

# **MONTRÉAL'S SPORTS EVENTS STRATEGY**

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**NOVEMBER 2016**

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An aerial photograph of Montreal, Canada, featuring the iconic Olympic Stadium on the left, a park with vibrant autumn foliage in the foreground, and the city skyline in the background under a blue sky with light clouds.

# VISION

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BY 2026, **MONTRÉAL**  
WILL BE KNOWN AS **THE** TOP  
SPORTS DESTINATION IN CANADA  
AND ONE OF THE BEST IN THE WORLD

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# BACKGROUND

## VISION

**BY 2026, MONTRÉAL WILL BE KNOWN AS THE TOP SPORTS DESTINATION IN CANADA AND ONE OF THE BEST IN THE WORLD.**

More than ever, international sports events are an excellent opportunity for host cities to position themselves strategically on the world stage. A prime example of this was the Games of the XXI Olympiad, held in Montréal in 1976. The Summer Olympics played a major role in shaping the fabric and landscape of the city, which has since enjoyed an enviable international reputation.

Aware of the potential associated with expanding the city's portfolio of international sports events, Montréal is developing a strategy to position itself as:

- **the premiere host city in Canada and one of the top ten in the world in which to hold major sports events;**
- **a destination for major international sports events that will improve the quality of life and contribute to the development of the Montréal community.**

The Strategy is the outcome of a collaboration between Montréal's group of sports events partners, whose members include Tourisme Montréal, the Olympic Park, Parc Jean-Drapeau, the Réseau du sport étudiant du Québec (RSEQ), Ville de Montréal, and Excellence sportive de l'île de Montréal (ESIM). It sets out clear and measurable objectives, as well as priority actions to be taken in the short term.

The Strategy formalizes the efforts made by the sports event stakeholders and will specifically:

- **position Montréal as a first-rate Olympic city and sports town, by giving it the tools needed to maintain its leadership position and remain a major destination for national and international sports events;**
- **establish a calendar of sports events worthy of Montréal's reputation;**

- **facilitate access to new sports facilities and improve existing infrastructures, which will have short-, medium-, and long-term benefits for elite athletes and, by extension, for all Montréal citizens—an important legacy of physical activity for the Montréal community;**
- **create business opportunities for all municipal partners and economic spinoffs for the entire region;**
- **lay the groundwork for a coordinated, proactive, and integrated approach to identifying, bidding on, and hosting major sports events.**



# PORTRAIT OF MONTRÉAL

## MONTRÉAL'S TOURISM INDUSTRY PERFORMANCE

The metropolitan area is known for its capacity to host millions of visitors annually. The city boasts an excellent public transit network, hotels and restaurants that are among the best in the world, and a well-developed technical and logistical support services industry.

Montréal ranks second among Canadian cities for the most tourists annually.

### NUMBER OF TOURISTS IN 2014 IN THE THREE MAJOR CANADIAN CITIES



**Toronto – 13 MILLION**



**Montréal – 9.5 MILLION**



**Vancouver – 6.8 MILLION**

In 2014, Montréal's tourism statistics were up, particularly starting in the second quarter. The exceptional increase in the number of overnight stays at hotels and similar establishments can be attributed to the large number of major business meetings and conferences held in the metropolitan area as a result of sales efforts by Tourisme Montréal and the city's business community. It is also due to the increase in sports events hosted by Montréal as a direct result of the energy invested in this market in recent years.



# MONTRÉAL, OUR PLAYGROUND



# SPINOFFS OF SPORTS TOURISM

Since 1999, sports tourism has been considered a specific segment of the tourism industry, but despite a certain growth in recent years, sports tourism is still a little known sector. There are no specific, ongoing data on its precise economic spinoffs, whether in Montréal, Canada, or elsewhere.

Sports events cater to four main clienteles—athletes, officials, spectators, and the media—and provide a remarkable showcase for the cities that host them. Sports events generate significant positive spinoffs for a city's economy, tourism sector, and media exposure, not to mention the development of its sports and cultural scenes, which is why an increasing number of Canadian and international cities are looking to host these types of events.

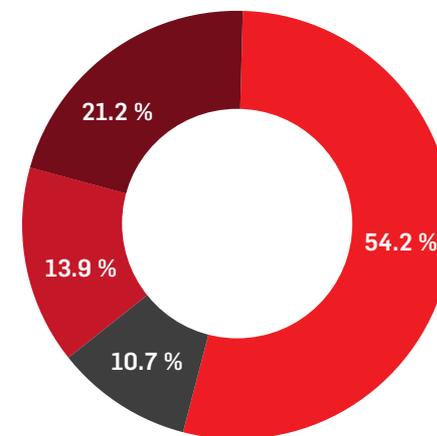
It is also true that:

- **sports tourism is the fastest growing niche in the Canadian and international tourism industries in recent years;**
- **as an industry, sports tourism generates \$5.2 billion annually in Canada (source: CSTA Statistics Canada, 2012);**
- **in an increasingly competitive and globalized market, many cities around the world have developed a strategy for prospecting for and hosting major sports events;**

- **in the past few years, major events, including sports events, have increasingly been organized by professionals;**
- **the process of prospecting for sports events in major Canadian cities has become a responsibility of the municipal tourism offices;**
- **prospecting for and hosting sports events requires a particular type of expertise;**
- **a close partnership between all of the stakeholders involved is essential to hosting these types of events.**

Tourists in Montréal are mainly from Québec, as shown below.

PLACE OF ORIGIN OF TOURISTS IN MONTRÉAL IN 2014:



- 54.2 % QUÉBEC
- 21.2 % CANADA / OUTSIDE OF QUÉBEC
- 13.9 % UNITED STATES
- 10.7 % ABROAD



**SPORTS TOURISM IS  
THE FASTEST GROWING  
TOURISM MARKET  
IN THE WORLD**

# KEY FACTORS IN HOSTING A SUCCESSFUL MAJOR SPORT EVENT

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The success of a major sport event depends on five key areas

01 | Financing

02 | Infrastructure and facilities

03 | Expertise

04 | Reach and visibility

05 | Management and organization



# 01 || KEY AREA FINANCING

## MONTRÉAL'S STRENGTHS

Financing for sports events comes from the municipal, provincial, and federal levels.

Montréal has honed its expertise in the field and has vast experience dealing with contingency factors and the financial implications of sports events.

## OPPORTUNITIES

There is already political support for hosting major games and world championships in Canada.

Montréal's overall financial capacity is quite substantial given the size of the city.

Hosting a major sports event in Montréal requires substantial resources even from the first steps in the process in order to secure a bid. Corporate sponsors are highly solicited. As in any venture, promoters are exposed to risks related to external factors, such as economic fluctuations, the dollar value, labour relations, variable bid costs, and new trends, among others.

Montréal adheres to the highest ethical standards and uses powerful tools that comply with best industry practices in order to manage these financial risks in an ongoing manner.

# 02 || KEY AREA INFRASTRUCTURE AND FACILITIES

## MONTRÉAL'S STRENGTHS

Montréal boasts numerous world-class sports facilities.

The city's sports sector is invigorated by the many training centres located throughout Montréal.

Montréal receives sizeable financial contributions from provincial and federal infrastructure maintenance and development programs. The city is proactive in terms of bringing its facilities up to standard.

Montréal's tourism infrastructure (hotels, restaurants, technical support services, public transit, etc.) is on a par with any major international city.

The city's international airport is located close to the sports facilities.

## OPPORTUNITIES

Leave citizens with upgraded sports facilities to enjoy after the city has hosted a major event.

Attract new national training centres.

Build a sports facility that could accommodate between 5,000 and 20,000 people to potentially open up a new business sector.

The creation of new, state-of-the-art facilities requires ongoing leadership from the sports community. The maintenance of existing infrastructures depends on substantial investments from the respective sports facilities.

# 03 || KEY AREA EXPERTISE

## MONTRÉAL'S STRENGTHS

Montréal has had many positive experiences hosting major national and international single-sport events.

Montréal is recognized for its expertise in hosting major sports events in certain high-level athletic disciplines.

Several Montréal companies are well known in the entertainment and technical services industries.

Several high-profile sports organizations are based in Montréal (Canadian Olympic Committee, World Anti-Doping Agency, INS Québec, CEHP, etc.).

Most Québec sports federations, as well as some national and international federations or associations have their headquarters in Montréal.

## OPPORTUNITIES

Develop the market for sport conferences and annual general meetings of national sport organizations.

Attract university- and college-level sports events.

In order to move ahead despite the strong competition from other Canadian and international cities to host major sports events, it is becoming increasingly necessary for Montréal's stakeholders to pool their expertise and work together toward a common goal.

# 04

## KEY AREA REACH AND VISIBILITY

### MONTRÉAL'S STRENGTHS

Canada is known as a prime destination for major sports events.

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Montréal's renowned hospitality industry, stability, and security are major assets when it comes to hosting sports events.

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Montréal is known around the world as a fun city that hosts major public events. Montréal has a reputation as a vibrant and exciting city.

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### OPPORTUNITIES

Montréal's rich multicultural makeup is reflected in its sports events.

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Sports events are opportunities to promote sports and a more active lifestyle at the local and provincial levels.

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They are an excellent opportunity for communities to gain national and international recognition.

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By developing a shared vision of sports events, Montréal creates the winning conditions for attracting a very large-scale sports event that will have positive spinoffs for the city's citizens and elite athletes.

# 05

## KEY AREA MANAGEMENT AND ORGANIZATION

### MONTRÉAL'S STRENGTHS

Tourisme Montréal is proactive and effective at prospecting for sports tourism events.

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Montréal recognizes its responsibility for supporting major sports events held on its territory.

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The city of Montréal's administration supports the hosting of major sports events, as demonstrated by the adoption of its *Politique du sport et de l'activité physique* (sports and physical activity policy).

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The city's main partners in hosting sports events all work together.

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### OPPORTUNITIES

Target more winter activities in order to round out Montréal's calendar of events.

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Create partnerships with organizers of cultural events to enhance visitors' experience of Montréal.

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Increase cooperation between event organizers (e.g., sharing tools and resources, managing volunteers, purchasing equipment, community legacies, etc.).

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Hosting large-scale sports events involves a number of organizational and logistic challenges. The key partners in Montréal will advise the event organizers in this complex undertaking by providing benchmarks and by identifying and strategically prospecting for events.



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# STRATEGIC GUIDELINES TO BETTER POSITION MONTRÉAL

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## DEVELOP A STRATEGIC EVENT WATCH AND PROSPECTING STRUCTURE

Given Montréal's relevant and varied expertise, it is important to establish an efficient and strategic event watch and prospecting structure that is aligned with Montréal's interests and hosting capacities.

## ACCUMULATE SUFFICIENT HUMAN AND FINANCIAL RESOURCES

The hosting of major sports events in Montréal requires substantial human and financial resources.

## GUARANTEE SIGNIFICANT BENEFITS FOR THE COMMUNITY

Another goal of hosting sports events is to contribute to the collective wealth, which will result not only from the economic spinoffs generated by the event itself, but also from the sports infrastructures or equipment left to the host city after the event is over. A comprehensive sports legacy program needs to be established from the very beginning of the bid process.

## POSITION MONTRÉAL FAVOURABLY COMPARED TO INTERNATIONAL COMPETITORS

Montréal is a choice location for holding major sports events, with its multifunctional Olympic facilities, as well as waterbodies, athletic fields, parks, and green spaces directly in the city, all of which are accessible by metro. Despite these advantages, to stay competitive with other international sports cities, Montréal must ensure that its facilities are always well maintained and up to existing international standards.

## SHOWCASE MONTRÉAL ON THE INTERNATIONAL STAGE

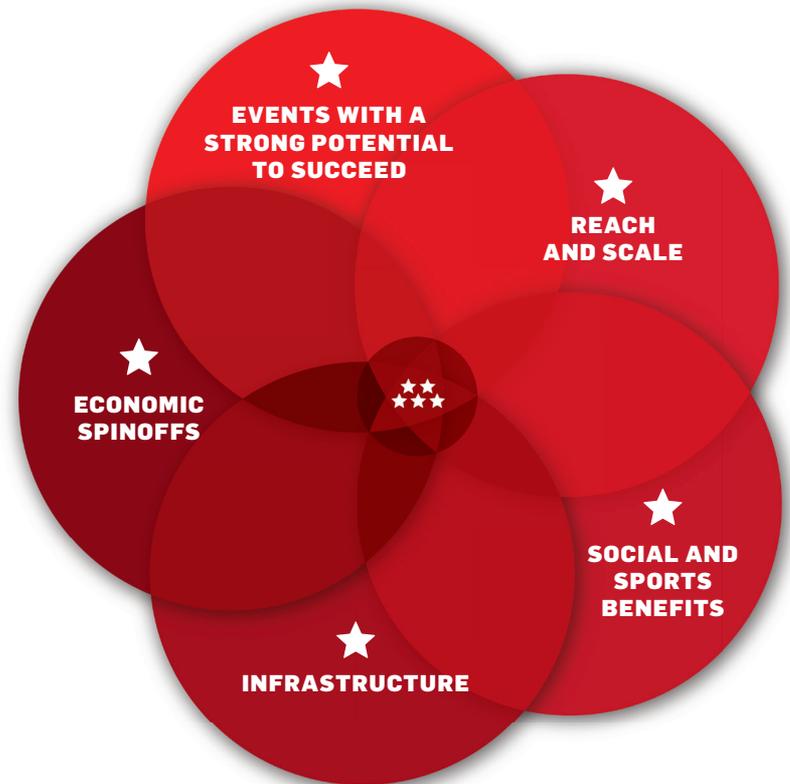
Events hosted by Montréal need to contribute to enhancing the city's reputation and renown, as well as promoting the development of the sports in question. Montréal needs to assert its position on the international sports scene by presenting a coherent and integrated brand image that is built on its unique assets and its distinctiveness within North America.



# SELECTING SPORTS EVENTS

## INVESTMENT PRINCIPLES FOR SELECTING SPORTS EVENTS

When it comes to selecting sports events, the process will be managed in much the same way as a financial portfolio is put together, with an emphasis on attracting sports events that will allow the city to achieve specific long-term goals that mesh with its overall planning process. Montréal will select events that will guarantee the best return on investment, while keeping in mind its capacities and strategic decisions. In other words, Montréal will give preference to events that best correspond to the five investment principles shown in the diagram on the right.



## DIVERSIFICATION OF THE EVENT PORTFOLIO

### NUMBER OF SPORTS EVENTS TARGETED BY EVENT CATEGORY

		← CURRENTLY	🎯 TARGET
<h2>COMPETITIVE</h2> <p>Support the development of our athletes, clubs, and associations.</p>	- <b>Mega-event</b> E.g., FIFA World Cup	40 YEARS AGO	WITHIN 25 YEARS
	- <b>Major international single-sport event (federated)</b> E.g., FIFA Women's World Cup	1 / 2 YEARS	2 / 2 YEARS
	- <b>International single-sport event (federated)</b> E.g., World Cup Short Track Speed Skating	2 / YEAR	3 / YEAR
	- <b>International invitational event</b> E.g., International Gymnix	13 / YEAR	20 / YEAR
	- <b>Stepping-stone event</b> E.g., Finale des Jeux du Québec	22 / YEAR	25 / YEAR
<h2>PARTICIPATORY</h2> <p>Get Montrealers moving, and welcome different sports, federated or not, to the city.</p>	- <b>Mass multisport games</b> E.g., World Out Games, World Masters Games	1 / 10 YEARS	1 / 8 YEARS
	- <b>Mass international single-sport event (federated)</b> E.g., FISA World Rowing Masters Regatta	1 / 10 YEARS	1 / 8 YEARS
	- <b>Metropolitan event</b> E.g., Montréal Marathon, Tour de l'Île de Montréal	22 / YEAR	25 / YEAR
<h2>PROFESSIONAL</h2> <p>Solidify Montréal's position as a premiere city for major sports events.</p>	- <b>Signature event</b> E.g., Grand Prix Cycliste de Montréal	3 / YEAR	5 / YEAR
	- <b>One-time performance-value/professional event</b> E.g., matches played by professional teams, Rogers Cup	N/A	FACILITATE EVENT ORGANIZATION
	- <b>Emerging sports event</b> E.g., Jackalope (skateboarding)	5 / YEAR	5 / YEAR

Reference year for current data: 2014





# CONCLUSION

## MONTRÉAL IS SPRINGING INTO ACTION!

Sports events are tremendous opportunities for bringing people together, fostering a sense of excitement and celebration, and strengthening the feeling of belongingness with the city. Not only are they good for the city's economy, they also encourage citizens to play more sports and elite athletes to stay focused on their training.

They are also a chance to meet the city's evolving needs in terms of sports infrastructures. Montréal needs to take advantage of hosting opportunities to upgrade its existing sports infrastructures or facilities, or to build new ones. Hosting major sports events is a concrete way to develop and maintain the high quality of its infrastructures, to the benefit of its elite athletes, event organizers, and the general public.

Montréal meets all of the criteria for hosting major sports events. Backed by the confidence, will, and involvement of all stakeholders (sports federations, athletes, officials, event promoters, and government authorities), Montréal is destined to become a city known worldwide as a prime destination for major sports events, resulting in tangible positive spinoffs that will benefit everyone involved.

### Montréal plans to take the following actions in the short term:

- Provide financial support for bids for major sports events;
- Set up a strategic event watch and prospecting structure;
- Produce a guide for sports events promoters;
- Create a model legacy program;
- Develop tools to analyze and prioritize events.

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## MONTREAL'S GROUP OF SPORTS EVENTS PARTNERS

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TOURISME /  
MONTREAL

Montréal

SPORT. ÉDUCATION. FIERTÉ.  
**RSEQ**



Parc Jean-Drapeau



PARC  
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