits the community and promotes the destination to the world;
- nurture a capable events industry that creates innovative events and curates authentic events that the region can be proud of;

- align events funding with the strategic vision ensuring consistency of approach; and
- consistently measure success to understand what is working and to guide future decisions.

To achieve this successful future, this vision must be supported and endorsed by relevant decision-makers and funders in local and provincial government. This is critical to enabling the following recommendations for change.

2.5 THE RECOMMENDED APPROACH TO CHANGE

This Opportunity Report proposes three main recommendations to achieve success which can be implemented through a series of actions. Some of these recommendations focus on building collaborative structures at municipal level and linking in with the evolving Metro Vancouver government’s economic development structures for the region. However, the greater opportunity is understanding the potential benefits across British Columbia by exploring provincial leadership of the events strategy, portfolio, funding and evaluation of impact.

A review of the Metro Vancouver events sector must consider the wider governmental structures, strategic frameworks and private sector ecosystem which impact, and are impacted by, Metro Vancouver’s activities. As a result, this Opportunity Report has considered whether solutions should be implemented at regional or provincial levels to achieve the greatest possible benefit. All of the benchmark destinations are structured to support events at multiple levels of government with strategies and lead departments or agencies at city and national/state level. The proposed geographical scope of the recommendations is addressed in detail in Chapter 6.

The suggested recommendations have the ability to transform the way that the events sector works together. Further work will be required, with the engagement of a wide group of BC Event Partners, to determine the preferred pathway will build a successful future for events in the province. It is important to note that none of the recommended changes replace the authority of local government and First Nations government to take action within their boundaries; rather the goal is to provide layers of support to help everyone to achieve better outcomes. The recommendations and actions outlined in the table below are explored in detail in Chapter 7.

RECOMMENDATIONS	ACTIONS
Take a strategic, portfolio approach to events	Develop an events strategy that aligns the sector and provides a clear direction for its future
	Create a diverse portfolio of events that represents the culture, values, and brand of the province
	Explore increased collaboration to bring the sector together across British Columbia

Create a unified events sector with a connected public sector that engages and supports the industry	Create a publicly visible provincial calendar of events
	Formalize regular communication domestically and internationally
Build clear decision-making structures backed by appropriate funding and impact measurement	Secure access to dedicated funding for the events strategy
	Establish proportionate structures and criteria to facilitate timely and transparent decision-making
	Adopt a single methodology to measure the impact of events

2.6 ORGANIZING FOR SUCCESS

Public funding and support are critical to the success of an event hosting strategy. A permanent and sustainable solution will be required to ensure that the region’s and province’s resources (human and financial) are organized and managed to successfully deliver the desired impacts from events. In the short term, a lead agency will need to be identified to convene relevant BC Event Partners from across the destination and province to progress the opportunities in this report.

Based on the consultation feedback and the approaches used by the benchmark destinations, there are different degrees of change that can be implemented to adapt the existing event architecture to drive the events strategy. The analysis considers four options and is set out in Chapter 8.

The four options consider the impact of the following approaches on achieving the outcomes for events outlined in paragraph 2.4 above:

- using collaborative networks to bring together existing organizations;
- expanding the mandates of existing organizations to incorporate events; and
- creating new departments/entities that have a sole focus on events and the autonomy to make event investment decisions.

The different approaches, shown in Figure 4, will involve varying levels of investment of financial and human resource with a proportionate increase in dedicated events personnel in the region and across the province. All of these approaches will require engagement with First Nations Governments to determine their future involvement.



Figure 4: Outline of options for organizational changes

Based on our analysis, a blend of approaches – including collaboration, expanded mandates and new departments/entities - will be most impactful in addressing the identified challenges and setting the region up for success. It is critical to have resources, either in a defined department or separate entity, dedicated to events that can operate strategically and with agility. These resources also play a significant role in mobilizing, organizing and supporting the rest of the sector.

Some of the structural changes will take time to realize, requiring broad support from provincial government as part of a prioritized events strategy.

However, the momentum should not be lost within Metro Vancouver. Change can be incremental, particularly encouraging more collaboration, provided that it is working towards a provincial approach that will create lasting impact.

2.7 ROADMAP

The table below summarizes the recommended actions across three phases: quick wins; strategy development; and strategy delivery.

	Phase		
	Quick wins and next steps (0 – 6 months)	Strategy development (6 – 18 months)	Strategy delivery (18 months – 5 years)
	Period of advocacy, consultation and preparation to engage a wide range of BC Event Partners and set the foundations for the successful development of an events strategy	Collaborative development of a progressive, outcome-focused events strategy whilst growing the British Columbia and Metro Vancouver events brands domestically and internationally	Delivery of the strategy including identifying and implementing the best operating model for events across the public sector
1. Take a strategic, portfolio approach to events	Widely advocate the opportunities for change in BC	Consult widely with BC Event Partners to develop an impact-led events strategy for BC	
	Appoint a lead agency. Secure funding and resource.	Develop an evaluation framework	
2. Create a unified events sector with a connected public sector that engages and supports the industry	Map BC Event Partners	Establish a BC Events Committee	Work together to: share knowledge; create bid committees; create a single event calendar
	Create BC Events Network and MV Events Network	Convene and utilise event networks	
3. Build clear decision-making structures backed by appropriate funding and impact measurement	Review existing event funding and resource in BC	Conduct a future focused funding review	Build relationships between BC Events Committee and government and educate on event benefits
	Collate data on previous events' impacts and funding	Agree BC-wide consistent measurement approach	
Organize for success	Work with stakeholders to discuss preferred options	Alongside strategy development, design new structures to put in place for MV and BC	
			Clear funding processes in place based on strategy
			Seek buy-in from BC Government and put new structures in place

Figure 5: Roadmap

3 THE CURRENT STATE OF THE EVENTS SECTOR

Metro Vancouver, and British Columbia more broadly, have a proud history of successfully hosting major events. Together, Metro Vancouver and British Columbia have hosted some of the world’s largest events, including Expo 86, the Vancouver 2010 Winter Olympic and Paralympic Games and matches during the 2015 FIFA Women’s World Cup. Metro Vancouver’s municipalities are active event hosts, successfully hosting one-off sporting events including the TED conference at the Vancouver Convention Centre, the 2019 Canada Cup International Softball Championship in Surrey, and the 2016 World Taekwondo Junior Championships in Burnaby. The Metro Vancouver region also boasts some exciting, recurring festivals, arts and cultural events and sporting events that deliver increasing benefits each year: the HSBC World Rugby Sevens Series in Vancouver, Concord Pacific Dragon Boat Festival, Vancouver Mural Festival, Richmond’s Maritime Festival, Vancouver Pride Festival, Burnaby’s Blues + Roots Festival, Surrey’s Wickenheiser Female World Hockey Festival (WickFest) and many more.

Major events are already an important asset to the economy at a city, regional and provincial level and have potential to continue to deliver measurable economic benefits (through bed nights/room nights, supporting jobs, direct tax revenue and wider economic impact) both for their municipal hosts and for the wider province. These impacts demonstrate the scale of the opportunity and the potential for new and existing events to make a meaningful difference to Metro Vancouver’s economy, and the economy of British Columbia.

CAN\$300 million: generated by events hosted at the Vancouver Convention Centre on an annual basis to the city and the wider province. The average non-resident delegate spends over CAN\$1,400 as a result of attending an event at the Vancouver Convention Centre and will typically stay for 4+ nights in British Columbia.⁸

CAN\$24 million: generated in economic activity on an annual basis by the HSBC Canada Sevens from 2016 to 2018, the tournament reserves more than 2,300 room nights for players, staff and contractors.²

CAN\$494 million: generated by the FIFA Women’s World Cup for the Canadian economy. Nearly a quarter of the value was generated in British Columbia (CAN\$118.8 million), with CAN\$82.9 million coming from the City of Vancouver.³

CAN\$55 million: estimated total economic impact of the 2018 BMO Vancouver Marathon. Benefiting from a 17.3% increase in international sign-ups following marketing support from Sport Hosting Vancouver. Airbnb hosts reportedly earned more than CAN\$1.2 million combined over Marathon weekend through 9,339 guests.¹

CAN\$3 million: and 2,500 room nights generated by The Wickenheiser Female World Hockey Festival (WickFest) for the city of Surrey.⁴

CAN\$1 million: of economic impact generated by the annual Pat Quinn Classic hockey tournament to Burnaby.⁷

CAN\$5 million: economic impact generated by the 2016 World Taekwondo Junior Championships to Burnaby, including 5,500 room nights.⁶

CAN\$450,000: in economic impact is expected to be generated from Surrey hosting the Women’s Soccer Aboriginal Cup 2022.⁵

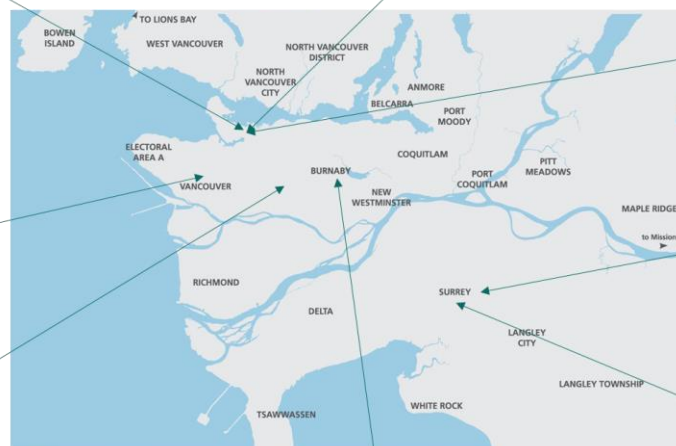


Figure 6: Events delivering economic impact in Metro Vancouver

Sources: 1: Sport Hosting Vancouver Progress Report 2018, 2: <https://www.bcplace.com/news/2019-03-01/fast-facts-2019-hsbc-canada-sevens>, 3: <https://dailyhive.com/vancouver/fifa-womens-world-cup-canada-2015-economic-impact>, 4: City of Surrey Financial Plan 2021-2025, 5: City of Surrey Financial Plan 2021-2025, 6: Figure provided by municipal representative, 7: Figure provided by municipal representative, 8: <https://www.vancouverconventioncentre.com/about-us/our-story/economic-benefits>

3.1 FINANCIAL SUPPORT FOR EVENTS

There are a variety of funding programs available that provide direct and indirect financial support for major events taking place in British Columbia. In addition to funding available at municipal level from local governments and DMOs, these include (but are not limited to):

- **Tourism Events Program** - managed by the Ministry of Tourism, Arts, Culture and Sport, it is targeted at events that raise awareness for British Columbia's tourism brand nationally and internationally. It is available for sporting, arts and culture events stimulate tourism.
- **Amplify BC** - run by Creative BC, the funding program supports performances, business development, venue upgrades and marketing for musicians and venues in British Columbia.
- **viaSport Hosting BC Grants** - provides funding up to CAN\$35,000 for not-for-profits hosting sporting events in British Columbia. The types of bodies that are eligible for this funding include: National Sport Organizations, Provincial Sport Organizations, community organizations or clubs, Municipalities and Aboriginal bands.
- **Resort Municipality Initiative (RMI)** - managed by the Ministry of Tourism, Arts, Culture and Sport, the program supports small, tourism-based municipalities to build and diversify their tourism infrastructure and deliver exceptional visitor experiences (including events)

In addition to the regular funding programs, in 2021 an additional funding program has been set up - the Fairs, Festivals and Events Recovery Fund. This is one-off Covid-19 relief fund held by the provincial government that has been created to provide a one-time grant for up to 20% of total event budget, up to a maximum of CAN\$250,000 per event.

Notwithstanding the funding programs in place, there remains room for growth and opportunity for greater co-ordination and a more collaborative approach to determining which events are funded at which level of government and through which program. The receipt of annual funding by established events critical for their operations is typically uncertain and the quantities vary. There is also uncertainty regarding how funding decisions are made which leads to confusion in terms of which events will qualify for future support. These funding challenges and uncertainties are experienced at both a municipal and a provincial level.

3.2 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES

The foundations for a thriving events industry in Metro Vancouver are in place; however, some key improvements could unlock greater potential. The table below summarizes the strengths, weaknesses, opportunities, and challenges facing the Metro Vancouver events industry. This table summarizes the findings from the consultation undertaken to inform this report. A list of consultees is set out in Appendix 1.

STRENGTHS

Demonstrated capability in delivering some of the largest major events in the world;

Demonstrated ability to leverage events for wider benefit eg the Four Host Nations and Vancouver 2010 together implemented over 200 initiatives during the 2010 Games ranging from trade apprenticeships to the creation of an Aboriginal Pavilion in Vancouver;

The Sport Hosting Vancouver model has shown that working in partnership can help deliver great results;

Metro Vancouver is already home to a large variety of annual events that have the capability to grow and develop;

Municipal areas in Metro Vancouver all offer a strong variety of facilities and venues suitable for hosting events;

Strong mix of marketable local and international events that are delivering economic and social benefits on a yearly basis;

There is some financial support already in place for the sector through the funding programs;

Some municipalities' event-focused teams are offering excellent support to their events;

The region has an engaged group of BC Event Partners from event producers to local and national governing bodies;

There are a large number of excellent professionals involved in the events industry across Metro Vancouver;

Covid-19 has acted as a catalyst for BC Event Partners to communicate and collaborate more and there is a strong desire by all for this to continue;

Suitable weather for outdoor events throughout most of the year, particularly when compared with the rest of Canada; and

Metro Vancouver operates as a gateway to the province as British Columbia has a highly attractive climate, geography and lifestyle to engage beyond the event.

WEAKNESSES

There is no overarching events strategy for the region or province, which results in strategic misalignment within and between municipalities and inhibits the ability to collaborate effectively on events;

There is no one entity in place that represents and advocates for events (sporting, arts and cultural) in Metro Vancouver or British Columbia, resulting in a lack of a 'front door' for event-related entities to approach;

Public sector support for events is not being executed as efficiently as possible. In particular, during the bidding stage, as funding is only committed when a bid has been won. Many rights holders require the full operational budget to be guaranteed for the bid to be awarded;

Lack of a centralized events calendar resulting in schedule clashes and inadvertent competition between municipalities for hotels, sponsorship and other assets;

Lack of an overarching strategic approach to achieving social objectives through events, such as environmental sustainability and engagement of First Nation People; and

There are frustrations from event organizers who struggle to navigate the difficult permitting and licensing procedures.

OPPORTUNITIES

CHALLENGES

The consultations provided strong evidence that there is a desire for greater collaboration in the region;

Consultees were receptive to the creation of an events strategy to provide clarity from government as to how the sector should evolve;

Increased formal and informal communication and networking amongst Metro Vancouver and wider BC Event Partners has increased due to Covid-19, and there was widespread support from consultees for this to continue;

Several mega events potentially in the pipeline which can be the foundation for a more collaborative approach and set principles for ongoing collaboration: FIFA World Cup 2026 games and BC 2030 Olympic and Paralympic bid;

Municipal, regional and provincial priorities are well aligned to event impacts including economic recovery, innovation and creativity, talent attraction and the knowledge economy, community development, skills and jobs etc;

Consolidating indigenous partnerships is a critical outcome for events and events provide an opportunity to catalyze social and community change;

Multiple endemic events have the potential to grow further and increase their value to Metro Vancouver and/or British Columbia as a destination;

The Metro Vancouver Destination Development Strategy identified Major Events as one of six key motivating experiences that elevate the core strengths of the destination;

A dedicated focus on economic development at a Metro Vancouver level can incorporate major events in its early phases of creation;

Strong consumer appetite for events going forward after the disruption caused by Covid-19; and

Proximity to USA and Asia for the attraction of short and long-haul international visitors.

Lack of co-ordination leads to reduction in ability to secure future major events;

Reactive decision-making results in event investments that are not benefitting the region or and hindering potential greater impact;

Other sectors of the economy, which are also competing for Government funding, are able to build better benefits cases and demonstrate the impact of investment more clearly;

Risk of event fatigue impacts public support for them (eg from the overuse of certain locations);

Competing destinations across North America seeking and securing target events

Ongoing Covid restrictions on gatherings and travel affecting the delivery and potential impact of events; and

Churn of events personnel (and expertise) due to Covid.

The above table demonstrates that there are significant opportunities in the existing and evolving public and private sector landscape and there is broad support from consultees to work together and improve the sector.

3.3 BC EVENT PARTNERS

There are many engaged and invested BC Event Partners throughout the Metro Vancouver region and the province of British Columbia. The diagram below highlights the broad range of organizations that do, or could, play an important role in the attraction, hosting, delivery, activation and leveraging of major events.

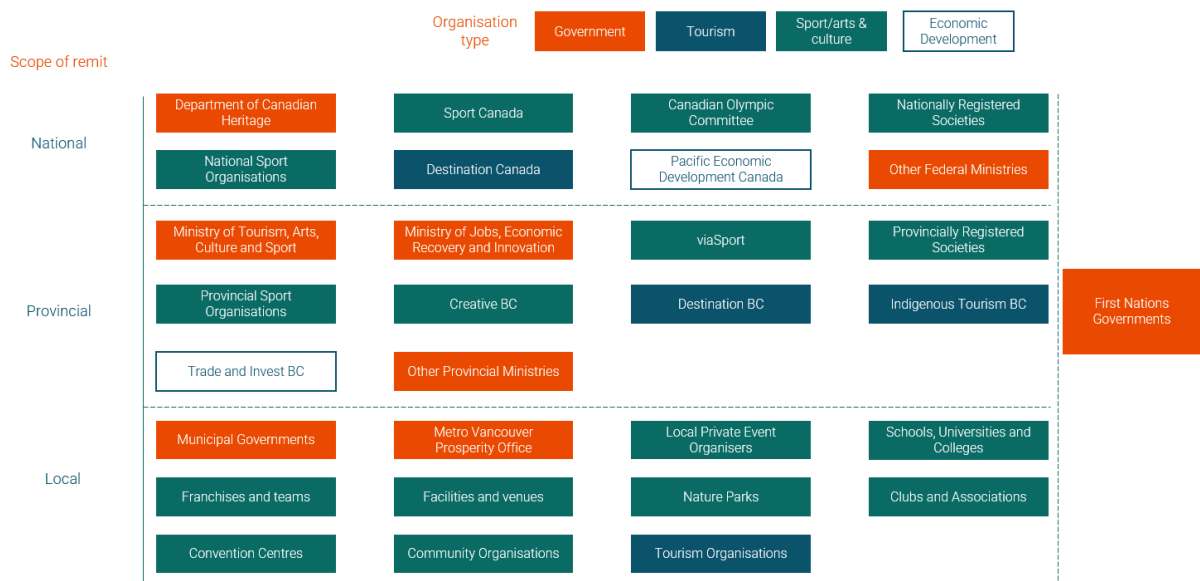


Figure 7: BC Event Partners

The number of engaged partners highlights the need for greater collaboration in the events sector. As a group, they possess a variety of remits that have the potential to be complementary to each other in a more collaborative environment. By working more closely together with a common view of the role of events in contributing to their objectives, there can be a stronger alignment in resources and a more effective approach to hosting major events.

4 EVENTS LANDSCAPE

4.1 GLOBAL VIEW OF EVENTS LANDSCAPE

The events landscape has been significantly impacted by Covid-19. Many host cities have had to dedicate resources that would usually have been directed towards events with more immediate priorities, including direct support for tourism, event and hospitality companies which may not otherwise have survived. As a result, and whilst international travel has been limited, governments have been without the economic, touristic, promotional and social benefits that hosting major events can bring. There is widespread public recognition, globally and across the benchmark destinations identified in this report, that events have been missed both from a community and an economic perspective.

Covid-19 has led to global innovation in sport and major event delivery resulting from limitations on travel and event attendance. There has been significant innovation in on-line or virtual events both within the business events sector and in the sporting and cultural events sector.

CASE STUDY: WORLD WRESTLING ENTERTAINMENT (WWE) THUNDERDOME

A bio-secure bubble created by WWE, an American professional wrestling promoter, and launched in August 2020 as a way for wrestling fans to attend WWE events virtually. The bubble used a videoconferencing crowd system that allowed users to log in to watch and be seen on a screen in real time at the event.



Figure 8: WWE Thunderdome

As we move into a post-pandemic world, governments are demonstrating an increased desire to invest in events as a critical part of their recovery strategies. Cities are searching for innovative ways to drive promotion and visitation to kickstart their tourism industries and their economies as a whole and events are seen as an essential component of this solution.

Global event trends have been affected by Covid-19, catalyzing some event types through new innovations and opportunities. As a result, there are some interesting areas of opportunity as the global events industry moves into the period after Covid-19 restrictions.

- The increase in accessibility of digital platforms for competitive events such as Zwift, Concept 2 rowing and even virtual triathlons creates event opportunities with limited travel but significant promotional return on investment (ROI).

- Digital Arts Festivals such as NEON in Scotland create online space for international cultural collaboration.
- The enhancement of marquee cultural events, built on the authentic culture of their hosts, as the cornerstone of event portfolios. Owned events give hosts control over their development as well as long-term ROI through owned-intellectual property. As consumers become more selective about their travel, unique experiences will be critical to driving visitation.
- Greater consideration for equality, diversity and inclusion. This ranges between destinations, Scotland have taken a more proactive stance on women’s sport events and New Zealand have integrated Māori culture, heritage and language into Auckland’s events portfolio.
- Commercial rights holders had started to become more prominent before Covid-19 and those that have survived continue to be strong options for event hosts. They provide the potential to build long-term relationships that work for host and rights holder over a longer period and can be more flexible than International Federations to adapt to host requirements.
- Hosts are benefitting from building a long-term partnership with rights holders such as the 10-year portfolio of Union Cycliste Internationale (UCI) cycling events in Denmark and Scotland’s collaboration with the UCI to create a multi discipline Cycling World Championships. This ensures an ongoing ROI as the relationship enables a more equal partnership between host and rights holder.

CASE STUDY: UCI CYCLING WORLD CHAMPIONSHIPS 2023, GLASGOW, SCOTLAND

In the first event of its kind, the 2023 World Championships will combine road, track and mountain bike races, bringing together 13 different disciplines. It is anticipated that 2,600 athletes from 120 countries will be competing in Glasgow.

- There is an increasing interest among hosts in participation events due to their potential to deliver social impacts locally as well as attracting leisure tourists for long stays in market to compete and travel.
- Adventure sports are becoming more mainstream as part of the sporting calendar and surfing, skateboarding and sport climbing all made their Olympic debut in Tokyo. While some events may be small and niche, they can build reputation, appeal to different demographics locally and act as postcards for the destination.

A rich and varied events calendar is an incredibly valuable asset for a destination. Queensland’s events calendar for 2020 was valued at AUS\$880 million (CAN\$820 million), an increase from AUS\$380 million (CAN\$354 million) in 2015. New Zealand estimates that 10% of its NZD\$17 billion (CAN\$15.3 billion) a year tourism industry is attributable to events. In Scotland, it is estimated that tourism is worth £6 billion (CAN\$10.5 billion) a year with events, including business events, making up 20% of this.

4.2 BENEFITS OF HOSTING

Beyond the immediate economic, reputational, business and social impacts that hosts benefit from, events are central to quality of life and creating places where people want to live, work, visit and invest. Attracting talented individuals and companies are critical to building the foundation of a successful knowledge economy. An events portfolio that is targeted at attracting visitation and attention from key

demographics in target markets can simultaneously raise awareness, build a destination’s international reputation and grow community engagement and resident support for events. Environmental impact – both negative and positive impact – is more important as governments at all levels commit to reducing their carbon footprints. Events can play an important role in showcasing sustainable practices and inspiring behavioral change in individuals and organizations. Events can be a vehicle for governments to raise awareness of and address community issues, prompting widespread societal benefits and a lasting legacy.

Host destinations are the most direct beneficiary of large-scale events with significant numbers of event visitors spending money over prolonged periods, substantial promotion through international event media and the potential to stimulate positive societal and cultural benefits.

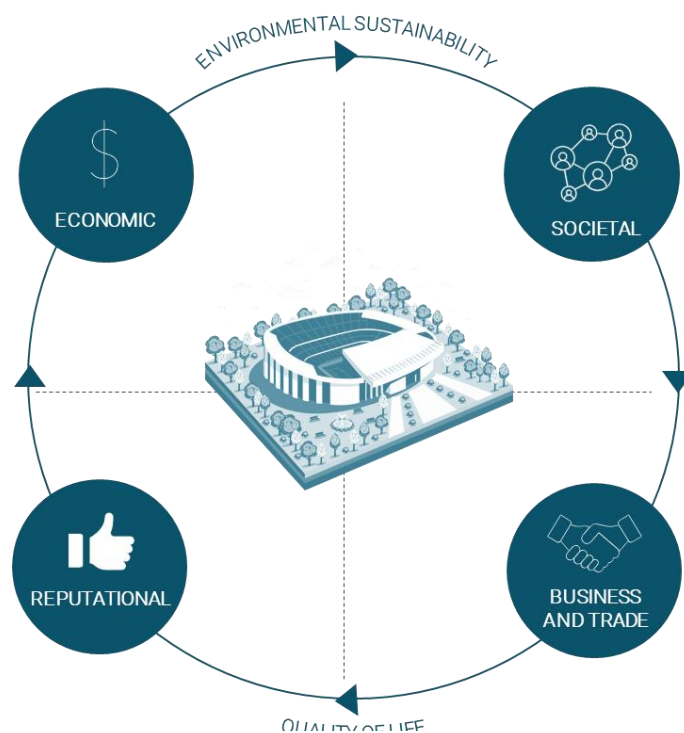


Figure 9: Event Impacts

4.2.1 DRIVING ECONOMIC IMPACT

Events bring new money for an economy through visitor and organizer spend. Daily spending by event participants, spectators and other attendees (sponsors, broadcasters, journalists, volunteers) in local restaurants, shops and accommodation during an event period generates increased economic activity that can be attributed to hosting the event. Local suppliers also benefit hugely from the business stimulated through the supply chain. Events are also a good way to generate increased economic activity during shoulder seasons and a driver for seasonal visitor dispersion to different parts of a region or city.

Events can also directly benefit businesses, stimulating short and long-term employment, offering unique business-to-business and government-to-government engagement opportunities and providing a platform for innovation in local companies.

CASE STUDY: CAIRNS IRONMAN – AN ECONOMIC BOOST FOR A LOCAL FESTIVAL

Cairns was awarded the hosting rights for the Ironman Asia-Pacific Championships for three years starting in 2016. This catalyzed the extension of an existing local event - the Cairns Adventure Festival. Having the Ironman event as part of the Festival's program significantly increased the Festival's scale, reach and overall impact, with:

- 21% of participants coming from outside Queensland;
- the majority of participants bringing three additional people;
- participants and their accompanying party staying on average between five to seven nights.

This year, Cairns hosted its 10th Ironman event and with each event supporting the regional economy and providing an additional AUD\$10 million (CAN\$9.24 million) of economic impact for the Cairns Adventure Festival.

4.2.2 SOCIAL VALUE CREATION FOR LOCAL COMMUNITIES

Events offer societal benefits for individuals and communities, providing opportunities for skills development, cultural and sporting participation, confidence building, social interaction and improved physical and mental wellbeing.

Events have the potential to unite diverse and disconnected communities, whether this is through volunteering at the event, schools programs or targeted activities hosted around the event. Events provide a catalyst for change and a hook to increase engagement. Research surveys conducted at events regularly show high levels of civic pride amongst residents and that hosting the event has made a positive change in how they feel about their city.

CASE STUDY: EDINBURGH'S FESTIVALS – A SOCIAL AND CULTURAL CELEBRATION

Edinburgh's Festivals, a collection of eight of the city's largest cultural festivals including the Edinburgh Fringe, commissioned an impact study in 2010 to understand the broad social and cultural impact generated by the events.

In addition to generating £261 million (CAN\$460 million) and supporting 5242 full time jobs each year:

- 75% of audiences agreed that the Festivals had encouraged them to spend more time as a family;
 - 69% of teachers felt that the Festivals made a difference to children's creativity, and;
 - 65% of parents agreed that the Festivals had improved their children's wellbeing.
-

4.2.3 DESTINATION MARKETING OPPORTUNITIES

Hosting major international events puts destinations in the global spotlight. The extensive, global media coverage offered by events presents hosts with an opportunity to focus on placemaking and building their destination’s brand. By selecting the right events, hosts can reach specific target audiences and communicate with them by aligning their destination brand with an event that audiences are passionate about.

CASE STUDY: DENMARK - NORTH EUROPE'S PREMIER SURFING DESTINATION

Denmark hosted a PWA World Cup windsurfing event in 2019 which was the catalyst to ‘Cold Hawaii’ in Northern Denmark becoming North Europe’s premier surfing destination.

‘Cold Hawaii’ – a town called Klitmøller - is attracting visitors and new residents as a result of the brand it has created and the platform the event provided to illustrate and communicate its identity. Cold Hawaii now has its own Cold Hawaii water sports games building an ongoing event legacy that drives year on year impact.

Postcard shots of the event action often present a new perspective on landscapes or landmarks that can be used in destination marketing and management brochures for years after the event to help stimulate long-term tourism.

The greatest impacts from a placemaking and reputational perspective result are when the event is aligned with the brand and identity of the destination.



Figure 10: Red Bull Cliff Diving 2019, Bosnia & Herzegovina



Figure 11: Giro d'Italia 2019, Italy

4.2.4 WIDER GOVERNMENT POLICY BENEFITS

Events can be an excellent vehicle for governments to promote or catalyze wider initiatives. For example, events can boost a city’s environmental agenda, inspire behavioral change in its citizens and demonstrate on a global stage its commitment to responsible and sustainable event hosting. Events can be leveraged to attract new investment for growing a region’s hosting capacity or the re-development of an area and its infrastructure.

CASE STUDY: AUCKLAND’S WATERFRONT TRANSFORMATION

Auckland has used a series of events, beginning with the 2000 and 2003 America’s Cup, followed by the 2011 Rugby World Cup and the 2021 America’s Cup, to completely transform its waterfront. The legacies of these events have given residents more access to their waterfront, a new and upgraded public space, a new bridge crossing and new hospitality facilities. The waterfront is now a new entertainment hub for the city, driving business benefit, as well as an events space and an area for recreation and exercise.

‘Policy led’ events portfolios are increasingly becoming the normal approach in the benchmark destinations within this report. Well-developed event hosts are connected across government and have the capability to deliver events that are safe, on time and on budget and are therefore able to spend time and resource in leveraging wider impacts. A pertinent example of this is the 2023 UCI Cycling World Championships to be hosted in Glasgow and across Scotland. The Scottish Government describes this as a ‘policy led’ event and has diverted money from its sustainable transport budgets to the delivery of the event as they see it as an ideal way to get more people to engage with riding bikes as a means of transport, with the resultant positive impacts on environment and health.

CASE STUDY: PROMOTING INDIGENOUS CULTURES THROUGH EVENTS

Auckland uses its events portfolio to promote the use of Te Reo language (Māori) and also weaves Māori culture into event cultural programming. This creates a greater level of awareness across all ethnicities in the city of indigenous culture. The 2021 America’s Cup in Auckland was used as a means of promoting the Māori name for the city ‘Tamaki Makaurau’ and of showcasing Māori culture to a global audience. For Māori communities there are negative associations with the name ‘Auckland’ and so using an event as a means of promoting the original Māori name was very well received by Indigenous communities.

4.3 HOW EVENTS ARE LINKED TO DESTINATION DEVELOPMENT

Events are often an integral part of tourism and destination marketing and management strategies. This is due to the causal relationship between investment in events and the direct inbound tourism that is generated as a result and the destination development opportunities which events can provide. Destination BC defines destination development as the strategic planning and advancement of defined areas to support the evolution of desirable destinations for travelers, with a sole focus on the

supply side of tourism, by providing compelling experiences, quality infrastructure, and remarkable services to entice repeat visitation.

A strategy-led events calendar can bring a wealth of benefits for the development of a destination. Events contribute to destination development by providing compelling experiences for visitors that act as a hook to travel for the event with event attendees using the trip as an opportunity to visit the province more widely. Thus, stimulating economic activity and creating a ripple effect across the whole region.



Figure 12: Vancouver Pride Festival

Additionally, an exciting calendar of events helps to position hosts as a desirable destination where tourists will have things to do during their visit which will, in turn, encourage repeat visitation. This is particularly true when the events have an authentic link to the destination as visitors are more likely to experience and enjoy the culture and characteristics of a destination. Equally, events that showcase a destination's tourism assets, such as outdoor cultural events or events where attendees can sample local food and drink, are much more successful as destination marketing assets than indoor sports events or venue-based concerts.

Events often act as a catalyst for an increased focus on other areas of the destination too, for example the re-generation of an area or the creation or refurbishment of infrastructure. The investment into infrastructure catalyzed by events significantly improves the experience for tourists and residents whilst showcasing the destination's assets.

CASE STUDY: SCOTLAND – AN INTERNATIONAL DESTINATION DEVELOPMENT SUCCESS STORY

Scotland has leveraged the power of events to raise its international profile. Scotland has quickly built its credentials for being a global leader in the events industry. Scotland is a strong advocate for the role of events in providing opportunities for driving additional tourism. This is demonstrated through the alignment of EventScotland's latest events strategy (Scotland the Perfect Stage) with the Scotland tourism industry's strategy: Tourism Scotland 2020.

Scotland the Perfect Stage identifies that Scotland should target events which promote Scotland's natural assets including its natural environment, its built environment, its history and its culture. Scotland has deliberately built on its position as the Home of Golf to develop an international marketing campaign for its golf offering which is centered around event hosting. It has previously hosted the 2014 Ryder Cup and the 2019 Solheim Cup and continues to have an exciting calendar of golf events today, including the 150th Open and the AIG Women's Open which will both be hosted by Scotland in 2022.

4.4 EVENT CATEGORISATION

There is no global definition of a major event, and every city or organization classifies events in a different way. Different types of events can perform a different role within an event portfolio and require different types and levels of support. It is important for each destination to clearly define what an 'event' means for them to ensure there is a shared understanding across different stakeholders. Events can be categorized in multiple different ways, but some of the most common are by frequency, by size, or by type (ie sports, business, conferences).

For example, EventScotland classifies events by how often they happen:

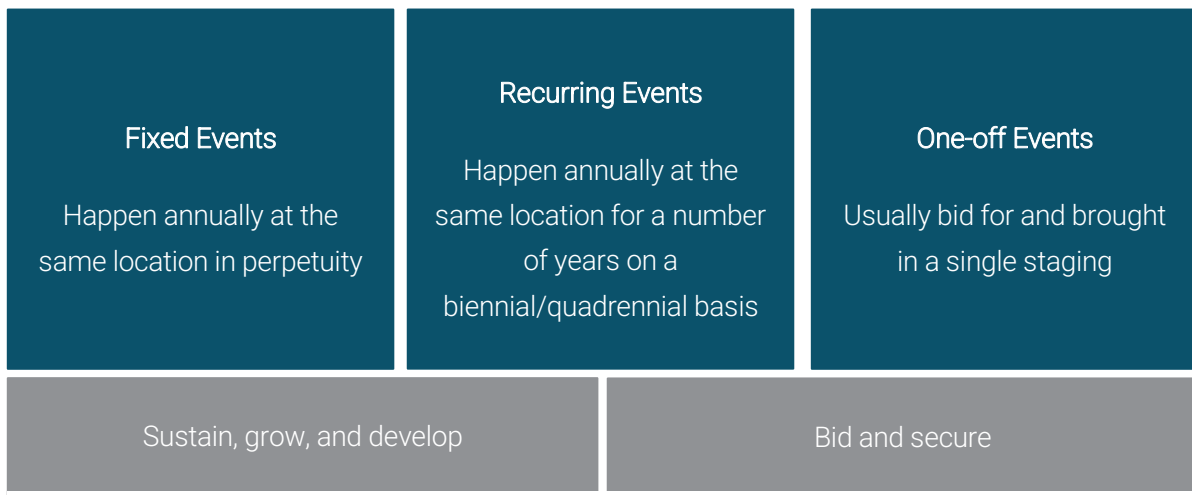


Figure 13: EventScotland's event classification

Recurring events and fixed events can have longer term impacts and growth potential that a one-off event cannot. Conversely, one-off events can often be of a larger scale than recurring and fixed events, leveraging more investment, providing a more significant catalyst for change and giving a greater boost to the economy. They also tend to attract more press coverage and drive more 'must see' visitation. The most successful event calendars are those that have a balance of recurring events and one-off events, both of which can support the destination to achieve different objectives.

Most organizations classify events by size, sometimes in addition to other classifications. This helps to define what type of support is suitable for the event and how large the impact of that event may be. Auckland's Major Events Strategy uses the following terminology:

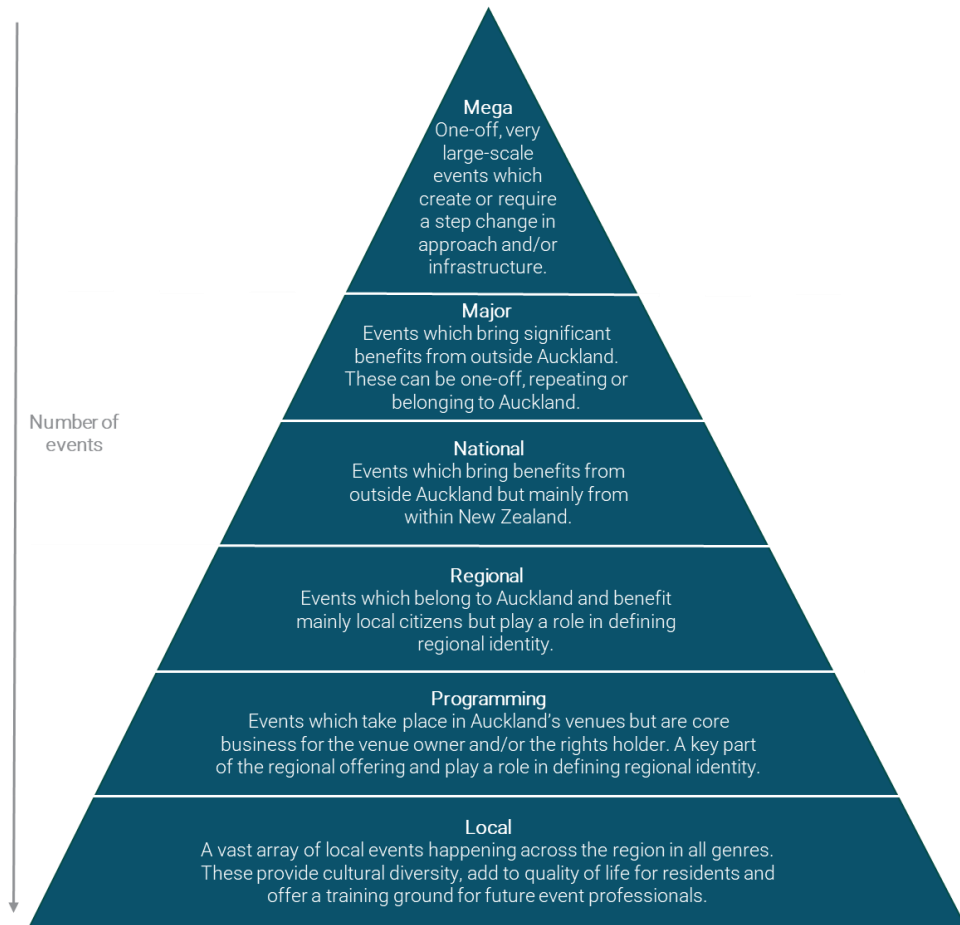


Figure 14: Auckland's event classification

All of these types of events are important to a portfolio. Firstly, they all deliver different impacts and benefits. Secondly, they all have a role to play in building the 'industry' by feeding the supply chain. Thirdly, as part of a joined-up strategy, they have the opportunity to complement each other and enhance the impact of the portfolio as a whole.

Both EventScotland and Auckland set out these definitions in their strategies so that all event stakeholders are using the same language. Using these definitions, each organization then states how its role will differ for each type of event, the volume of each type of event the strategy looks to achieve and the funding programs on offer for the different event categories. This ensures that organizations and cities have a balanced portfolio of events across the territory covered by the strategy, in a variety of venues, that appeal to the varying interests of residents and tourists.

5 INTERNATIONAL BENCHMARKING

Four benchmark destinations were selected to identify learnings from some of the world’s leading event host cities and countries. The four locations were chosen based on their best practice approach to event hosting and their parallels with Metro Vancouver and British Columbia. The selected locations were Auckland and New Zealand; Copenhagen and Denmark, Brisbane and Queensland; and Glasgow and Scotland.

The city in each benchmark destination is a similar size in terms of population to the Metro Vancouver region and has a similar country or state (in the case of Brisbane and Queensland) counterpart that they communicate and work with. For example, Metro Vancouver’s population (in 2016) was estimated at 2.46 million compared to Brisbane’s population of 2.43 million and British Columbia’s and Queensland’s populations of approximately 5.14 million residents and 5.2 million residents respectively. Demographically, there are also many similarities and both Australia and New Zealand, like British Columbia, have indigenous populations. More detail showing the comparative nature of these destinations is set out in Appendix 2.

All the benchmark cities work closely with their national or state government (as applicable) and are generally the biggest city in the country/state, in a similar way to Metro Vancouver in British Columbia. The benchmark cities, like Metro Vancouver in British Columbia, boast the most event infrastructure and assets in their respective regions and as such, they all have an extensive history of hosting and are considered leaders in the industry.

This chapter examines why the benchmarks are successful event hosts and includes particular examples of how this works in practice. The lessons that can be learnt from the benchmark destinations have helped to inform the options analysis and recommendations later in this document. A more detailed exploration into the lessons learnt across all destinations can be found in Appendix 3.

The benchmarking analysis highlighted that there were eight important features that enabled destinations to be successful event hosts.

5.1 A WELL-DEFINED STRATEGY PROVIDES DIRECTION

All the benchmark locations have an events strategy which demonstrates how critical they are to providing a clear vision and direction. In each of our benchmark destinations, there is both a national/state and city level events strategy.

In New Zealand, the national Major Events Strategy sets out event assessment criteria in a Statement of Investment Priority. At a city level, Auckland Unlimited has a Major Events Strategy (2018 - 2025) that supports the goals in the Destination AKL strategy, which sets out the city’s approach to destination management and growing tourism in Auckland. All investment decisions, at a city and

national level, are determined by the criteria set out in the strategy. As such, decision-making for all events is clear and transparent.

5.2 EVENT ORGANIZATIONS ARE CONNECTED TO GOVERNMENT BUT HAVE AUTONOMY

All the benchmark destinations have some delegated authority to sign off certain levels of funding in line with the evaluation criteria in their respective event strategies. This gives public sector agencies autonomy to sign off on events quickly and efficiently and build their portfolios efficiently. For example, 95% of Scotland’s events can be signed off by EventScotland and do not need to go through a sign off process by ministers.

5.3 CITY AND NATIONAL LEVEL ORGANIZATIONS PLAY DIFFERENT ROLES

The benchmarks all have organizations that have an events function at both a city and a national or state level. However, these bodies typically play different roles that are clearly defined to avoid overlap and duplication. Generally, the national bodies are involved in developing bids to host events but have little involvement in delivery.

Sport Event Denmark is the only national body out of the benchmarks to provide direct event delivery support as a matter of course, in addition to bid support. At a city level, Wonderful Copenhagen is active in the attraction of events and the provision of event delivery support. It also owns events which it delivers free to residents.

5.4 DEDICATED FUNDING PROGRAMS TO CREATE A DIVERSE PORTFOLIO OF IMPACTFUL EVENTS

A varied events calendar, with a balance of international and domestic events that generate different impacts, can be achieved more easily with different funding programs. New Zealand is a very good example of where this works well.

New Zealand Major Events (NZME) has two programs: New Zealand’s Major Events Fund – a national level program for internationally significant events that celebrate national pride. The Creative and Cultural Incubator has a more local focus and supports significant domestic events to grow. Many of the events that benefit from funding from the Creative and Cultural Incubator are events that promote and support the indigenous cultures of New Zealand.

EventScotland has a wide range of funding programs designed to achieve different outcomes. They recently added further programs to assist businesses through the Covid 19 Pandemic.

5.5 STANDARDIZED IMPACT MEASUREMENT PROVIDES INVALUABLE DATA

A standard impact measurement framework and approach gives cities and governments the ability to articulate the value of the events that public funds have been invested into. For example, EventScotland’s “The Perfect Stage” strategy sets out that measuring and reporting the impacts of events is fundamental to the success of its strategy. All events are assessed against five impact areas:

- Economic – tourism and business (which is always assessed using the eventIMPACTS model, an evaluation methodology used across all events in the UK)
- Brand, identity, and reputation
- Media and profile
- Social and cultural
- Sustainability

The city and national governments and event partners use this information to assess the overall level of impact and the success of an event. Using this data, the public sector can articulate the value of events and easily create a benefits case for major event bids or infrastructure development.

Additionally, Auckland collects detailed information on the ethnic diversity of its events attendees, which is particularly relevant as around 50% of the population is white with Māori, Pacifica and Asian ethnicities making up the majority of the other 50%. Auckland Unlimited has a specific section in every investment assessment it undertakes on Māori outcomes.

5.6 A CLEAR FRONT DOOR TO THE EVENTS INDUSTRY

A clear front door organization sets a destination up well for success and makes them more attractive for approaches from International Federations, National Sporting Organizations, rights holders, and other cities. All of the benchmark destinations have a clear front door which helps them to succeed domestically and internationally and as a result they are all regarded internationally as examples of best practice. The senior figures in each of the benchmark organizations are well known and respected in the international events industry.

5.7 FREQUENT COMMUNICATIONS DOMESTICALLY AND INTERNATIONALLY

Many of the benchmarks have open communication channels with the sector, but Auckland Unlimited and NZME are a particularly good example.

NZME communicates regularly with all cities and towns in New Zealand. It passes on international intelligence gained through the International Association of Events Hosts, SportAccord and other international forums. Auckland Unlimited sends regular newsletters to all events stakeholders in the city. It also holds briefing sessions and workshops to communicate with the industry. This network was especially useful during Covid-19 and event representatives could share experiences and challenges.

5.8 PUBLIC EVENT CALENDARS TO INFORM RESIDENTS AND TOURISTS

Event calendars act as an effective promotion and marketing tool. Tourism and Events Queensland (TEQ) and the Queensland State Government have worked together to create a public facing event calendar for the state covering a wide variety of types of events. All partners contribute to the calendar and the content is searchable by date and location. Brisbane City also input to this calendar but do not host a separate city level calendar.

6 GEOGRAPHICAL OPTIONS ANALYSIS

Defining the geographical area to support a more collaborative approach for the events sector presents various options. In the context of determining an approach that will benefit the events sector in Metro Vancouver, the recommendations have considered solutions at a municipal level, a regional level (Metro Vancouver), a provincial level, and other existing strategic areas such as the Sea-to-Sky Corridor, Fraser Valley and Canyon and the Vancouver, Coast and Mountains tourism region boundaries.

6.1 A MUNICIPAL APPROACH: TOO NARROW A FOCUS

Currently, the Metro Vancouver region operates using a municipality-led approach to events, with the cities or their supported agencies investing various sources of funding or hotel tax revenues in events which meet municipal priorities. The consultation process demonstrated that this municipal approach works to a certain extent, in particular for events that are one-off or annual recurring events taking place in a single municipality that attract a local or domestic audience.

However, this approach limits collaboration as each municipality is operating in accordance with its own strategy. The consultation found that many BC Event Partners had encountered challenges in circumstances where:

- an event wanted to grow and develop across multiple municipalities;
- they wished to attract a one-off event which would span multiple municipalities and regions;
- an event required permissions (eg licenses and permits) from multiple municipalities or bodies to take place; or
- multiple events were scheduled during the same dates requiring the same hotel stock.

The recent BC Sport Tourism Network has started to create more collaboration in the sector (as has been welcomed by consultees). To build on this and create a platform for success, the events sector must be viewed with a wider lens as the current challenges cannot be addressed by continuing with the same approach. In addition, it is clear that municipalities are limited by their own infrastructure and facilities, so if a more diverse portfolio is required to bring collective benefits, then naturally a larger geographical area needs to be considered.

6.2 A REGIONAL APPROACH: PLAYING A CRITICAL IN FUTURE SUCCESS

Creating a regional architecture to support events in Metro Vancouver would solve some of the challenges for the events sector identified in Section 3.2. It would enable greater collaboration within the region, ensuring that there is a single strategic view of how to optimize the region's infrastructure and other facilities to grow the economy, drive tourism, market Vancouver broadly and benefit local residents. This is particularly important recognizing that Metro Vancouver is the economic

powerhouse of the province and a key event host driving tourism to British Columbia. A regional approach also reflects the fact that international, and even domestic audiences, may not recognize the difference between the municipalities, instead perceiving the whole region as ‘Vancouver’.

The region of Metro Vancouver already operates collaboratively from a tourism perspective. It was supported by Destination BC to develop a Destination Management Strategy which is now owned by the Metro Vancouver Destination Management Council (the Council). Event representatives from different municipal areas are already working together as the Metro Vancouver Major Events Committee (a sub-committee of the Council). The network is motivated to explore how the region can collaborate more to increase the impact that events are having in the region.

With its existing hotel and venue infrastructure together with its well served air access, Metro Vancouver has the potential to extend its event aspirations more widely around the region. There is greater benefit to be gained from a better organized events sector by both existing regular events hosts (such as the City of Vancouver, Richmond, Surrey, and Burnaby) and those who have more modest facilities and event budgets.

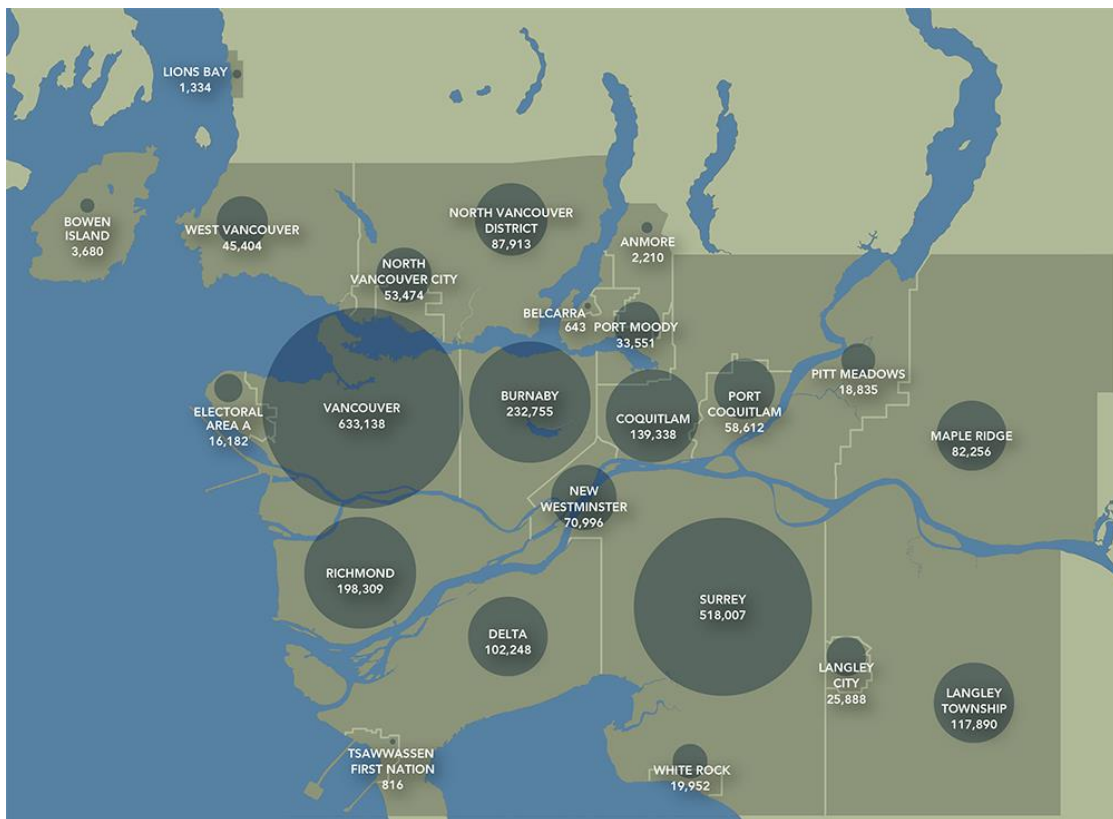


Figure 15: Population distribution in Metro Vancouver:

However, there are limitations with only taking a regional approach. Firstly, there is no clear and obvious unit or organization to take ownership of events. Metro Vancouver is a federation of 21 municipalities, one Electoral Area and with the traditional territory of Musqueam, Squamish and Tsleil-Waututh First Nations that collaboratively plans for and delivers regional-scale services. The current

Metro Vancouver tourism and destination strategy and collaboration has been convened and led by Destination BC. Invest Vancouver, the regional economic development agency, has a very focused mandate and major events has not been identified as part of this mandate to date.

Secondly, an events strategy that covers the whole province and can align to existing destination development goals is more likely to unlock resources. If the focus is on a small part of British Columbia’s geography containing 50% of the population it is likely that there will be less opportunity for growth, and lower levels of support and funding available to stimulate growth. The remainder of British Columbia outside of Metro Vancouver has a huge range of assets to offer to an events portfolio which would not be brought into play under a Metro Vancouver solution. Finally, a regional approach will only recognize part of the benefit that events in Metro Vancouver can deliver. Event tourists and participants, particularly international visitors, are very likely to travel outside the region to experience the rest of the province. A regional approach would not recognize this as impact for Metro Vancouver and so there is a risk that this is not prioritized and therefore maximized.

While greater regional connectedness should not be the only change, there are myriad opportunities for the residents and organizations in Metro Vancouver to see tangible benefit from a collaborative approach at regional level. However, collaboration among existing agencies is only part of the solution. An opportunity exists for events to be aligned with the region’s economic development ambitions as part of Invest Vancouver. This body should play an active role in the future of the region’s events strategy and should be part of a Metro Vancouver solution.

6.3 A PROVINCIAL APPROACH: CONNECTING AN EVENTS STRATEGY TO ITS BC PARTNERS

A provincial approach to events has a number of benefits. Firstly, it recognizes the role that events, particularly major and mega events, play in provincial tourism, destination development and economic development. Even events that take place only in Metro Vancouver benefit the wider province as event visitors combine their trip with travels around other parts of the province or country, thus generating additional tourism spend. A provincial approach will acknowledge the impact of events across the province whilst still recognizing Metro Vancouver’s role as British Columbia’s events powerhouse. Events also provide a perfect opportunity for destination marketing and management and the creation of new content for tourism campaigns in the beautiful landscapes of the destination.

Secondly, positioning an events strategy at a provincial level would promote alignment between the events and tourism sectors and events and broader economic development and government policy. Events can fit into the existing British Columbia level architecture which includes Destination BC and Creative BC.

Thirdly, it would position the ownership of the events strategy alongside the greatest source of funding in the province. The Hosting BC Grant Program should be invested in events that are of strategic

importance to the province as a whole, or targeted regions and municipalities, spreading the benefit as widely as possible.

6.4 A MULTI-LAYERED APPROACH: ENSURING CONNECTIVITY THROUGHOUT THE PROVINCE

A feature of all of the benchmark destinations is that each of them has organized themselves around events at both city level and also national or state level. This means that they:

- define the events strategy;
- support an events portfolio through funding and in-kind support; and
- have a unit or organization that is responsible for events.

To optimize the outcomes that events can deliver, a structured and collaborative approach is needed at all levels of government: municipal; First Nations; regional; and provincial. This enables multiple priorities to be recognized, funding to be available at different levels for different types of events and collaborative approaches to be optimized to build an events portfolio which delivers ongoing positive impact to the First Nations, province, region and city.

The benchmark destinations all set their own strategies at a city level and have autonomy over event attraction and funding in conjunction with their respective strategies. However, recognizing that major events and mega events will often require support at a high level of government, there is clear strategic alignment between the city and the national/state government to support their collaborative working relationship.



Figure 16: Indigenous Festival

The recommendations in Chapter 7 will outline proposals for municipal, regional, and provincial levels with a focus on building a province-wide approach that will maximize positive impact for British Columbia and Metro Vancouver.

7 RECOMMENDATIONS

The recommendations set out in this chapter outline a course of actions that will help Metro Vancouver and British Columbia to overcome challenges and become a more effective events host. These recommendations will help to create significant positive change across the whole sector and pave the way for a more productive, collaborative, and impactful future.

7.1 WHAT DOES SUCCESS LOOK LIKE FOR THE EVENTS SECTOR?

The goal of these recommendations is, with the support and buy-in from all relevant bodies within local, provincial and First Nations government, to prompt change and implement actions to create a successful events sector in British Columbia and Metro Vancouver which:

- has a clear vision and strategic direction;
- hosts a broad breadth of events that showcase the whole province and promote the interests of its communities;
- positions events as an integral part of destination development and destination marketing and management strategies;
- leverages events to support provincial, regional, and municipal government priorities;
- has a pipeline of events that is well planned to maximize impact and avoid events competing for the same audiences;
- nurtures a strong, informed sector that learns from global industry developments;
- positions public and private sector organizations in partnership, working together to host, develop and sustain impactful events;
- informs residents and tourists of events happening in the province;
- is seen on the international stage as a leader in event hosting;
- has a clear public sector ‘front door’ for events; and
- makes strategic investment decisions based on projected positive outcomes.

The recommendations detailed below recognize that there will be challenges to make changes at municipal, regional and provincial level to reach this future state. The development of a provincial strategy will be a critical milestone in achieving successful outcomes. Therefore, this report suggests



Figure 17: Recommended phases

actions along a manageable timeframe, centered around the strategy development, which will ultimately help build a successful and exciting future for the sector.

This Opportunity Report makes the following recommendations:

- Take a strategic, portfolio approach to events for the province
 - Develop an events strategy that aligns the sector and provides a clear direction for its future
 - Create a diverse portfolio of events that represents the culture, values, and brand of the province
- Create a unified events sector with a connected public sector that engages and supports the industry
 - Formalize collaboration to bring the sector together across British Columbia
 - Create a publicly visible provincial calendar of events
 - Formalize regular communication domestically and internationally
- Build clear decision-making structures backed by appropriate funding and impact measurement
 - Secure access to dedicated funding for the events strategy
 - Establish proportionate structures and criteria to facilitate timely and transparent decision-making
 - Adopt a single methodology to measure the impact of events

These recommendations should be supported by an events architecture for British Columbia and Metro Vancouver that will lead the implementation of a coordinated events sector and a defined events strategy. Chapter 8 outlines the various options for doing this and a recommended approach that will generate long-term success.

7.2 TAKE A STRATEGIC, PORTFOLIO APPROACH TO EVENTS FOR THE PROVINCE

7.2.1 DEVELOP AN EVENTS STRATEGY THAT ALIGNS THE SECTOR AND PROVIDES A CLEAR DIRECTION FOR ITS FUTURE

A strategy is an essential component for a successful events host and all of our benchmark destinations utilize their strategies to develop impactful event portfolios. The need for an events strategy for Metro Vancouver was widely supported during our consultations and many consultees acknowledged the benefits of a province-wide strategy.

PERSPECTIVE FROM THE BENCHMARKS

All four benchmark locations have an events strategy at a national/state level and highlight the importance of a strategy to support a successful and collaborative approach. At a city level, there are varying approaches to where events fit in the strategies. Both Auckland and Glasgow have a specific events strategy, whereas in Copenhagen and Brisbane events fit into the tourism and visitor economy strategies respectively. In all cases there is a close link to the national/state major event/tourism strategy.

An events strategy should be created at provincial level with BC Event Partners and First Nations from all regions contributing to its development. The strategy should consider how the public sector, DMOs and event hosting agencies will support the whole events sector from mega events to local programming. While mega and major events will generate the most impact and require the most public sector input and funding, the foundation of the events sector is relevant and important. Local and regional events create social and community benefit as well as growing capability and capacity in the sector and enabling innovation.

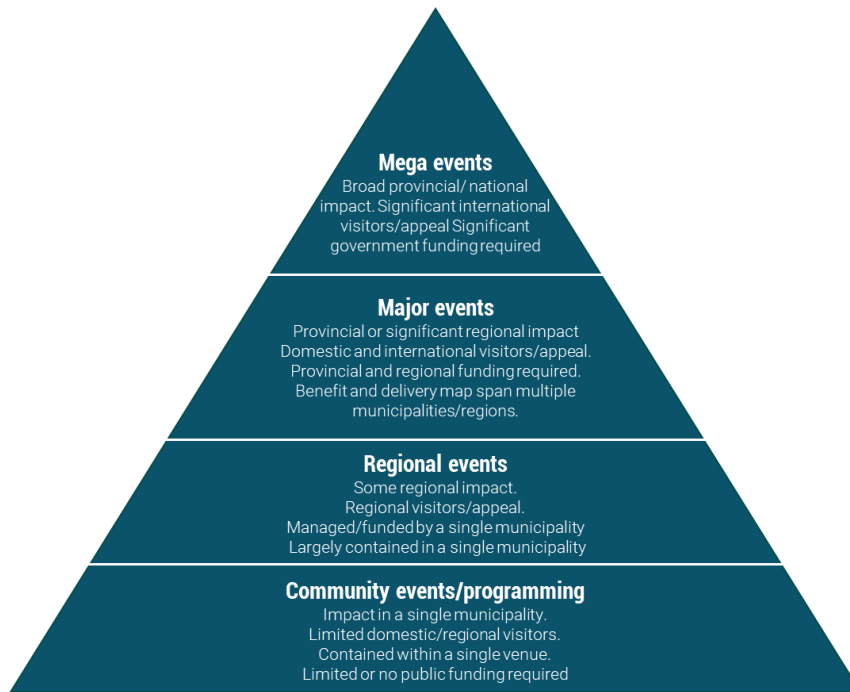


Figure 18: Events landscape

A British Columbia events strategy will engage BC Event Partners from across the province, creating a common, shared view of the potential of events and the benefits that events can achieve. At a regional level, a strategy will also help to identify aligned priorities and areas of shared interest where municipalities could work together to develop an event or their portfolios more broadly.

A provincial events strategy will:

- guide and support collaboration, with each region contributing to shared outcomes in accordance with its strengths;
- bring the sector together and ensure that the benefits and the importance of events as part of a tourism and economic development strategy are fully understood; and
- articulate the province’s priorities for events and define clear criteria to determine which events should be hosted or funded.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Appoint a lead agency to manage the process of strategy development, supported by a committee of BC Event Partners Run an 'events roadshow' to communicate to different groups within the events eco-system, including the private sector, about the need for a strategy and the benefits of the creation of a strategy. This should include engagement with First Nation Governments. BC Event Partners to explore and assess their interest and build support 	<p>The lead for the events roadshow development and management could be:</p> <ul style="list-style-type: none"> Destination BC The Metro Vancouver Destination Management Council Events Sub-Committee. This is limited by the lack of representation from outside Metro Vancouver
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Confirm funding and resource plan to undertake the strategy development Consult with a range of BC Event Partners to develop a provincial events strategy focused on delivering impact through events Develop an evaluation framework for events 	<ul style="list-style-type: none"> A new Committee of BC Event Partners from across British Columbia convened by Destination BC (the BC Events Committee)
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Agree roles for different BC Event Partners to support the delivery of the strategy and portfolio development Work with all BC Event Partners in the event ecosystem to embed the strategy in their work, processes and decision-making 	<p>The buy-in and strategy embedding process should be carried out by a body representing the whole province, either by:</p> <ul style="list-style-type: none"> Destination BC The BC Events Committee

7.2.2 CREATE A DIVERSE PORTFOLIO OF EVENTS THAT REPRESENTS THE CULTURE, VALUES AND BRAND OF THE PROVINCE

An events portfolio that is managed strategically and that is made up of events of different sizes and types will drive the most value for a destination, support it to deliver against specific objectives and showcase its variety of assets and cultures through events. A provincial events strategy that articulates the shared objectives of a wide range of BC Event Partners will lead to a diverse and impactful events portfolio.



Figure 19: Softball City, Surrey 2019

A portfolio approach is driven by the outcomes stated in the strategy and means that the calendar of events over a given period (say five years) will meet the range of strategic objectives. This allows each event to be assessed on its merits and its ability to contribute to the overarching objectives. A portfolio approach will take into account:

- the impact delivered by the event – economic, promotional, social, business;
- location, ensuring the contribution of events across the province is understood. This also recognizes the role of different regions and municipalities (eg Metro Vancouver) as the visitor and economic catalyst of the province or Whistler as a premier winter sports destination;
- type and genre, achieving a balance of sports, arts, culture, and entertainment events;
- calendar fit, including time of year and peak periods, risk of cannibalization of other events elsewhere in the province and whether there is a gap to fill; and
- target audience, both locally and in terms of target visitor markets.

PERSPECTIVE FROM THE BENCHMARKS

The benchmarks all take a portfolio approach to events. Although they each have different ways of categorizing different types of events, they all strive to have a variety of event sizes, types and genres (sporting, cultural, arts etc.). Each organization includes a definition in their strategy of each category/type of event.

Some of the organizations, New Zealand Major Events and EventScotland, also have specific funding programs in place to reserve funds for particular types of events to ensure their portfolio represents their values, culture and heritage. For example, EventScotland has a Scottish Clans and Historical Figures Event Fund.

The shared sentiment of some during the consultation process was that current municipal event portfolios are made up primarily of recurring annual events and that there was a lack of one-off events that could bring different benefits, such as greater international visitation. However, others felt that there was a lack of support for recurring events that had the potential to grow into marquee events generating year on year impact for the region. A portfolio approach would promote a more strategic approach to event development and procurement that recognizes the role of different types of events in generating benefits.

PHASE	RECOMMENDATION	OPTIONS
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Build the need for a diverse portfolio into the strategy and agree on standard event definitions 	<p>In future, the provincial portfolio should be overseen by an organization with a mandate for events. It is likely that the greatest influencers of the future portfolio will be those that support and fund events.</p> <p>In the short term, it is possible to take a portfolio view through the BC Events Committee working with the new BC Events Hosting Network.</p>
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Identify a designated entity(ies) to be responsible for driving forward the strategy, building the portfolio and identifying opportunities 	

7.3 CREATE A UNIFIED EVENTS SECTOR WITH A CONNECTED PUBLIC SECTOR THAT ENGAGES AND SUPPORTS THE INDUSTRY

7.3.1 FORMALISE COLLABORATION TO BRING THE SECTOR TOGETHER ACROSS BRITISH COLUMBIA

One of the primary motivations for the creation of this Opportunity Report was to drive greater collaboration across the events sector. Collaboration is perceived by our public and private sector consultees as key to future success at all stages of the events cycle - event attraction, event bidding, and event optimization.

The existing BC Sport Tourism Network, an informal network, was raised during the consultation process and those consultees that had been involved highlighted the benefits of learning from others' experiences and sharing knowledge as well as making new connections across the sector. However, the consultations highlighted that there was currently very little communication between different types of events (sporting, cultural and arts) despite there being significant potential to share knowledge across the whole events industry. We spoke to representatives from sporting, cultural and

arts events and many consultees voiced similar issues, for example permitting and licensing, and a wider network could support the industry working through these challenges as one.

PERSPECTIVE FROM THE BENCHMARKS

All four of the benchmarks are in regular communication with the events sector in their cities/countries. Generally, the national/state level body leads the communication with the cities and towns in the country and shares international intelligence from forums. The city level body is then responsible for keeping in contact with all city event stakeholders. This may be through email newsletters, workshops or seminars or other communication forums set up for knowledge sharing. These types of networks have been particularly useful during Covid-19 where organizations in the sector have needed to adapt quickly and learn from others.

The sector will benefit from having wide ranging collaboration structures that create opportunities for:

- sharing knowledge and best practice;
- creating networks and connections within the section between public and private sectors;
- sharing event calendar and pipeline information;
- discussing event growth opportunities and bids that span the region or the province; and
- identifying opportunities to leverage from others' events.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> • Create a BC Event Partners map detailing all public agencies in British Columbia with interest or involvement in events. Outline their event objectives and level of resource • Broaden the role of the BC Sport Tourism Network to a BC Events Tourism Network • Identify a lead agency to convene the Network 	<p>The lead agency convening the BC network could be:</p> <ul style="list-style-type: none"> • Destination BC • A regional body • A municipal body with a specific events mandate eg Sport Hosting Vancouver <p>In the longer term, this network should be convened by a provincial level organization with responsibility for events/major events.</p>
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> • Establish a BC Events Committee to create a shared voice for the events sector • Establish a Metro Vancouver Events Network • Deliver collaboration/knowledge transfer activities (eg workshops) for all staff working in events • Establish bid committees for event bids 	<p>The lead agency convening the BC network could be:</p> <ul style="list-style-type: none"> • A regional body with an events mandate • A municipal body with a specific events mandate eg Sport Hosting Vancouver
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> • Use the strategy as a starting point to establish some joint projects 	<p>Opportunities for joint working could include:</p> <ul style="list-style-type: none"> • Themed years • Regional/provincial collaboration on nationally significant days • Joint bids

7.3.2 CREATE A PUBLICLY VISIBLE PROVINCIAL CALENDAR OF EVENTS

Event visitors often use their trip as an opportunity to see other parts of the destination or go to other events that may be happening nearby. Having a single source of information – a public calendar - for events in the province that tourists and residents could access to see what is happening locally would support British Columbia to leverage additional tourism and wider societal benefits through events.

PERSPECTIVE FROM THE BENCHMARKS

The benchmark destinations all use event calendars as a promotion and marketing tool for events in their cities/countries. It varies between the benchmarks as to which body is responsible for the management of the public facing calendar. In Queensland, Scotland, and Denmark it is the national level body that hosts the calendar. New Zealand Major Events publishes some supported events on its website, but these are few in number and its website is not primarily designed to be public facing. In this instance, it is Auckland Unlimited that is responsible for the public facing calendar of events.

Copenhagen takes its calendar management one step further. Wonderful Copenhagen also has an internal database of events. This is only visible to event stakeholders, but it is a very useful tool to mitigate the risk of a calendar or facility clash across the city.

For those working in the industry, a shared facilitation calendar could help to reduce some of the current frustrations of public sector bodies in the region. Most events are funded or supported by a single municipality and there is very rarely discussion between municipalities about events they are hosting. This can lead to calendar clashes and pressure on accommodation, public space, and public resources (eg hotels, road closures, policing and medical).

A facilitation calendar, only available to those in the industry, could significantly ease this pressure. It would also promote further collaboration and discussion between municipalities about how they could support each other by sharing resources or using events in nearby municipalities as an opportunity for marketing their event to a wider audience. This type of calendar would help all those in the sector across the province as they would have a clear view of what else is being hosted in the province, which is something that does not currently exist which reduces collaboration opportunities.

PHASE	RECOMMENDATION	NEXT STEPS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Work with British Columbia communities to review any existing event calendar offerings in British Columbia 	<ul style="list-style-type: none"> Appoint a lead agency to conduct the existing offerings review Commit time and resource to conducting the review
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Develop a unified public facing calendar and create criteria for event inclusion on the calendar 	<ul style="list-style-type: none"> Appoint a lead agency (Destination BC likely to be best placed in the first instance) to own the calendar
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Transfer ownership of calendar management to a designated entity Create a separate facilitation calendar for public sector event representatives. The purpose of this calendar would be to avoid venue and date clashes and support public services and resources planning 	<ul style="list-style-type: none"> Allocate budget to the management and ongoing improvement of the calendar Appoint a lead agency to create and manage the facilitation calendar

7.3.3 FORMALISE REGULAR COMMUNICATION DOMESTICALLY AND INTERNATIONALLY

Internal communication, knowledge transfer and sharing industry insights with the whole province's events sector is the first priority. The province can then build its external and international brand as an events host. Better communication within the sector will support the increased collaboration networks and enable the industry to better identify new opportunities. A united events sector with a single voice at a provincial level will also support the growth of the province's brand on the international stage. Firstly, a provincial approach to communication will make it easier for event attendees visiting the province to explore wider British Columbia. Secondly, it enables more streamlined communication to event rights holders, increasing the chance of success in international bid processes.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Establish a database of all British Columbia’s private event promoters and organizations and set up a regular communication channel to be led by the lead agency 	<p>A lead agency will need to manage this. This could be:</p> <ul style="list-style-type: none"> Destination BC A municipal entity with an events mandate
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Create a single event brand and promote domestically and internationally Appoint someone to lead external communication 	<p>The BC Events Committee can play a role in agreeing the brand and image that the industry would like to promote internationally</p>
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Identify opportunities to communicate regularly with the events database Work together across the British Columbia and Metro Vancouver Events Networks to identify opportunities for international representation 	<p>Over the medium term, a lead organization responsible for events will need to:</p> <ul style="list-style-type: none"> Take ownership of the regular communications with the industry Identify and agree funding to enable representation at international level networking events Attend international conferences to represent the British Columbia events sector

7.4 BUILD CLEAR DECISION-MAKING STRUCTURES BACKED BY APPROPRIATE FUNDING AND IMPACT MEASUREMENT

7.4.1 SECURE ACCESS TO DEDICATED FUNDING FOR THE EVENTS STRATEGY

A successful events strategy should be supported by sufficient government funding to achieve the outcomes and objectives stated in the strategy. This will leverage commercial investment throughout the sector and encourage innovation from the private sector delivering events. Public sector funding should be invested to generate a benefit for the city and its residents. Therefore, public sector funding for events should be invested in accordance with clear criteria that enables applicants for that funding to understand:



Figure 20: Burnaby Roots and Blues Fest

- on what basis is funding being granted;
- what outcomes are expected for the funding, and;
- how can the funding be spent.

Many events are very beneficial for their hosts but are not commercially viable, hence the need for public funding to fill the gap. Funding is critical to creating a thriving events sector, allowing event organizers to share the risk and expand their ambitions for their events in partnership with government partners. Committed funding is also essential in many bid processes providing rights holders with confidence in the support provided. Finally, a clear, defined funding system enables long term portfolio planning which is essential in an events industry that plans far in advance.

Regular events funding should be:

- fixed for a number of years to enable long-term portfolio planning;
- invested in events that align with strategy with a minimum of additional government approvals;
- allocated in accordance with clear criteria;
- able to roll over into future years if not spent to enable a portfolio approach; and
- able to be invested in bidding or attraction of events as well as event delivery.

Funding for mega events and major events which would require funding outside of existing budgets should be granted on an ad hoc basis according to the events strategy.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Identify existing funding and resources dedicated to events at municipal, regional, provincial, federal and First Nations levels 	<ul style="list-style-type: none">
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Identify potential sources of additional funding and consider alternative approaches to funding events Begin to build a relationship between the Events Committee and the government funding decision-makers 	<p>Funding for events can be granted in a number of ways. Provincial and regional approaches to event funding should be defined alongside the strategic and organizational changes made.</p> <p>Events funding can be:</p> <ul style="list-style-type: none"> Freely granted to enable the recipient to spend it as they wish Targeted towards specific activities designed to maximize impact (eg marketing) Tagged to the achievement of certain outcomes (eg visitor numbers)
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Agree funding principles at British Columbia level so that funding is distributed based on strategically aligned criteria Ensure that events organizations have dedicated budgets to invest in bidding and hosting events that meet the criteria and can invest money without the need for government approval 	<p>There are a variety of options in terms of designing a funding structure for BC. In particular, a provincial model should consider:</p> <ul style="list-style-type: none"> How much funding can be granted to events each year from the provincial government; Who is entitled to determine the grant of that funding; Can funding roll-over or must it be spent in the original year; How far into the future is funding fixed; Who can apply for it; and Whether to use funding programs to channel funding into specific types of events.

7.4.2 ESTABLISH PROPORTIONATE STRUCTURES AND CRITERIA TO FACILITATE TIMELY AND TRANSPARENT DECISION-MAKING

A transparent and fair decision-making process with designated decision-makers brings benefits to all elements of an event’s cycle. Firstly, there needs to be clear evaluation criteria set out by decision-

makers, typically documented in an events strategy, so that rights holders, hosts, and delivery partners understand how their funding requests will be assessed. Consultees expressed during the consultations that they felt there was often a lack of clarity about how funding decisions were made which caused frustrations, but evaluation criteria published in a strategy could help to resolve this.

Secondly, event selection processes often require decisions, particularly for funding, to be made quickly to keep up with bid timelines. This can often be difficult to achieve if all funding decisions, irrespective of the size of the funding request, have to be made by the same body/group of people. Falling behind in event bidding timelines often leads to hosts not being awarded the event and some of the consultees cited this as a reason for previous lost bids. A multi-tiered decision-making process, where some decision-making power is delegated to other bodies can help to relieve the pressure on a single body/group of people.

PERSPECTIVE FROM THE BENCHMARKS

All of the benchmark destinations have similar multi-tiered structures in place. For each of them ministers and the most senior officials are involved only in the decision-making for the largest events, but other organizations have delegated authority to award funding (up to certain amounts) without going to government. This allows them all to give the necessary support to smaller events quickly and ensure that they are agile and flexible to keep up with event bidding timelines. For example, 95% of Scotland's events can be signed off by EventScotland and do not need to go through a sign off process by ministers.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Identify how event related decisions are made within the BC Event Partners map Consider best ways to engage with First Nation People 	<p>The lead for BC Event Partners map development process and documenting the new decision-making process could be:</p> <ul style="list-style-type: none"> Destination BC The Metro Vancouver Destination Management Council Events Sub-Committee. This is limited by the lack of representation from outside Metro Vancouver A new Committee of BC Event Partners from across BC (convened by Destination BC)
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Educate all current event funding decision-makers about requirements for a successful bid Prepare a description of how a new decision-making process for events in the province could be structured and engage with BC Event Partners 	
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Use the new strategy as an enabler in decision-making Ensure buy-in from decision-makers identified in the BC Event Partners map 	

7.4.3 ADOPT A SINGLE METHODOLOGY TO MEASURE THE IMPACT OF EVENTS

A strategy that is outcome based, as we have recommended, should look at the impact that events can generate for the host and also the rest of the province when considering whether the province should invest funding. The consultation process highlighted that there are currently a number of different methods of impact evaluation that the sector uses which presents several difficulties. Firstly, it is not possible to base event funding decisions on anticipated impact and secondly, it is difficult for government, event owners and hosts to demonstrate the value that events bring.

A universal impact methodology across the events sector in the province would:

- provide a database of comparable data points for past and future events
- enable hosts to project the likely impact an event might have given previous events
- build effective business cases for events based on the value they can drive

PERSPECTIVE FROM THE BENCHMARKS

All the benchmarks have invested significant time and resource into creating a standardized methodology for impact measurement. This has been extremely useful to support them to assess event opportunities and demonstrate the value of public funding.

In addition to collecting impact information from each event, Auckland also collects ethnicity information from all its event attendees. As part of every investment assessment, Auckland Unlimited has a specific section to look at Māori outcomes to support its Indigenous population.

PHASE	RECOMMENDATION	OPTIONS
Quick wins and next steps (0 – 6 months)	<ul style="list-style-type: none"> Conduct research to generate a set of historical benchmark impacts and the levels of investment they received 	<p>The lead for the research exercise and establishment of the new approach could be:</p> <ul style="list-style-type: none"> Destination BC The Metro Vancouver Destination Management Council Events Sub-Committee. This is limited by the lack of representation from outside Metro Vancouver
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Agree a British Columbia wide approach to measure all the benefits from events 	<p>A province-wide approach should consider whether to:</p> <ul style="list-style-type: none"> Adopt the STEAM methodology used across Canada Adapt the STEAM method <p>Create a new methodology for BC</p>
Strategy delivery (18 months – 5 years)	<ul style="list-style-type: none"> Measure impact using consistent methodology as per evaluation framework 	

7.5 SUMMARY OF RECOMMENDATIONS

The table below summarizes the recommendations outlined in Chapter 7.

	Phase		
	Quick wins and next steps (0 – 6 months)	Strategy development (6 – 18 months)	Strategy delivery (18 months – 5 years)
1. Take a strategic, portfolio approach to events	<ul style="list-style-type: none"> Appoint a lead agency to manage the process of strategy development, supported by a committee of BC Event Partners Engage directly with First Nations Run an 'events roadshow' to widely communicate the need for a strategy Work with BC Event Partners to build support 	<ul style="list-style-type: none"> Confirm funding and resource for the strategy development Consult with a range of BC Event Partners to develop a provincial events strategy focused on delivering impact through events Build the need for a diverse, provincial portfolio into the strategy and agree standard event definitions Develop an evaluation framework for events 	<ul style="list-style-type: none"> Agree roles for BC Event Partners to support the delivery of the strategy and portfolio development Work with BC Event Partners to embed the strategy in processes and decision making Designate an entity(ies) to be responsible for driving the strategy, building the portfolio and identifying opportunities
2. Create a unified events sector with a connected public sector that engages and supports the industry	<ul style="list-style-type: none"> Create a BC Event Partners map detailing all public and private organizations in BC with a role in events and set up a regular communications Establish a Metro Vancouver (MV) Events Network Broaden BC Sport Tourism Network to BC Events Network and identify a lead agency Work with BC communities to review existing event calendars 	<ul style="list-style-type: none"> Establish a BC Events Committee to create a shared voice for the events sector Deliver collaboration/knowledge transfer activities Establish bid committees for significant event bids Develop a unified public facing calendar and create criteria for event inclusion on the calendar Create single event brand and promote domestically and internationally 	<ul style="list-style-type: none"> Establish joint strategic projects Designate an owner of the event calendar Create a separate facilitation calendar for public sector event representatives Communicate regularly with the events database Work together across the BC and MV Events Networks to identify international opportunities
3. Build clear decision-making structures backed by appropriate funding and impact measurement	<ul style="list-style-type: none"> Identify all existing funding and resources dedicated to events in BC Identify how event related decisions are made within the BC Event Partners map Conduct research to generate a set of historical benchmark event impacts and investment levels 	<ul style="list-style-type: none"> Identify potential sources of additional funding and consider alternative approaches to funding events Build a relationship between the BC Events Committee and the funding decision-makers Educate funders about bidding requirements Consider a new decision-making process for the province and engage with BC Event Partners Agree a BC wide approach to measure impact 	<ul style="list-style-type: none"> Ensure that events organizations have dedicated event budgets for bidding and hosting events Agree funding principles at BC level so that funding is distributed based on strategically aligned criteria Use the new strategy as an investment guide Ensure buy in from decision makers Measure impact using consistent methodology as per evaluation framework

Figure 20: Summary of Recommendations Table

8 ORGANIZING FOR FUTURE SUCCESS

As explained in this report, events have the potential to deliver a range of benefits for a variety of BC Event Partners. This creates a complex environment, particularly for large-scale mega events. Without a single lead entity providing cohesion for the sector, opportunities will be lost, both in terms of securing and growing impactful events for the region and in leveraging hosted events to maximize their impact.

Therefore, it is critical for the successful delivery of an impactful events strategy to have a single body that is responsible and accountable for its success at each level of government. Within Metro Vancouver, these organizations exist at municipal level (including Sport Hosting bodies, Destination Management Organizations and individuals/teams within Cities); however, many interested organizations lack a dedicated events lead with the capacity and capability to represent their organization’s priorities.



All of our benchmark destinations have bodies with specific responsibility for major events strategy, both at city level and at state or national level. These bodies are a central point for identifying event opportunities and ensure a coordinated approach to hosting and funding events to optimize the benefits they can realize.

Figure 21: International benchmarks

They also work closely with each other and with other city, state and national government stakeholders, building relationships with critical funders, understanding how events will align with government strategy and ensuring events are understood and well supported by policy makers.

It is critical to ensure that there are accountable organizations with responsibility to implement (and support) the recommended actions outlined in Chapter 7 and to optimize the delivery of a long-term events strategy that delivers ongoing, significant benefit. There are a number of options from a Metro Vancouver perspective that will require further consideration:

- building collaborative forums only with no change to events architecture at provincial or regional level;
- giving an existing organization with an aligned mandate an events leadership role;
- forming a new department/entity with a focused events mandate at regional or provincial level; or
- using a combination of these approaches at different levels of government.

8.1 BUILDING COLLABORATIVE FORUMS: IMPORTANT BUT LIMITED IN IMPACT

While this should be part of the solution for the events sector in future, taking this approach will have limited impact on some of the more complex challenges that we are attempting to solve.

Collaborative forums are useful in that they encourage communication, cooperation, and knowledge sharing. They create connectivity in the sector increasing understanding of the benefit of events and how they align with wider regional and provincial strategies.

However, informal structures require a lead agency to convene and, in the current structure, this would be in addition to the existing mandate of any organization leading it. Similarly, they rely on the willingness of their participants to contribute. The final issue with relying on collaborative structures only is that they can only solve some of the problems that the events sector is currently facing. More collaborative structures will increase collaboration and communication in the system, but they will lack the formality to manage and distribute funding, develop and own strategy or represent Metro Vancouver interests nationally and internationally.

8.2 GIVING AN EXISTING ORGANIZATION AN EVENTS ROLE: AN EFFICIENT APPROACH TO CHANGE

This approach will require some changes to the existing structures as existing bodies will need to take a mandated responsibility for events. This may be challenging in terms of identifying the best placed organization to take on this responsibility but also re-negotiating existing roles, funding and resources.

An additional challenge is identifying the right body. At a provincial level, this could be an agency (eg Destination BC or Creative BC) or a Ministry (eg Ministry of Tourism, Arts, Culture and Sport or the Ministry of Jobs, Economic Recovery and Innovation). At a regional level, there are fewer suitable organizations to host a major events function. This could be part of newly established Invest Vancouver's mandate, although the organization currently has a narrow focus. Another option at regional level is expanding the role of an existing municipal level body eg Sport Hosting Vancouver. This body could take responsibility for sporting and non-sporting events in Metro Vancouver with the City of Vancouver stepping in at municipal level.

Ideally, the selected organization(s) would be linked to government but at arms' length and therefore able to act with pace and agility in a fast-moving international landscape.

The advantages of this approach are:

- limited changes will be required to the public sector architecture in the province/region;
- minimal resources will need to be invested as the events function would be well supported by existing back office and governance structures; and
- that events will align strategically with the existing organization’s strategic mandate.

The downsides of this approach, notwithstanding the challenges outlined above, are:

- the lack of ability to focus wholly on an events mandate as part of an organization with a wider focus. This means that the event impacts most closely aligned with the parent body’s wider strategy will likely be prioritized in a future event portfolio;
- the lack of a clear events brand to assist national and international communications; and
- the split of focus may mean fewer resources are invested in events.

8.3 A NEW REGIONAL OR PROVINCIAL EVENTS DEPARTMENT/ENTITY: SIGNIFICANT INVESTMENT TO DRIVE MAXIMUM IMPACT

This option would involve the creation of a new department within an existing organization or a new organization with responsibility for owning and delivering on the events strategy. Under this option, a possible approach could be to create a department similar to EventScotland. EventScotland is part of VisitScotland but it:

- operates separately from the tourism driven mandate of VisitScotland;
- has dedicated funding for event investment only;
- has a direct line to Government for events that are outside of its allocated funding; and
- has a public facing brand.

A department in this style, or a dedicated events entity, at regional or provincial level would:

- act as a ‘front door’ and single point of contact for domestic and international parties seeking support to bring events to the province and region;
- own the events strategy and have overall responsibility for its delivery;
- evaluate the success of events hosted in the region and the province to ensure that taxpayers and the government recognizes the benefits realized;
- convene the multiple BC Event Partners to ensure that a cohesive approach is taken to event attraction, funding and in-kind support;
- represent Metro Vancouver and British Columbia’s interests internationally, helping to put the province on the map as a premium event destination;
- identify opportunities for collaboration across the sector and work with BC Event Partners to communicate potential leverage opportunities and the impact they can have;
- engage and build strong relationships with ultimate funders within government to protect the future of the events portfolio and pipeline; and
- collaborate with event bodies at provincial, regional and municipal level to understand areas of strategic alignment and maintain the connectedness of the system.

The advantages of having a dedicated body responsible for driving the events strategy are:

- a balanced perspective able to take into account different priorities at government level to ensure broad benefits from events;
- an ability to have a dedicated focus on events, committing time and resource to working with the events sector;
- the ability to establish the most appropriate organizational structure that will enable agility and flexibility through an arms' length but collaborative relationship with government. This will allow the organization to respond to international and domestic rights holders to secure events with limited bureaucracy; and
- the ability to communicate externally with a clear message and identified front door.

The disadvantages of this approach are:

- funding and resource will need to be secured to design and set up the organization as well as supporting its ongoing operations. The source for this funding will need to be identified and committed for a period of time,
- it will take time (approximately 18-24 months depending on the processes required) to establish the organization, and
- it will add another organization to an already complex landscape.

It should be noted that a new organization could be 'hosted' by an existing organization in the short-term and as such would not require separate support services such as finance, human resources and property management.

8.4 A COMBINATION OF ALL APPROACHES AT DIFFERENT LEVELS OF GOVERNMENT: BUILDING A FRAMEWORK FOR STRATEGIC ALIGNMENT

The same solution does not need to apply at all levels of local and provincial government. Our benchmark destinations have a multi-layered event architecture that ensures that priorities are understood at all levels, organizations have authority to make decisions within their own jurisdiction and there is a relevant organization at each level to represent specific priorities and invest accordingly.

The benefits of this approach are:

- event priorities can be met at a municipal, regional and provincial level, with funding provided to relevant events at each level,
- the events strategy can be incorporated into wider government strategy at each level of government as appropriate ensuring that events are leveraged to optimize their impact,
- areas of alignment, ie events that are likely to have the most impact for everyone, can be prioritized through collaborative working structures, and
- collaborative structures can support the organizations at all levels making them more impactful and effective.

The challenge of this approach is that multiple bodies will have event responsibilities within the province which may lead to some conflicts regarding certain events. In our benchmark examples, Auckland and New Zealand do not always agree on which events should be supported. However, the funding structures enable Auckland Unlimited to invest in events which meet its objectives whilst not meeting national level objectives.

8.5 CONCLUSION

There are opportunities at all levels of government within British Columbia to be organized and structured to optimize the potential of the province and its regions with regards to event hosting. Based on our analysis of the benefits of operating at a British Columbia level, led by the consultation findings and benchmark review, it is the recommendation of this report that a broad group of BC Event Partners considers the options for creating a new entity to act as the lead, convener and driver of a British Columbia-wide events strategy. This body should be supported by:

- a dedicated team or unit at Metro Vancouver government level that is focused on maximizing event opportunities and outcomes for the Metro Vancouver region, collaborating with municipal organizations as well as other regions in the province and the provincial bodies;
- dedicated events individuals/teams at municipal level within Metro Vancouver representing their municipal priorities; and
- collaborative networks at provincial and regional level that bring BC Event Partners together to:
 - identify opportunities to attract new events or grow existing events,
 - identify opportunities to work jointly on event projects,
 - share leverage opportunities or calendar challenges,
 - work together to improve the events sector, and
 - share best practice and knowledge.

The table below shows how these activities can be phased in line with the recommendations in Chapter 7. Some of the more fundamental changes will take more time to achieve, requiring broad support from provincial government as a result of British Columbia's prioritization of an events strategy.

However, there are changes that can be implemented quickly and the momentum should not be lost within Metro Vancouver. Change can be incremental provided that it is working towards a provincial approach that will create lasting impact.

PHASE	RECOMMENDATION	OPTIONS
Quick wins (0 – 6 months)	<ul style="list-style-type: none"> Engage with provincial and regional economic development organizations including Pacific Economic Development Canada, Trade and Invest BC and the Metro Vancouver Prosperity Office to ensure that an events strategy is on the agenda for British Columbia and Metro Vancouver economic development units/agencies Communicate the business case for developing a province-wide organizational approach to attracting, supporting and managing events to the events sector as part of the roadshow Create specified bid committees for significant event bids including all relevant event and government representatives 	<p>There are a number of options that will require further work to identify the best approach for British Columbia and Metro Vancouver.</p> <p>At a provincial level, if creating a new body, the options are:</p> <ul style="list-style-type: none"> Crown agency Independent non-profit agency formed by the provincial government (ie a Creative BC-style organization) Economic trust Subsidiary of existing organization Dedicated department in an existing organization <p>In terms of governance, there are various options:</p>
Strategy development (6 – 18 months)	<ul style="list-style-type: none"> Identify ‘event champions’ in each organization with an interest in major events Map the roles of each organization in the BC Event Partners map to ensure that roles and responsibilities are clearly understood Commission a study to determine the best approach to creating an operating model and organization structure to oversee the events sector at a provincial level and at a regional level 	<ul style="list-style-type: none"> Fully independent Board made up on industry experts Board appointed by interested Ministries and government organizations Mixed Board – part independent, part-appointed <p>At a regional level, there are options as to where events are housed. Options to consider are:</p>
Strategy delivery (18 months – 3 years)	<ul style="list-style-type: none"> Implement the desired changes to the events architecture including creating a new organization that is responsible for events at a British Columbia level 	<ul style="list-style-type: none"> Broadening the mandate of an existing events hosting organization eg Sport Hosting Vancouver Incorporating events into an economic development organization eg Metro Vancouver Prosperity Office or Invest Vancouver Creating a new department of the Metro Vancouver Government

9 CONCLUSION AND NEXT STEPS FOR THIS REPORT

The report is intended to explain the benefits that events deliver in Metro Vancouver and British Columbia and provide a tool to advocate for greater structure, support and collaboration for the events industry to optimize the potential that events offer.

To progress the recommendations detailed in Chapter 8, a wide group of BC Event Partners, both public and private, from across the province will be required to support and contribute. This will need to be managed by a lead agency(ies). The lead agency will need the mandate and funds to progress the thinking in this report and to implement some of the quick wins with a view to ultimately developing an events strategy to guide the future of event investment in the region and province.

As outlined in this report, a province-wide committee with a focus on events will be critical to the future direction of the events sector and should incorporate communities and BC Event Partners from across British Columbia. This will ensure that recommendations are designed to generate impact across the province and have the support of the organizations that will play a critical role in their implementation.

Appendix 1. List of consultees

Municipal Organizations	Tourism Richmond - Nancy Small
viaSport - Charlene Krepiakevich	Destination BC – Susan Rybar
City of Vancouver (Cultural Services) - Branislav Henselman	Events Organizations
Vancouver Hotel Destination Association - Russ Cowan	BrandLive - Paul Runnals
Vancouver Economic Commission - Bryan Buggy	SW Events/Technology - David Vaughan
City of Vancouver Deputy City Manager - Karen Levitt	Laura Ballance Media Group - Laura Ballance
Lift Partners/2010 Legacies Now - Bruce Dewar	National Governing Bodies
Invest Vancouver - Katie Fitzmaurice	Skate Canada - Terry Sheahan
Events	Canada Soccer - Kelsey Hunt
Vancouver International Marathon Society - Eric Chene	Canada Basketball - Paul Sir and Julie Arone
GranFondo BC - Neil McKinnon	Metro Vancouver Major Events Sub-Committee
Vancouver Mural Festival - Andrea Curtis	Destination BC - Jonathan Heerema
Dragon Boat BC - Dominic Lai	Sport Hosting Vancouver and City of Vancouver - Michelle Collens
WickFest - Ceilidh Price	City of Surrey - Tara Cleave
DMOs	City of Richmond - Lisa Fedoruk
Destination Vancouver - Royce Chwin	Sport Hosting Richmond - Richard Kriek
Discover Surrey - Ange Chew	Metro Vancouver Destination Management Council - Mike Furey and Diana Mulvey

Appendix 2. Benchmarking - destination comparison

Demographics										
Category	Vancouver	British Columbia	Glasgow	Scotland	Auckland	New Zealand	Brisbane	Queensland	Copenhagen	Denmark
Population	2,606,000	5,145,851	614,000	5,466,000	1,630,092	4,863,344	2,439,467	5,226,342	1,153,615	5,814,110
Population growth (last 5 years)	+1.12% per annum	+2.37% per annum	+0.28% per annum	+0.28% per annum	+1.81% per annum	+0.86% per annum	+1.65% per annum	+1.86% per annum	+1.38% per annum	+0.44% per annum
Ethnic demographic	46% European Canadian 27% Chinese 24% Other Aboriginal 2%	63% European 18% East and Southeast Asia 9.5% South Asian and Middle Eastern 5.9% Indigenous 3% other	88.4% white 8% Asian 2% European 1.6% other	96% white 4% Asian, African, Caribbean, Black or other	43% Europeans 28% Asian 15% Pacific Islanders 11% Māori 2% Middle East	70% European 16% Māori 15% Asian 8% Pacific people 2% other	26% English 22% Australian 8% Irish 7% Scottish 4% German	27% English 25% Australian 8% Irish 7% Scottish 4% Germany	77% Danish 1.63% Pakistan, 1.45% Turkish, 11.04% Other	86.3% Danish, 1.1% Turkish, 12.6% Other
Gender	51% female 49% male	51% female 49% male	51% female 49% male	52% female 48% male	51% female 49% male	51% female 49% male	51% female 49% male	51% female 49% male	51% female 49% male	50% female 50% male
Population density – People per Km ²	855	5	3,521	70	1,210	18	145	3	6,800	137
Population of working age (16-64)	73%	70%	71%	65%	68%	64%	68%	65%	72%	64%

Facilities										
Category	Vancouver	British Columbia	Glasgow	Scotland	Auckland	New Zealand	Brisbane	Queensland	Copenhagen	Denmark
Stadia 10,000+ capacity	3	3	5	17	4	16*	6	13	2	21
Velodrome	1	1	1	1	0	2	1	1	1	4
Indoor Arena 5000+ capacity	5	13	1	4	1	7	2	5	3	11
Exhibition & conference centers	2	9	1	5	1	10+	1	2	2	14
Events										
Strategy for events	No	No	Yes, at city level	Scotland, The Perfect Stage	Auckland Major Events Strategy 2018-2025	New Zealand Major Events Strategy	No	TEQ Events Strategy 2025	Wonderful Copenhagen Strategy	Sport Event Denmark
Business Events Pipeline	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mega Events hosted since 2010	1	1	2	3	1	1	0	1	1	1
International sports events a year (excludes sports team fixtures)	2-4	4-6	6-8	8-10	3+	5+	2-4	4-6	3+	5+
International standard Cultural events a year	2-4	4-6	5-8	10+	3	6	3	5	4	8

Appendix 3. Benchmarking - lessons learnt

3.1. A well-defined strategy makes investment decisions clearer and provides direction

An events strategy will set out the objectives of a destination which will inform the measures against which event opportunities are assessed. Clear evaluation criteria that are published in the strategy supports fair and transparent decision-making and all event stakeholders will understand how their event will be assessed.

All four benchmark locations have an events strategy at a national/state level and highlight the importance of a strategy to support a successful and collaborative approach. At a city level, there are varying approaches to where events fit in the strategies. Both Auckland and Glasgow have a specific events strategy, whereas in Copenhagen and Brisbane events fit into the tourism and visitor economy strategies respectively. In all cases there is a close link to the national/state strategy.

Having a clear strategy provides defined objectives and aligns all stakeholders to work towards shared goals. The strategic direction should also be linked to the funding mechanisms available, and both the strategy and the funding programs then help to guide the evaluation of opportunities from a public sector perspective. Investing public money into events should be done strategically to ensure that those events are delivering positive outcomes for the destination and its residents. In New Zealand, events teams within the city and national government assess funding applications against the major events strategies and, if the event aligns with the criteria, the team makes recommendations to a Major Events Investment Panel (at national level) or an independent Board (at city level) which are the ultimate decision-makers.

3.2. Organizations that are connected to government, but have some autonomy, can be agile

Event bidding processes often follow very prescriptive timelines which allow little room for delay. If a future host is unable to make a decision in line with the timelines, it is likely to reduce their chance of success. Therefore, event organizations that can adapt and accelerate decisions as needed to meet event rights holders' requirements and timeframes will have more success. In most cases, as for our benchmarks, the majority of event funding comes from government or public sector bodies. However, these types of bodies are often bound by restrictive funding cycles which are hard to flex. An arms-length or independent organization that has delegated authority from the government can enable event funding decisions to be made more quickly. There must, however, be clear

evaluation criteria defined in the events strategy to allow an independent or arms-length organization to uphold a fair and transparent decision-making process.

The four benchmark locations all have links to public sector bodies, at both a national/state level, which have proven hugely helpful in building their event hosting capability and providing funding. However, it is worth noting that all of the national level event organizations, other than New Zealand Major Events, have some delegated authority to sign off certain levels of funding in line with the evaluation criteria set out in their respective event strategies. For example, 95% of Scotland’s events can be signed off by EventScotland. The decision-making processes in EventScotland, Sport Event Denmark and Tourism and Events Queensland, which are all independent bodies with their own Boards who can make decisions, are significantly more streamlined and enabled than in New Zealand where New Zealand Major Events is part of government.

At a city level, benchmark destinations all have close links with their city’s Council. Glasgow Life is a council delivery vehicle and the city’s Events Board is chaired by the CEO of the Council. Auckland Unlimited is a Council Controlled Organization and operates in accordance with a Statement of Intent from Auckland Council. Being connected to the city council provides greater assurance for those interacting and contracting with the body given the statutory nature of a city council. In addition, working closely with the city council enables the city’s event bodies to have better co-ordination with and support from public services. However, despite these links with the Councils both Auckland Unlimited and Glasgow Life are independent organizations with their own Boards who can make decisions without input from the Council itself. Clear decision-making structures allow event funding to be granted quickly and strategically.

3.3. Delegated authority

Across all four destinations, there are two layers of authority as part of the decision-making process. In most cases, the decision can be made by the first layer – directors and officers in the event body – as the funding requirement is below a specified level. For the biggest events, generally one-off mega events, government sign off is required. In these cases, there is a Board or Panel structure in place to support government to make an assessment about whether to support the event and the amount of funding it will receive. In general, the Board or Panel will meet on an infrequent basis each year, so decisions on larger funding amounts take time.

Having a clear hierarchy of public sector decision-makers means that all events are assessed using the same criteria in a fair process. Two layers of decision-making authority allows most funding decisions to be made quickly.

Public funding

A clear structure for funding with guaranteed amounts, opportunity-driven additional budgets and specific program budgets allows for better planning and future certainty for rights holders, federations, delivery partners and the public sector. With the exception of Sport Event Denmark and Wonderful Copenhagen, all other destination bodies are exclusively public sector funded. The Danish organizations do receive the majority of their funding from public sector sources, but they have the ability to attract private sector funding too. Auckland Unlimited and Glasgow both seek sponsorship for their owned events, but this is ring fenced for that specific event. As such, for all the organizations, funding is invested in events in line with government priorities set out in their strategies.

Annual funding amounts vary significantly between the organizations, as does whether the funding is fixed or changeable. Tourism and Events Queensland has no fixed amount of state support for events and support is available on a case-by-case basis. On the contrary, EventScotland has a fixed annual funding allowance that can be directly awarded to events. Its ability to roll some funding over each year, which can often be unusual within government, allows the organization to be more agile in how and when it distributes funding. An annual allowance has the advantage over Tourism and Events Queensland's model as it provides more visibility to the organization about its event pipeline and reflects the specificities of the events sector as hosting rights are often granted years in advance. As noted, bespoke projects, particularly mega events, receive separate sign off and funding from Government as is the case with the forthcoming 2023 UCI Cycling World Championships.

3.4. Funding programs

A varied events calendar, with a balance of international and domestic events, can be achieved more easily with different funding programs. Both New Zealand and Scotland have a range of funding programs targeted at different sizes of events. New Zealand Major Events has two programs: a national level program, New Zealand's Major Events Fund, for internationally significant events that celebrate national pride and another that has a more local focus, the Creative and Cultural Incubator, which supports significant domestic events to grow. Many of the events that benefit from funding from the Creative and Cultural Incubator are events that promote and support the indigenous cultures of New Zealand.

EventScotland has six different funding programs which promote Scotland's heritage and culture as well as driving impact across the whole nation, including the smaller, more rural regions as well as the cities through its diverse event portfolio. Through the funding programs, there is an ability to target different types of events, in particular noting that more sporting events are peripatetic and more cultural events are fixed or embedded. The benefits of these funding

programs are that Scotland boasts a varied and exciting event calendar with high-profile international events supported by hundreds of smaller, more local events taking place in across the whole country. The range of programs assists EventScotland in developing a portfolio approach.

3.5. City and national level organizations play a different role in the events sector

There are many different elements to the life cycle of an event: writing an events strategy, prospecting events, attracting events, funding events, hosting events, delivering events and measuring the impact of events. It is very difficult for a single organization to have the capability and capacity to carry out all of these roles. However, it is important that the role of any organization that plays a role in events is clearly defined to avoid overlap and duplication of resources.

All four of the national bodies/agencies are involved in developing bids to host events. Beyond this they primarily provide services to events such as funding, marketing and evaluation. Sport Event Denmark is the only national body to provide direct event delivery support as a matter of course. EventScotland can provide delivery support on specific projects in response to need.

At a city level, the organizations are all active in the attraction of events and the provision of event delivery support. Auckland Unlimited is the most involved in the delivery and produces some large, free cultural events such as Chinese Lantern Festival and Tamaki Herenga Waka Festival. Glasgow and Copenhagen also have events which are owned by the city and delivered free to residents.

3.6. A varied portfolio of events is essential to drive the most impact

A portfolio of events is an important tool for growing a destination's brand, for promoting its local culture and for showcasing its historic landmarks and beautiful landscapes. An events strategy should capture the ambitions of a destination and the event pipeline should be developed so that different types of events can support the variety of objectives that a strategy aims to achieve.

All the benchmarks take a portfolio approach to event hosting, and they are the organizations responsible for filling the portfolio. They all aim to create a varied pipeline of events that drive impact and interest for residents and tourists. They achieve this by providing support for events of different genres and sizes that are evaluated against selection criteria defined in the events strategy. This approach allows for gaps in the event and tourism calendars to be strategically filled. The portfolio approach also allows certain event characteristics to be highlighted and balanced. For example, EventScotland targets set percentages of sport and culture as well as an agreed percentage of free events.

The funding mechanisms that are in place in Scotland support a portfolio approach too. EventScotland has ringfenced funding for specific programs such as the Clans and Families Programme to ensure that these types of events, which are important to Scotland, also have the opportunity to develop and grow. Funding in programs allows specific targeting of resources and gives funders the ability to compare projects with similar aims to assess best value.

3.7. Standardized impact measurement provides invaluable data

Event impact data is critical to enable the sector to build a benefits case on the value that events deliver for a destination. Historic impact information can also be valuable to project future impact and to inform the assessment and evaluation of event opportunities. However, inconsistent impact measurement means it is hard to compare different metrics against each other and to understand which events are truly delivering against the strategy.

All of the benchmark destinations have invested significant resources into creating a standardized evaluation methodology for their nation's events. This has been focused on economic impact assessment. Each organization continues to reap the benefits of this investment as it supports them to build the event investment case to government, both at an event level and a portfolio level. Using the impact data, each organization can take an informed, data-led approach to its event portfolio and can use previous event data to predict the likely impact of new and future events.

For smaller, local events it may make sense to use other methodologies, as event objectives are likely to differ. For example, Copenhagen assesses its home-grown events against different metrics to its international events, as they want to place a greater focus on social outputs than economics for these types of events.

Auckland also collects detailed information on the ethnic diversity of its event attendees which is especially relevant as only around 50% of the population are white with Māori, Pacifica and Asian ethnicities making up the majority of the other 50%. Auckland Unlimited has a specific section in every investment assessment it undertakes on Māori outcomes and also has a specific team that deals with Māori engagement across all projects. This approach may provide a blueprint for engagement with First Nation People.

3.8. The events industry needs a front door to engage with government

Having a single point of co-ordination for the industry at a city level or national level enables the sector to have access to government. The benchmark organizations are well connected to the events sector and can distribute any requests or knowledge to the relevant organization as needed. Externally, this

sets the destination up well for success and makes them more attractive for approaches from International Federations or National Governing Bodies, rights holders and other cities as there is a single organization that represents the city/country and its interests.

Working together with the industry, both domestically and internationally, is a common theme for all the benchmark destinations. All four cities are members of the International Association of Event Hosts as are their respective countries and state in the case of Brisbane. This demonstrates their commitment to knowledge sharing, working collaboratively and learning from others internationally. Equally, all are regarded internationally as examples of best practice and have a consistently high profile at international conferences and in the events they host. Crucially, they all have established relationships with events rights holders and owners both internationally and domestically. This means that they are aware of new opportunities that arise and can position themselves to be successful in attracting the most appropriate events for their markets.

Domestically, the organizations all play a lead role in the co-ordination of the industry which has been a key to their success. This co-ordination role manifests itself in slightly different ways across each of the countries and/or cities, but generally they host workshops, seminars and industry forums that bring together the sector to develop collaborative learning practices. Auckland Unlimited has successfully utilized its Major Events Forum during Covid-19 and to share experiences and new ways of working in a time of crisis.

3.9. Being connected across the industry promotes a culture of collaboration and knowledge sharing

A capable, experienced event industry is critical to achieving positive outcomes through event hosting. The public has a significant role to play in nurturing the industry through its financial and non-financial support. A strong industry provides the foundation for a destination to successfully deliver major and mega events that drive benefits for the host. Public sector support also enables innovation, with event organizers able to work with the public sector on new concepts and owned events.

Each of the benchmark organizations, as the main gateway for events in each destination, has a clear understanding of all the stakeholders that form part of the event eco-system in their city, country, or state. They have extensive databases of all those who should be kept informed. New Zealand Major Events, Auckland Unlimited, EventScotland and Glasgow all send out regular newsletters as a means of keeping in touch with the industry. This is a useful way of promoting collaboration in the industry and supports those in the eco-system through sharing knowledge.

In all four of the benchmark destinations, co-funded/supported events are a feature with city and country/state working together to build an event delivery budget where strategic priorities meet. In each case, the city partner is the largest and most significant event deliverer within the country or state but equally all the national/state level organizations will also partner with other parts of their geography to deliver events.

3.10. Public event calendars inform residents and tourists

Diverse event calendars can be an extremely valuable asset for a destination. It is important that information about events that are on is easily accessible for tourists and residents as they act as an effective promotion and marketing tool.

Almost all of the benchmark destinations have a public facing event calendar at both a city level and a national level. Where both do not exist, the city will input into the country/state calendar. The calendars are all managed slightly differently in terms of their searchability, and which organizations input into the calendar.

In addition to its public facing calendar, Wonderful Copenhagen owns its own internal database which supports it with the development of its strategy and portfolio and reduces the risk of a calendar or facility use clash.