

MONTRÉAL



THE PLAYBOOK
Hosting a sport event
in Montréal

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Guidelines in Montréal continue to evolve based on the latest health updates. To check the most recent news, [consult](#) the Tourisme Montréal COVID-19 page.

In terms of event planning, [here](#) is an overview of the safety measures in place to ensure comfort and peace of mind so that your participants can focus on their athletic performance.

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Introduction



Welcome, sports event organizers!

This guide was made just for you. From exciting possibilities to practical processes, it covers everything you need to know.

The starting line

Preparing a bid for a sporting event is no minor task. That's why we created this guide. It provides an **overview of Montréal's sports venues** and a detailed description of our services to **help you prepare a winning bid**. You'll also learn about the different people, groups and organizations involved in holding a sports event, as well as how to plan and manage your priorities effectively.

The guide is concise, interactive and includes basic and detailed information to help you keep your event planning process on track.

Remember that this document isn't a comprehensive checklist or set of requirements. It's simply a bank of ideas and action items to help you set your event's wheels in motion. Read this guide carefully and keep it handy. It lists all the tools, contacts and resources you need to hold an unforgettable event in Montréal.

On your marks...

Sports events are an opportunity for host cities to put their best foot forward and gain valuable visibility. In addition to driving economic benefits, tourism, and media coverage, quality events help enhance a city's sports scene and cultural offering. Recognizing this potential, Montréal developed a **Sports Events Strategy** with input from GPESM, a group of the city's key sports events stakeholders. More than anything, successful event planning depends on masterful organization and logistics. We're familiar with the challenges. That's why this guide includes pro tips to help you hit a home run.

Get set...

In many ways, hosting a sporting event is like running a relay race. Federations, athletes, officials, promoters and governments—there's a whole team running with you. When sports professionals and local partners work together, great things happen. Teamwork is what put Montréal on the top of the podium as Canada's best host city for sports events¹ in 2018, 2019 and 2020.

As an Olympic city, Montréal has what it takes to appeal to athletes, officials and fans. We have more than 600 direct flights landing here daily, as well as 24,600 hotel rooms on the Island of Montréal, including 16,000 in the downtown core. The city is also home to international-calibre venues, experienced event organizers, and elite coaches and athletes. And, of course, there's Montréal's signature *joie de vivre*.

Thanks for being an MVP



Organizing a sporting event is a team effort. You need star players with specialized skills and support from reliable partners. Successful events happen because of hard-working organizers, federations, sports clubs and promoters—people like you. That's why we want to say thanks for helping elevate sport and taking competition to new heights. Montréal is fuelled by festivals, cultural celebrations and sports tournaments. We can't wait to set the stage for your event!



PRO TIP



The [Tourisme Montréal toolkit](#) gives you the scoop on Montréal's strengths and attractions.

1. Source: [Sport Tourism Canada](#)

Go!

Now you're out of the blocks, but you've still got the whole race ahead of you. Everyone involved in planning your event—directly or indirectly—should be prepared for a long run. For a better idea of who's who in Montréal's sports event ecosystem, see the graphic below.

This guide focuses primarily on federated sport competitions that develop local athletes, clubs and associations, as well as public events that get everyday people out and enjoying sports. However, some of the information in this guide may also be helpful for planning professional events.

Montréal's sports event ecosystem



Sprint to the finish line

This guide lays out the chronological steps for planning a major international single-sport event, from the pre-bid to the post-event stages. Not all steps apply to every event. Refer to the sections that are relevant to your organization, in the order presented.

Each step includes the following subsections:

- Process
- Stakeholders
- Success factors
- Time frame
- Important documents
- Resources



The steps

Before the event

1. Pre-bid
2. Expression of interest
3. National bid
4. International bid
5. Transition from bid to event organization
6. Planning the event

During the event

7. Holding your event

After the event

8. Post-event

Acronym legend

- STC:** Sport Tourism Canada
- CSM:** Conseil du sport de Montréal
- GPESM:** Groupe des partenaires des événements sportifs de Montréal (Montréal Group of Sports Events Partners)
- LOC:** Local organizing committee
- MEES:** Québec Ministry of Education and Higher Education
- NSO:** National Sports Organization
- PSO:** Provincial Sports Organization
- RFP:** Request for proposal
- STEAM:** Sport Tourism Economic Assessment Model



Pre-bid



Before throwing your hat into the ring, it's important to know what you're getting into. We advise prospective bidders to weigh opportunities and revenue projections against the risks associated with your event. This will give you a better idea of the overall feasibility of hosting the event and make it easier to analyze your bid. Don't wait to ask stakeholders for their support. Your NSO has probably already developed an event hosting plan and submitted it to Sports Canada. Make sure your bid is aligned with their plans.

Process

Research

Start by deciding why you want to host this event in your community. What are the benefits for your organization? Are you hoping to mobilize volunteers, develop your team's event organizing expertise, improve available sports equipment and infrastructure for future generations, or generate economic benefits? By establishing clear goals from the start, you'll be better able to establish a successful game plan.

In order to make informed decisions on the feasibility and real value of hosting an event, you need to know the:

- Number of participants and their origin
- Number of event days
- Projected number of spectators
- History and success rate of past events
- Facility requirements
- Media coverage requirements
- Organization criteria and guarantees required by the federation
- Event commercialization potential (depending on constraints imposed by the event rights holder)
- Eligibility criteria for government assistance programs
- Organizational structure
- Number of volunteers required
- Operations budget

PRO TIP



Consider enlisting the help of people who have prepared bids or organized a similar event, even if it was in a different discipline. The issues are often the same from one sport to another. To see a list of past major events, go to [Appendix B](#) or inquire with the GPESM.

For federated sports events, your best source of information is the event rights holder. Start by reviewing their detailed project planning document or organizational requirements.

Then, before going further, ask yourself:

- What's the bid process?
- Are events held in different geographic areas on a rotating basis? Are other cities also planning to bid?
- What are the deadlines for submitting a bid and for announcing the host city?
- Do you have enough time to plan the next steps?
- Has the event been held in Montréal or Canada in the past?
- What will make your event unique?
- Is there already a similar initiative in the area?
- What's the best period/season for organizing the event?
- How will the event generate economic benefits and other positive spinoffs for the community and host organization?
- Who bears financial responsibility for the event?
- Which stakeholders need to be involved in holding the event?
- Is the discipline recognized by **Sport Canada** or the **Québec Ministry of Education and Higher Education (MEES)**? (in French only)

NOTE



Not all event rights holders prepare request for proposal. Sometimes event rights holders set their sights on specific cities or even bypass official channels in order to award the event directly to a local organizing committee (LOC). That's why it's important for prospective bidders to keep an eye out for opportunities and proactively seek out information. For information, consider contacting your NSO and board members, following influencers in your field, and attending conferences or sports summits like SportAccord.

Stakeholder meeting

NATIONAL SPORTS ORGANIZATION (NSO)

The National Sports Organization (NSO) and the Bid Committee must agree on who is responsible for planning and managing the budget, assuming financial risk and keeping any profits resulting from the event. That's why obtaining your NSO's support is crucial. Ultimately, the NSO and Bid Committee should split operational and logistical responsibilities, with each party assessing what's needed to make the project a success.

SPORTS EVENTS MONTRÉAL

Sports Events Montréal has a network of more than 1,000 members and partners. Together, they aim to make your event one for the history books.

As Tourisme Montréal's sports tourism arm, Sports Events Montréal aims to identify and attract events that have promising potential to generate economic benefits and positive visibility for the city. The entity connects competitive event promoters with key facility operators, tourism industry representatives, government offices and more to help you plan and organize a gold-medal event.

During your first meeting with Sports Events Montréal, you'll learn about Montréal's priorities and the various incentives offered to attract sporting events. You'll also get details about financing options and conditions, potential competition venues, as well as available resources and services.

Many event-planning services are free, including:

- Analyzing event feasibility and options
- Coordinating the bid process
- Producing a bid book
- Assisting with public funding research
- Planning site inspections
- Securing commitments from hotels, sports facilities and other partners
- Providing access to a sports event toolkit
- Offering welcome services for participants
- Promoting your event on Tourisme Montréal's digital platforms
- National and International Sport Hosting Program

CITY OF MONTRÉAL – SPORTS DIVISION

The **City of Montréal's Sports Division** (Direction des sports) provides international-calibre venues, support programs, valuable expertise and exceptional leadership. It supports active living for Montréal residents and helps position the city as a destination for sport. The Sports Division manages programs, which are explained below, and facilitates major events sanctioned by international federations.

Groups interested in hosting a sporting event in Montréal should contact the city's Sports Division to gauge their interest and get their advice. They'll provide you with information about their assistance programs and let you know which municipal sports venues are available.

CITY OF MONTRÉAL – FESTIVALS AND PUBLIC EVENTS DIVISION

All public events—defined as any activity held in a public space, such as a street, park, plaza, square, etc.— are subject to municipal by-laws.

The Festivals and Public Events Division (in French only) supports all kinds of cultural, sports, historic and social events organized at the local, national and international levels. If you hope to use public spaces for your event, contact them to ask for recommendations and to check availability.

Required studies

Before formally committing to your project and soliciting financial support for it, you should develop a series of documents with information about its feasibility and potential. When you meet with stakeholders and public authorities (during the previous step), take the opportunity to ask what types of documents they think you'll need. Even though most programs are similar, they each have their own specific requirements.

Once you have an idea of what studies and plans are required, contact an expert for advice or practical assistance ([see the supplier and consultant directory](#) in Appendix A).

Sports Events Montréal and the City of Montréal's Sports Division both offer bid support services and can help you develop these studies.

FEASIBILITY STUDY

With technical, logistical and financial information, this document can help you make an informed decision on whether or not your event is feasible. Ideally, your feasibility study should be completed during the pre-bid stage, particularly if you're planning an international event. It should meet certain requirements established by the Government of Canada, Government of Québec and City of Montréal. This guide includes a directory with a list of consultants who can explain these criteria to you in detail.

PRELIMINARY BUSINESS PLAN

Prepare a preliminary business plan if you're missing key information or criteria for a full business plan, but still want to present something to a board or public authority for first impressions. A preliminary business plan can also help give you a better overall understanding of what the project entails. Your business plan will eventually have to satisfy Sport Canada's criteria for major sporting events.

COMPLETE BUSINESS PLAN

This document should be prepared before you move forward with your bid. Public funding sources will need it in order to analyze your financial assistance application. A complete business plan sets out your vision, goals, organizational structure, organizing expenses, projected revenues, existing/required infrastructure and the event's legacy. In most cases, several appendices are included with the document, covering the event program, hiring plan, legacy plan, marketing plan, official languages plan, detailed budget, and a study of the projected economic impact.

BUDGET

You must prepare a detailed budget outlining the expenses and revenues for each budgetary item. Then prepare a summary budget you can provide to potential funding providers. The MEES **recommends using this pro forma budget** (in French only). The Canada Sports Tourism Alliance (STC) offers well-structured, comprehensive budgeting software, that makes it easy to manage cash inflows and outflows.

FINANCIAL RATIOS

A working group of several funding providers compiled budget data from past sporting events held in Québec and calculated the average ratios for each expense and revenue item. These parameters are non-restrictive and intended as a basis for comparison. Event organizers may use this information to help them determine if their budgets need to be adjusted (see the Financial Ratios Table).

Various assistance programs provide support for sports events in Montréal, Québec and Canada. They're managed by different levels of government and tourism associations. A non-exhaustive list is included in [Appendix A: Support for Sports Events in Montréal](#).

Financial ratios

Expense category	Minimum	Maximum
Administration	10 %	25 %
Programming	30 %	50 %
Promotion/marketing/communications	5 %	15 %
Site and facility management	15 %	30 %
Cost of products for resale or fundraising purposes	1 %	5 %
Legacy	1 %	5 %

Revenue category	Target
Provincial	15 to 30 %
Federal	10 to 25 %
Municipal	10 to 25 %
Local agencies (regional tourism associations, local development groups, etc.)	0 to 3 %
Other revenues (private sponsorship, registration, television, merchandise)	20 to 45 %
Product and service sponsorships	15 to 35 %

ECONOMIC IMPACT STUDY

The purpose of an economic impact study is to determine how an event will affect the local, provincial and national economy. The three main factors taken into account are:

1. Tourist dollars from visitors who came to the city specifically for the event
2. Expenditures incurred by the event organizers to produce the event
3. Capital costs directly attributable to the event²

A preliminary economic impact study is required for most sports events assistance programs. The STC free Sport Tourism Economic Assessment Model (STEAM) is only available to STC members. Their STEAM PRO model costs about \$5,000 and requires onsite primary data collection and a detailed analysis.

The STC model is recognized by Canadian Heritage (Sport Canada), the MEES, municipalities across Québec and the sports and tourism industries. However, Québec's Ministry of Tourism, which offers the **Financial Assistance for Festivals and Tourist Events** (in French only) program, has its own attendance study methodology requirements.

² Source: [Sport Tourism Canada](#).

Stakeholders



Success factors

- Availability of event information and the RFP
- Stakeholder support
 - Confirmation of support from the NSO, Sports Events Montréal, the municipality and provincial/federal funding providers
 - Alignment with the PSO/NSO's event hosting plan and Montréal's strategic plan for attracting events.
- Venue availability
- Credibility and accuracy of studies
- Risk analysis
- Promoter's event planning experience
- Sufficient financial support for the event

Time frame

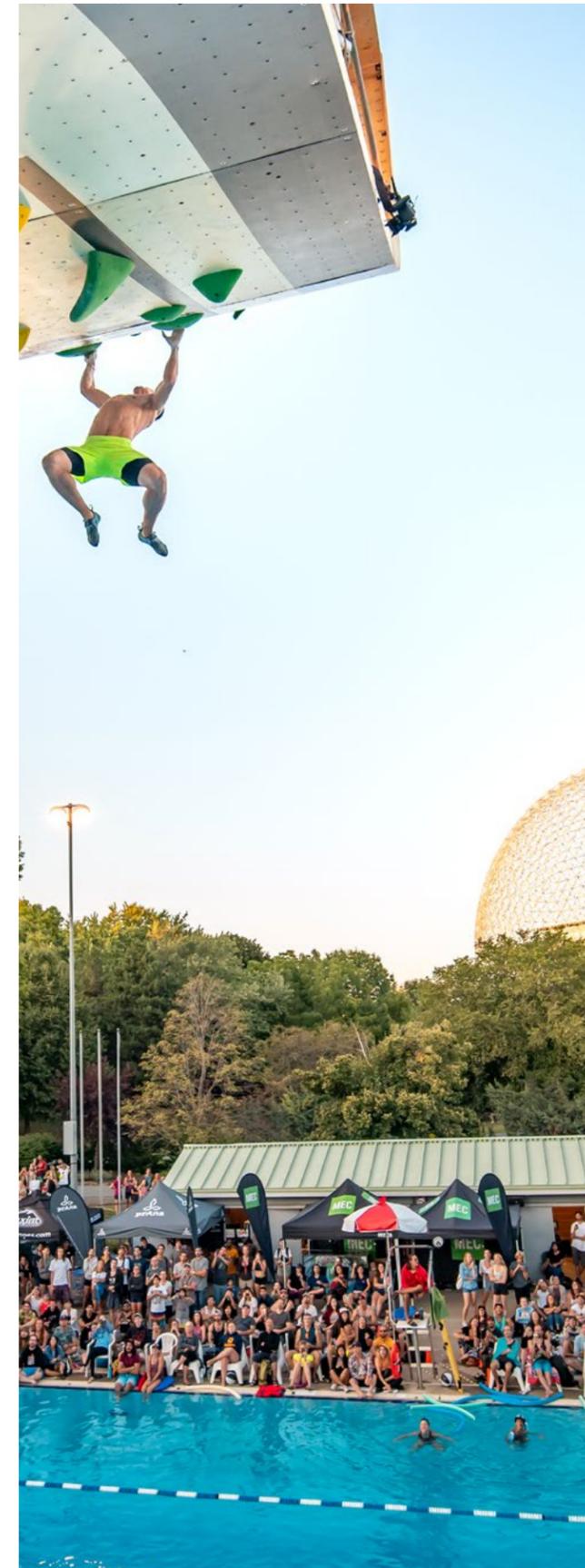
The pre-bid phase should begin at least **one year in advance** of the bid phase for national events or **18 months in advance** for international events. However, these time frames may vary, depending on the scope and complexity of the event.

Important documents

- Detailed RFP
- Feasibility study
- Economic impact projections
- Business plan
- Budget
- Confirmation of the competition venue booking
- Class D estimate from a professional architecture or engineering firm for required facilities

Resources

- [STC website](#)
- [Business plan*](#)
 - Scope of work
 - Marketing
 - Sustainability
 - Human resources
 - Fit-out
 - Host broadcaster
- [STEAM Economic Impact Projections*](#)
- [Bid Evaluation Model*](#)
- [Sustainable Sports Event Template*](#)
- [Sport Event Marketing Template*](#)
- [Request for Proposal Template*](#)
- [The City of Montréal's Handbook for Sports Events Promoters](#) (in French only)
- [The City of Montréal's List of Sports Venues](#)
- [The Old Port of Montréal and Montréal Science Centre's Event Planning Guide](#)
- [Greater Montréal's Sport and Recreation Facilities Map](#) (in French only)
- [Montréal's Sports Events Strategy](#)
- [Montréal's Sports Facilities](#) (in French only)
- [Organizing an Event in Montréal-North – A practical guide for promoters](#) (in French only)
- [Planning and Organizing Sports Events](#) (in French only; SPORTS-QUÉBEC and MEES)
- [Handbook for Holding Sustainable Events](#) (in French only)
- [List of guidelines and resources for eco-friendly action](#) (in French only)
- [Federal Policy for Hosting International Sport Events](#)
- [List of PSOs recognized by the MEES](#) (in French only)
- [List of NSOs recognized by Sport Canada](#)
- [List of suppliers \(see directory in this document\)](#)
- [Case study: 2017 World Artistic Gymnastics Championships](#)
- [Appendix A: Support for Sports Events in Montréal](#)
- [Support Program for Local Watersports Events](#) (in French only)



* STC members only

Expression of interest



The Bid Committee may include the following members: bid manager, communications advisor, city or tourism bureau representative and bid strategy consultant. The committee's role is to get the bid approved by the event rights holders and garner support from funding providers and other stakeholders. Once a bid has been selected, the baton gets passed to the Transition Committee, which will then kick off event organization activities.

Process

Gaining stakeholder support

Stakeholder support is crucial for a successful international bid. Your NSO should award you the rights to hold the event and agree to participate. Meanwhile, your PSO can liaise with local clubs so that you can draw from their volunteers and leverage their knowledge of available sports facilities, suppliers and potential partners. Keep in mind that certain government programs are only available to sports that are officially recognized by the International Olympic Committee, Sports Canada or the MEES. These programs may also require transactions to be conducted through official sports organizers, which underscores the importance of their role.

At this stage, the Bid Committee should seek engagement letters from organizations in the finance, services and other relevant sectors. These may include facility owners, public or private funding sources, sports organizations or clubs, Sports Events Montréal, CSM and/or sponsors. Requests for support from Sport Canada should be submitted by your NSO, while your PSO solicits support from the MEES.

It's always a good idea to solicit support from private-sector partners right from the earliest planning stages.

Venue availability

Montréal's top sports complexes—such as Parc Jean-Drapeau, the Olympic Park and Complexe sportif Claude-Robillard—as well as the adjoining public squares are managed by the City or other partners. To check availability, contact Sports Events Montréal or the facility managers directly by consulting the non-exhaustive list of local **sports facilities** in Montréal or **map of Montréal's sport and recreational facilities** (in French only). If you require additional information or assistance, contact Sports Events Montréal or the City of Montréal's Sports Division.

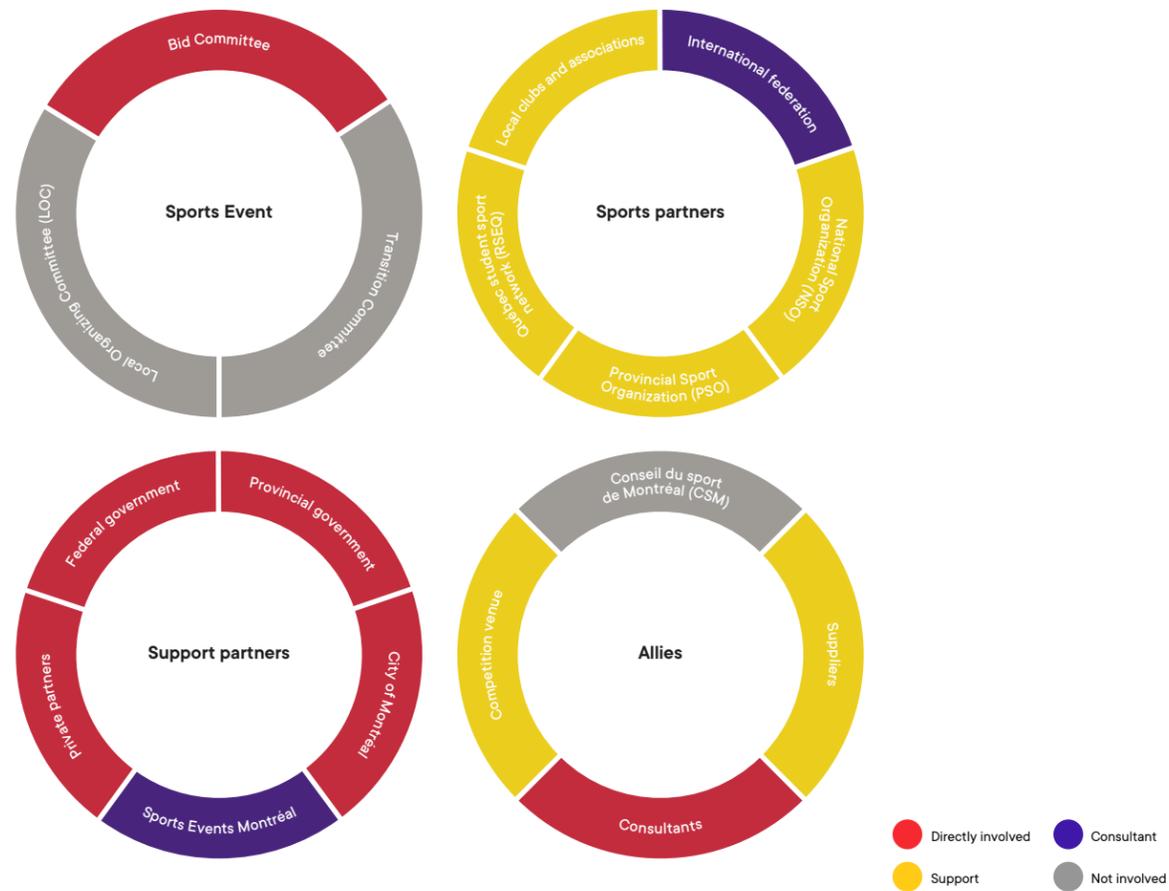
NOTE

Timing for obtaining public-sector support

There aren't any hard and fast rules about when you need to obtain confirmation from different levels of government or in what order.

It's usually helpful to get support from Sports Events Montréal first. For major events, the municipal, provincial and federal governments work together to establish how much financial support they will provide, based on the criteria of their respective programs and the financial ratios presented on Page 11. At this stage of the game, all information you exchange should still be considered strictly confidential. The amount of funding you receive from the provincial government may depend on how much the federal government awards you. Similarly, grants from the City of Montréal may depend on how much you receive from the provincial or federal governments. Once these decisions have been finalized, the federal government is usually the first to announce its support, followed by the province and then the city.

Stakeholders



Reserving accommodations

If your event's participants or spectators will require accommodations, start looking into options during the bid preparation process. In Montréal, you'll find everything from international chains to boutique hotels to university dorms. A list of local hotels is available in the [accommodations section of the Sports Events Montréal website](#).

Keep in mind that local hotels may already be filling up on your dates, especially if your event is scheduled to take place during high season (May to October). Since accommodations for participants should be affordable and located near the competition site, you should reserve one or several blocks of suitable rooms as a provisional solution.

If you'd like to send an accommodations request to several establishments, fill out [this form](#) or send your application to Sports Events Montréal.

Some **consultants**, like professional meeting planners and destination management companies, can help you find, negotiate and manage blocks of rooms. You may also want to call on a sports event management company to handle registration, scheduling and communications, and get all this set up on a dedicated website. If they don't handle the accommodations, consider adding an interactive map on your website so that participants can view nearby options. This way, the LOC does not have to make a commitment to use rooms at a specific establishment.

PRO TIP 

It's worth taking the time to sit down with your agency or Sports Events Montréal to discuss:

- Contract types (holding a block of rooms or reserving spaces and rooms)
- Penalty clauses
- Cut-off date for releasing rooms
- Range of accommodation options
- Preferred rates on rooms and other concessions



Success factors

- Confirmation in writing of the accommodations and competition venue bookings
- Letters of engagement from public funding providers and private partners
- Formal support from the PSO and NSO

Time frame

- Allow at least 2 months for stakeholders to issue letters confirming your event's eligibility for the program in question.

Important documents

- Support letters
- Agreements in principle
- Documents required for support applications
- Letters patent of the organization
- Resolution of the board of directors authorizing bid submission and designating a person responsible for signing an agreement to this effect
- Resolution of the board of directors or other written document from the rights holder designating the organization as the event organizer
- Written confirmation that the facilities, equipment and sites used are available, adequate, safe and suitable for hosting the event
- Authorizations, sanctions and permits required to hold the event
- Budgetary projections for the event (if not indicated on the form)
- Proof of insurance for the event
- Balance sheet or financial statement from the previous edition of the event

Resources

- [Appendix A: Support for Sports Events in Montréal](#)
- [Tourisme Montréal's List of Suppliers](#)



National Bids



National bids are prepared jointly by the PSO, the City of Montréal, Sports Events Montréal and the Bid Committee. However, NSOs sometimes appoint a city as the national bidder without going through a bid process. At this stage, pre-bid documents should be updated. It's now time to put together a bid book to submit to the rights holder. You may need to organize a site inspection for the selection committee and present the bid to the NSO or rights holder.

Procedure

Bid book

The various bid documents are compiled into a package and submitted to the selection committee. The bid book may be presented as simple text or with a more elaborate layout. It may be in print or digital format and, if required, include completed and signed forms.

Bid book requirements vary, depending on the event. However most contain the following items (order may vary):

- Letter of introduction and word of welcome
- Bid highlights
- Support from the community, bid committee or organizer
- Benefits for the rights holder and for promoting physical activity
- The host city and its key attractions
- Competition venue or sports facilities
- Accommodations
- Transportation
- Logistics
- Marketing and communications
- Legacy
- Budget
- Appendices

Sports Events Montréal offers free bid book design and production services.

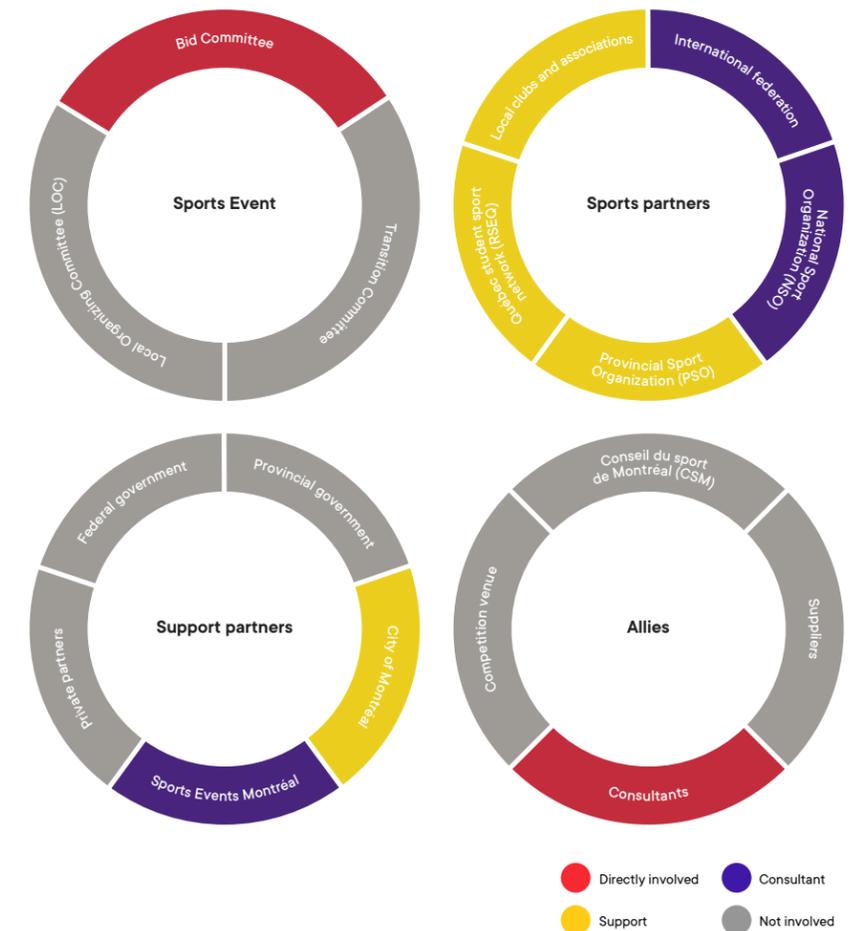
Representation

In order to prepare a successful bid and position Montréal as the best host city for the event, you need to have a clear understanding of the selection criteria, including which factors are the most important. It's also useful to know which other cities are bidding and who sits on the assessment committee. To do so, contact the selection committee and the event rights holder to ask which key criteria they're looking for. You can also review past events to learn from their successes. By asking questions and expressing interest, you'll show just how serious and motivated your bid committee is.

Official selection

If the bid is accepted, the NSO will officially announce Montréal's bid. The Bid Committee will then prepare to submit its international bid. If the bid is not selected, the Bid Committee must inform all involved stakeholders and release any facilities reserved for the event.

Stakeholders



Success factors

- Experienced Bid Committee
- Deadlines met
- Quality bid book that meets the NSO's criteria
- Proof of support for your bid
- Montréal selected as Canada's bidding host city

Time frame

Deadlines are established by the NSO. Allow 3 weeks to prepare and produce the layout for your bid book, which should already contain much of the required information.

The decision-making process is determined by either the event rights holder or the NSO.

Important documents

- Updated business plan including new information or requirements
- Bid book
- NSO contract

Resources

- Bid book template from Sports Events Montréal (available upon request)
- **Tourisme Montréal Media Library** (photos and videos of Montréal)
- **Tourisme Montréal Toolkit** (documents on key attractions, events, hotels and restaurants, as well as photos, videos, maps and itineraries)
- **National Sport Organization Bid Evaluation Model**
- **Event Contract Template** for rights holders



NOTE

If the bid is not selected during the national or international process, here are a few things you should do:

- Send a thank-you letter to all the organizations that supported your bid. These may include various institutions, chambers of commerce, associations, sports organizations, venue owners, sponsors, Bid Committee members and service providers.
- Assess the bid preparation and event planning process in order to gain lessons learned.



International bids



Once the NSO has selected Montréal or the Province of Québec, it will work with the City of Montréal, Sports Events Montréal and the Bid Committee on the bid book to submit to the international federation.

Procedure

If Montréal's bid is selected at the international level, the bid book must be updated with any new specifications. A site visit may be organized with the Selection Committee, as well as a presentation to the international federation and rights holder organization. The Bid Committee should also seek community support.

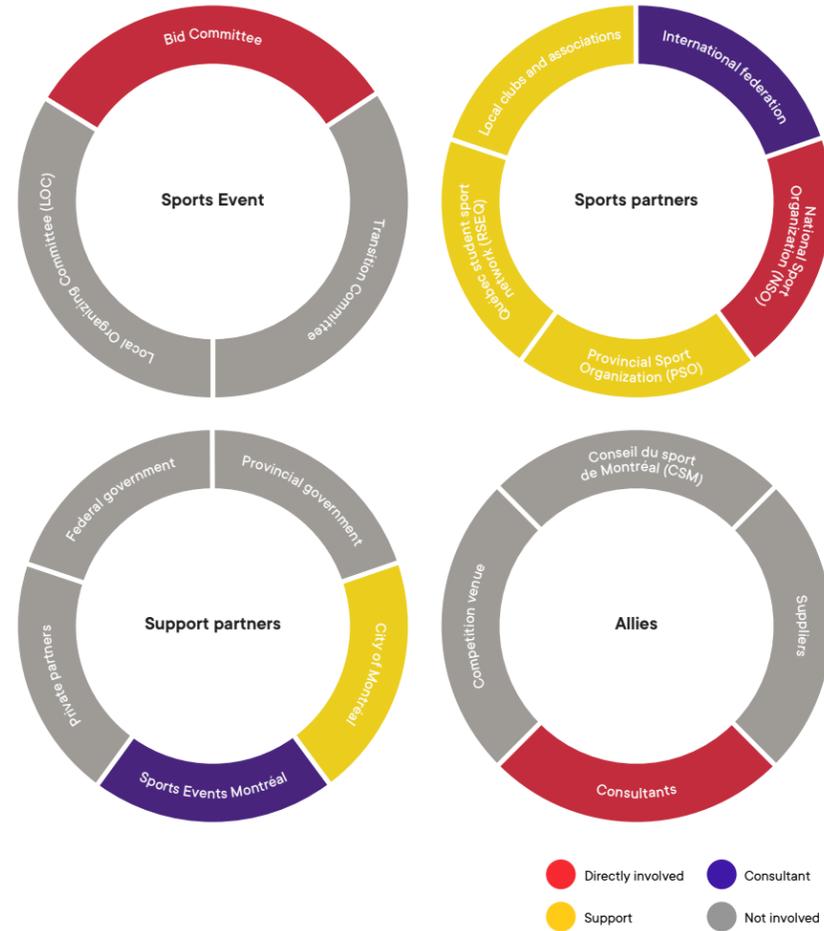
Government support may be available for the international portion of bids for international multisport games and international single sport events. For international multisport games, a coordination committee must be set up to liaise between federal, provincial and municipal agencies, the NSO and the Bid Committee. A separate working group (such as a communications committee) should also be created.

For these events, the Bid Committee should call on the NSO and all levels of government to aid with the transition. Separate working groups are created to oversee the deliverables, including the international bid.

Demonstrating social acceptance is an important aspect of international bids. Since local support is closely tied with the community's perception of the event's long-term economic, sport and social benefits, this point should be carefully considered at the bid stage.

If Montréal is selected, the Bid Committee will prepare an official announcement in collaboration with the event partners. If the bid is not selected, the Bid Committee must inform all involved stakeholders and release any facilities reserved for the event.

Stakeholders



Success factors

- Experienced Bid Committee
- Deadlines met
- Quality bid book that meets the international federation's criteria
- Proof of support for your bid
- Montréal selected as the host city by the international decision-maker

Time frame

Bid submission deadlines and the amount of time allotted for bid evaluations are determined by the international federation. The process usually takes a few months. However, the decision-making process is determined by the event rights holder.



Important documents

- Commitment from the federal and provincial governments to support the bid and provide the amounts indicated in the bid budget
- Updated business plan, including new information and requirements
- Production of the international bid strategy
- Production and implementation of community communications and engagement plans
- Production and approval of the transition plan and transition budget applicable to the handover from the Bid Committee to the future LOC
- Production of the international bid book
- Signed contract with the international rights holder

Resources

- Bid book template from Sports Events Montréal (available upon request)
- **Tourisme Montréal Media Library** (photos and videos of Montréal)
- **Tourisme Montréal Toolkit** (documents on key attractions, events, hotels and restaurants, as well as photos, videos, maps and itineraries)
- **National Sport Organization (NSO) Bid Evaluation Template**
- **Event Contract Template** for event rights holders

Transition Bid phase to organization phase



Once Montréal has been officially selected, you must determine which entity will act as the Transition Committee tasked with handing the project over from the Bid Committee to the Local Organizing Committee (LOC). Among other things, the Transition Committee will create a LOC that includes key people from the Bid Committee and other contributors. Together, they will review the information developed during the previous phases and ensure the LOC has the information it needs to work effectively. They will also ensure that the LOC has a solid governance structure.

Procedure

For regular national or international events, the Bid Committee can transfer the file directly to the Organizing Committee, with no need for a Transition Committee. In addition to appointing a board of directors, the Transition Committee will approve the hiring of a general manager and carry out all event organizing tasks until an LOC is officially set up.

There are four different possibilities for determining the LOC:

1. The PSO or NSO becomes the event representative and oversees the organization process directly
2. A club is assigned with the organization process
3. A non-profit organization is set up in accordance with **Business Registry standards**
4. A private promoter is contracted to organize the event

Success factors

- Creation of a Transition Committee
- Creation of a qualified LOC with sufficient members
- Complete knowledge transfer from one committee to the other

Time frame

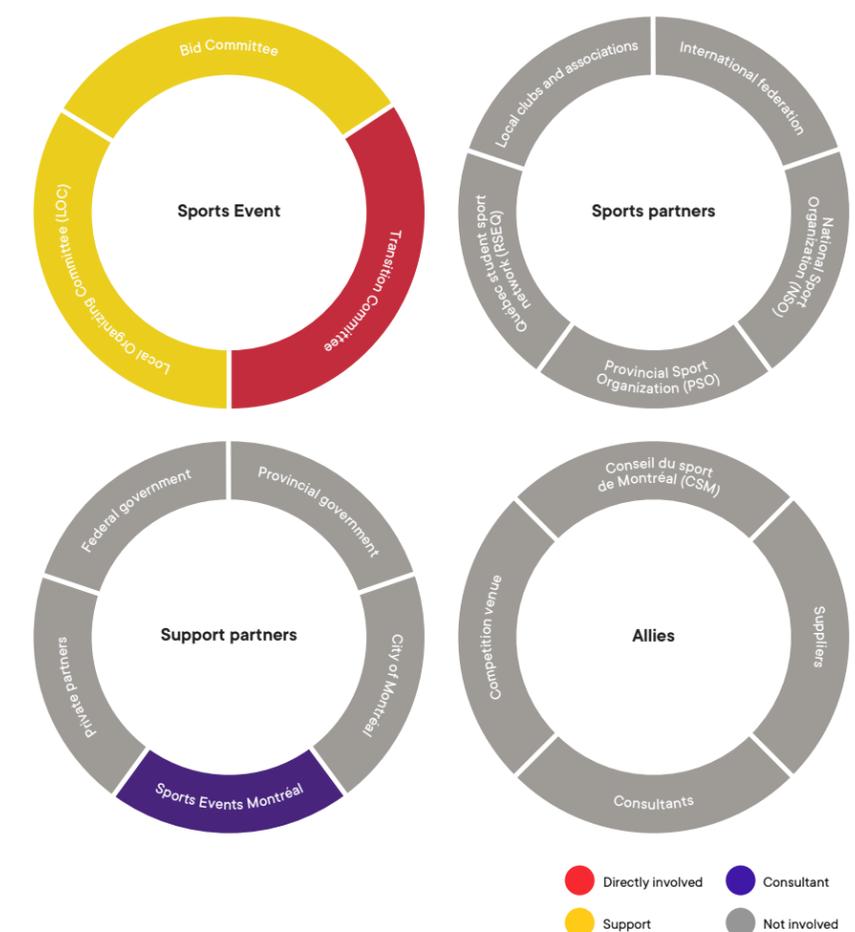
- 3 to 6 months, depending on the event

NOTE



Only non-profit organizations may apply for support from public funding providers. Private promoters should therefore consider incorporating.

Stakeholders



Important documents

- Transition plan (from Bid Committee to the LOC)
- Event organization contract (if the NSO delegates organization responsibilities to a third party)
- Transition phase budget
- LOC incorporation
- Quality planning documents
- General regulations
- Clearly defined LOC's structure and leadership: board of directors, finance and management committees, and general manager

Ressources

- **Transition Plan Template** (STC document)

Planning the event



During the planning phase, the LOC should review the information in the bid book and activate its components.

Procedure

A detailed description of the planning process is available in SPORTSQUÉBEC's **Sports Events Planning and Organization Guide** (available in French only).

Main pre-event planning stages:

1. Creating the Organizing Committee
2. Establishing policies and procedures
3. Confirming or reviewing the event's mission and objectives
4. Producing schedules and a critical path
5. Developing plans: communications, PR, marketing, broadcasting, sponsorships, human resources, logistics, site layout, equipment management, financing
6. Creating volunteer committees and a recognition program
7. Controlling and reviewing the budget
8. Activating the legacy program and integrating it into the LOC's activities

As soon as the planning phase gets underway, contact Conseil du sport de Montréal. They provide invaluable service in a variety of areas to help make sports events successful.

NOTE



Add some Montréal flair to your event

Sport competitions can be a great opportunity to connect with the host community and experience local culture. Give participants a taste of Montréal's signature style and unique personality outside the championships. Sports Events Montréal believes in the importance of collaborating with event organizers to plan special additions that will capture participants' imaginations before they arrive and long after they return home.

Conseil du sport de Montréal

Our vision is to make Montréal shine as a sports destination on both the local and international stages.

For support provided to organizing committees, the CSM chairs the Groupe des partenaires des événements sportifs de Montréal (GPESM), which includes the following organizations: Sports Events Montréal, the City of Montréal, the Olympic Park, the RSEQ and Parc Jean-Drapeau.

More concretely, the CSM offers the following services to organizing committees of national and international sports events in Montréal:

VOLUNTEERS

- Recruit volunteers using a specific sports events database
- Provide consulting services on volunteer recruitment

COMMUNICATIONS

- Post in the Montréal's sports events calendar on the CSM web site
- Promote the event on the CSM's digital platforms
- E-mail Montréal sports media

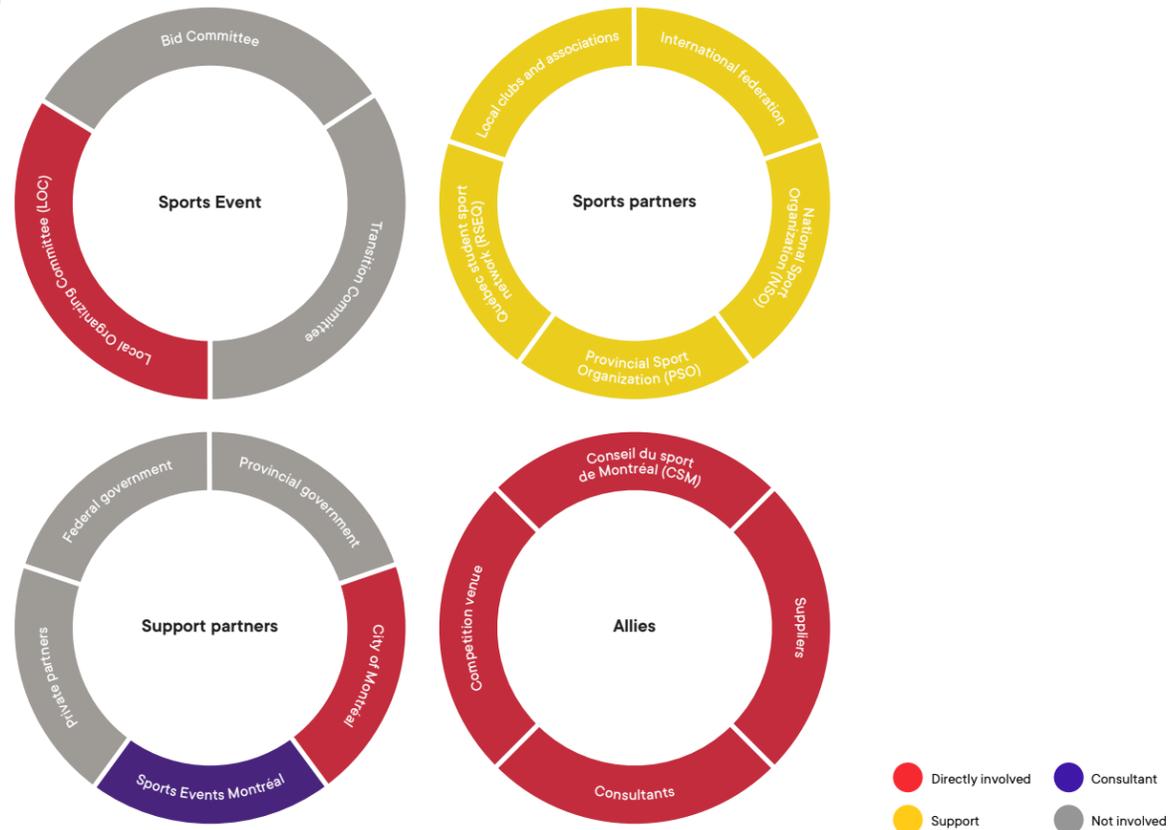
PLANNING AND LOGISTICS

- Provide advisory services on event planning (organizational chart, partnership, etc.)
- Help organize a sports discovery activity for students as part of your event
- Provide advisory services on legacy plans
- Offer equipment rentals (signage structures, flags, wiring, etc.)

Success factors

- Quality planning documents
- Proactive communications with stakeholders
- Human resources
- Adhering to the budget
- Adhering to the work schedule and meeting deadlines

Stakeholders



Time frame

Planning times vary from one event to another. However, most international federations award smaller events at least 12 months in advance so that LOC team members can attend the previous year's event as observers. For major international single sport events sanctioned by a federation, events are typically awarded 3 to 5 years in advance. Large multisport games are awarded 7 or 8 years in advance.

When developing the calendar, be sure to include the following steps and adapt them to your event's needs:

- **28 to 25 months in advance:** establish the general management team
- **24 to 21 months in advance:** produce the general management, finance, administration and marketing plans, and observe the current edition of the event
- **20 to 17 months in advance:** implement the finance, administration and marketing plans
- **16 to 13 months in advance:** establish the senior executive team
- **12 to 10 months in advance:** produce the operations plan
- **9 to 7 months in advance:** allocate resources
- **6 to 4 months in advance:** implement plans
- **3 to 1 months in advance:** final preparations

Important documents

- Event roadmap
- Risk management plan and legal framework
- Staffing and volunteer recruitment plans
- Work plan
- Event program
- Site development/layout plan
- Media plan
- Visibility protocols and sponsorship policy
- Liquor permit
- Security agent certification and contracts
- First aid certification and contracts
- Risk management plan
- Sports facility form
- Montréal Fire Department form
- Contracts with accommodations providers

Resources

- **Pageantry Template Resource Manual** (STC members)
- **Sports Event Promoter's Guide for Hosting Successful Events in the Public Sphere** (in French only)
- **RBQ Outdoor Events Guide: Fairs, Carnivals and Festivals** (in French only)
- **Canadian Centre for Ethics in Sport** (CCES)
- **Guide for preparing for public shows with special effects** (in French only)
- **Food Recovery Program from La Tablee des chefs**
- **Montréal Fire Department**
- **Liquor permit** (in French only)
- **Sports Event Planning and Organization Guide from Sports Québec** (in French only)

Holding the event



The end of the planning phase marks the beginning of your event. At this exciting stage, there are two main things to focus on: preparing the site and overseeing the actual event.

Procedure

Set-up and final preparations

During the days leading up to D day, your team will be focused on getting the event venue set up.

You need to ensure that the competition area meets all requirements and the work spaces for officials and employees are suitable.

General site set-up checklist:

- Prepare site layout and setup
 - Assemble and equip workspaces, including the operations control room and other areas
 - Set aside an area for receiving and storing supplies and equipment
 - Set up a communications centre and internal communications system
 - Prepare the main lobby and volunteer lounge
 - Distribute radios and/or connect the internal communications equipment
 - Distribute accreditation cards for site access control
 - Install site signage and décor items
- Hold operations control meetings
- Complete the technical site compliance inspection
- Activate the daily site opening and closing procedures
- Activate the general and specific site access control procedures

Competition day(s)

After so much preparation, it's finally time for the competition to begin. The LOC gets to operationalize its plans and hold the much-anticipated event.

Event operations checklist:

- Activate the daily site opening and closing procedures
- Perform a technical competition site compliance inspection
- Allow LOC members into the site
 - Open the main lobby and volunteer lounge
 - Distribute radios and/or connect the internal communications equipment
 - Distribute accreditation cards for site access control
- Welcome volunteers and direct them to their work teams
- Hold operations control meetings
- Activate the general and specific site access control procedures
- Open the athlete and guest reception area
- Open the spectator reception area (ticket office)
- Complete various other tasks in the event program, including those related to the Legacy Plan's knowledge transfer program

NOTE

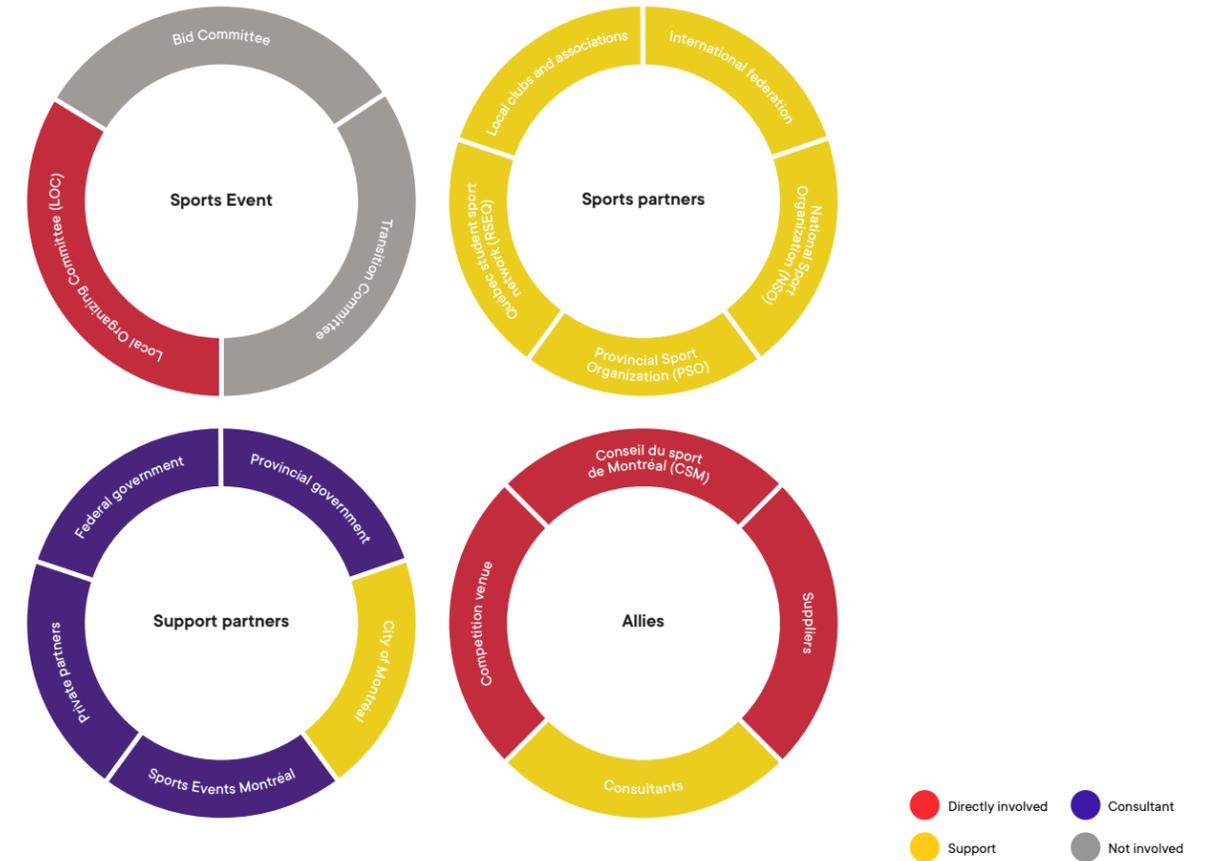
Welcoming dignitaries and VIPs



All VIPs deserve a proper welcome. Make sure you review the protocol for each individual and apply any special etiquette procedures or instructions. Some individuals or groups may require comprehensive assistance that covers everything from airport reception, transportation, accommodations and service right through to departure. Sports Events Montréal will be delighted to help you with this aspect, so please don't hesitate to ask.

If you have a designated VIP area, be sure to inform your partners. You'll want to mention transportation provisions, including parking, shuttle service and/or access to public transportation. Also let them know where to pick up their accreditation.

Stakeholders



Success factors

- Ensuring the entire event goes according to plan
- Managing risks, unforeseen events and accidents effectively
- Good media coverage
- Number of spectators
- Number of participants
- Favourable economic study
- Favourable survey of participants and spectators (especially the origin and attendance studies, and the economic impact study)
- Positive comments from the rights holder

Time frame

- Anywhere from 1 day to 3 weeks, depending on the event

Important documents

- Origin survey
- Data collection for economic and media impact studies
- Results sheets
- Press review

Helpful resources

- [Economic impact assessment report STEAM PRO2.0](#) (real time)



Post-event phase



With everything that goes into planning and holding a major event, it's easy to forget the competition site closure and official LOC wrap-up activities. The event's long-term impact on the city is measured by its legacy to the community, one that will likely span decades.

Procedure

Closure of event site

The LOC's immediate responsibility is to make sure the event site is restored to its original condition. At this point in the work schedule, tear-down and clean-up become the priority.

- Tear-down
 - Dismantle workspaces (operations control room and other)
 - Take inventory and pack up leftover supplies, and return equipment to suppliers
 - Take inventory and return radios and/or internal communication tools
 - Dismantle and recover site signage and décor items
- Complete the technical site closure inspection

Wrap-up of LOC activities

The LOC must also prepare reports and close the books. This includes producing a balanced financial activity report with actual earnings and expenses, and finalizing paperwork required by funding providers. Once the dust settles, the LOC should plan activities to recognize the people who worked to make the event a success.

- Event wrap-up checklist:
- Prepare the various activity reports
- Hold recognition and acknowledgement activities for the organization's members, volunteers and staff
- Take an inventory of supplies and equipment
- Finalize the activities of the Event Legacy Program
- Send thank you notes to event partners
- Organize an activity to thank partners
- Submit activity reports to the key funding providers
- Liquidate the corporation's assets
- Closeout contracts with temporary staff
- Prepare documents for organizations that grant event organization awards (e.g., PRESTIGE Award)
- Finalize outstanding legal issues
- Close books and prepare financial statements

Knowledge transfer

After the event, it's important to dedicate some time to collecting and sharing insights and lessons learned.

Create a reference file with documents that can be used as templates for future events and other useful information. Save these documents in an easy-to-share format, and store them on a hard drive or your organization's website.

Legacy

Once the event is over, the LOC must ensure that a legacy monitoring process is set up as planned.

Stakeholders



Success factors

- Achieving balanced financial results (as budgeted)
- Implementing a legacy plan
- Producing a quality transition document and saving all event documents
- Industry award nomination
- Meeting post-event deadlines

Time frame

Tear-down can take up to one week. Knowledge transfer may take place over several years if the information is properly saved. Legacy benefits can last decades.

Important documents

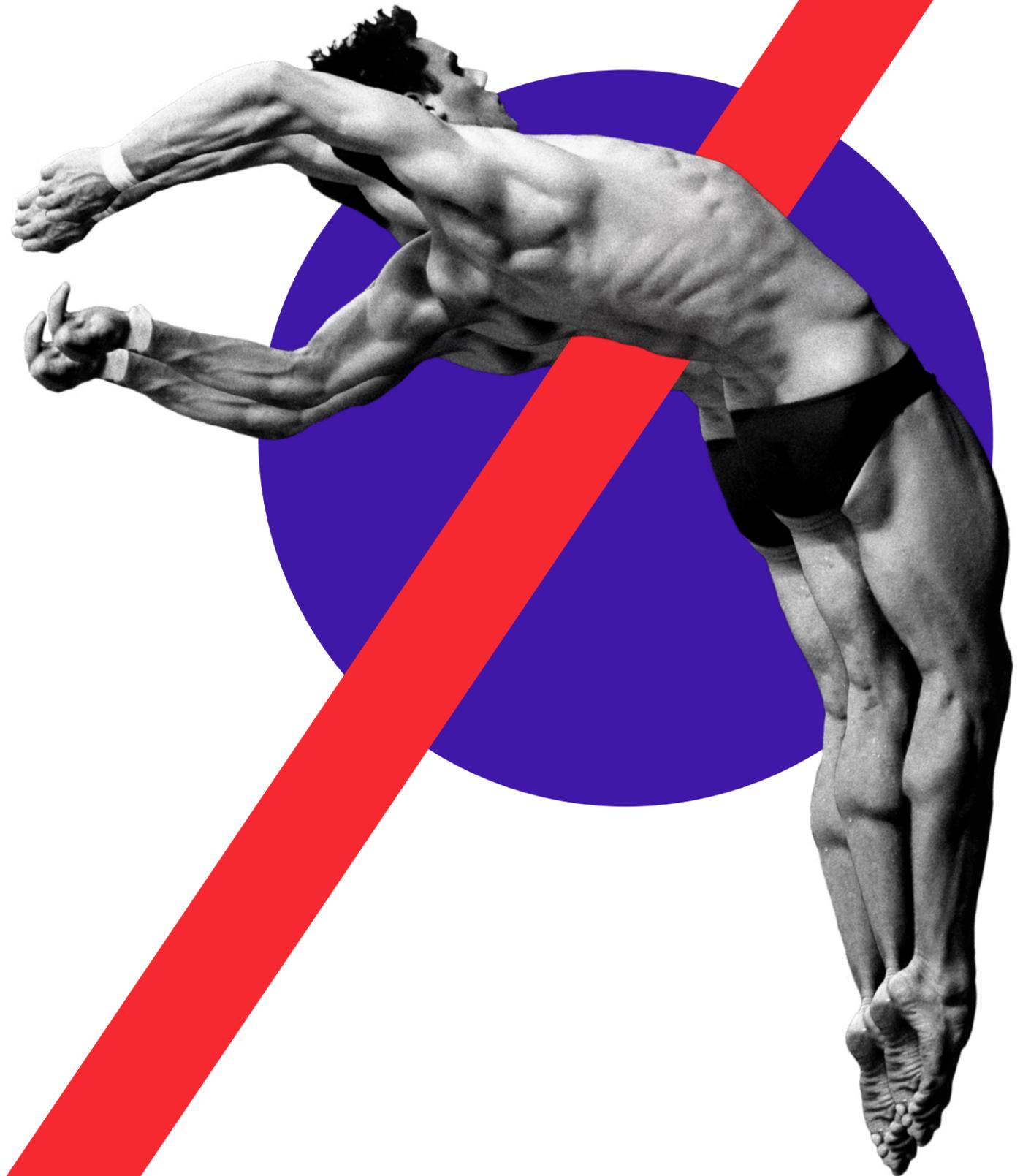
- Activity reports
- Knowledge transfer documents
- Satisfaction survey
- Equipment and supply inventories
- Financial report or audited financial statements
- Eligible expense accounts to submit to funding providers
- Government tax refund applications (non-profits)
- Economic impact study
- Media impact study
- Refer to the programs established by the City, the MEES and Sport Canada

Helpful resources

- STEAM 2.0
- CSM Sport Legacy Template (available upon request)



Appendices



Supplier and consultant directory

Promoters

- [Evenko](#)
- [Gestev](#)
- [OSS Motorsport](#)
- [Synchro Sport](#)
- [Tribu Expérientiel](#)
- [Tricon Events](#)

Consultants

- [Agence Biceps](#) (in French only)
- [Francis Jetté](#)
- [Hookay](#)
- [LBB Sport](#)
- [Qualified firms for producing spectator origin and attendance studies](#) (in French only)
- [Organisports](#)

Public relations and communications agencies

- [Les Rassembleurs](#) (in French only)
- [M.A L'allier Relations publiques](#)
- [SportsCanadaTV](#)
- [Sport Law & Strategy Group](#)
- [Véronique Lavoie Communication Active](#) (in French only)

Suppliers

- [Exhibition management and convention organizers](#)
- [Tourisme Montréal Directory](#) (accommodations, food and supplies)
- [SportCourt](#) (flooring)
- [TVGo](#) (in French only)

Accommodations

- [RoomRoster](#) (tournament management software)
- [Stay22](#)

Environmental responsibility

- [Conseil québécois des événements écoresponsables](#) (CQEER)
- [Équiterre](#)

Other

- [INSQ certified stakeholders](#)
- [Montréal's Sports Venues](#) (non-exhaustive list of major facilities)

Want to add your business or organization to the list?

Contact sport@mtl.org

Appendix A: Support for Sports Events in Montréal

Here's a helpful list of potential partners for your sports event in Montréal.

Sports Events Montréal

ROLE

- Play a leadership role in the development of the market and diverse advocacy activities, including promotional activities.
- Act as the first point of contact for sports event promoters and lead bid coordination efforts.

SERVICES

- Bid book production
- Provide end-to-end services to bid committees, such as assisting with budgets and funding applications, and providing templates for business plans, marketing plans and contracts
- Find available hotel rooms, sports facilities, transportation and other services from our partners
- Plan site inspections
- Create promotional materials
- Provide assistance to the services department once the event is confirmed

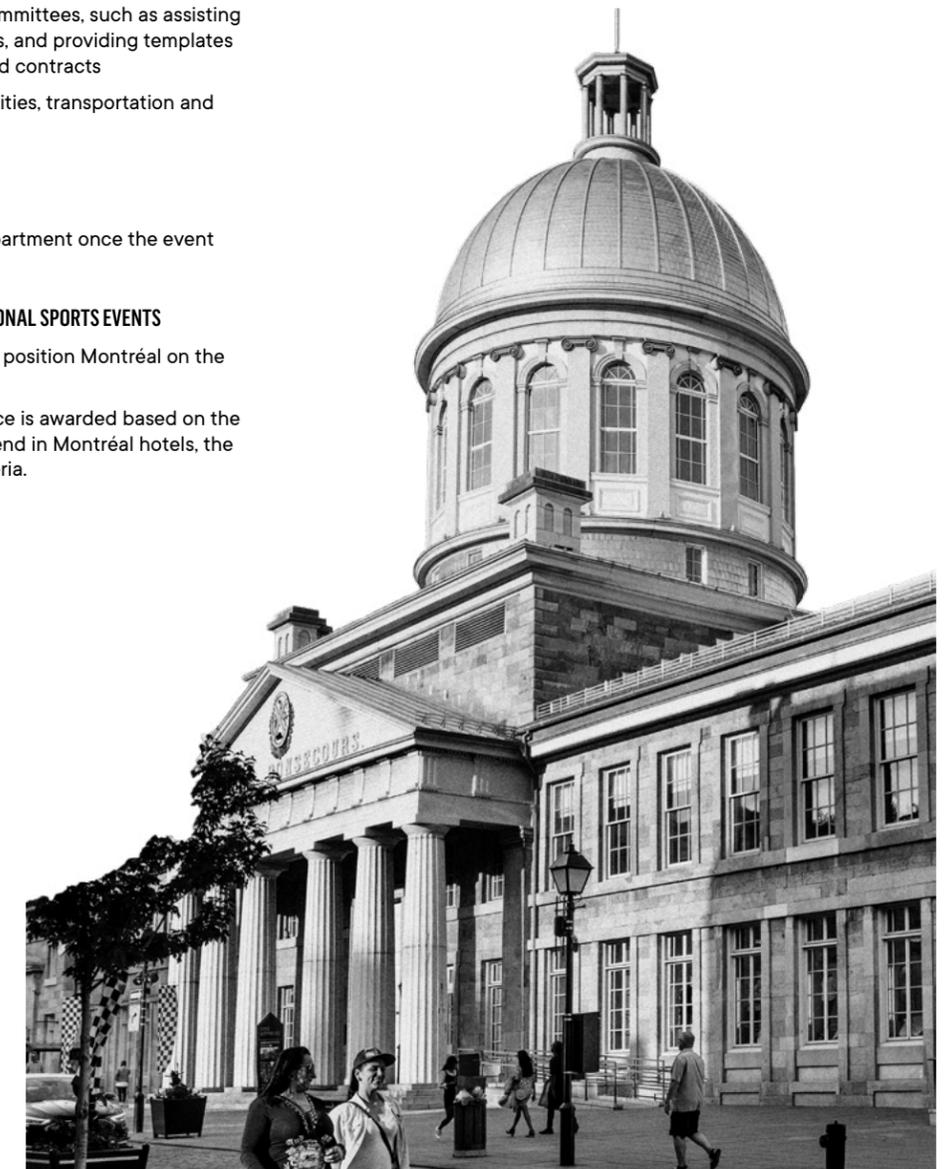
HOSTING PROGRAM FOR NATIONAL AND INTERNATIONAL SPORTS EVENTS

- Provide support for sports events that position Montréal on the national and international stage.
- Under this program, financial assistance is awarded based on the number of nights that participants spend in Montréal hotels, the number of participants and other criteria.
- [More information](#)

CONTACT

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Véronique Riopel
Advisor, Sports Market
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City of Montréal – Sports Division

ROLE

- Offer major sports facilities, proven programs, expertise and leadership to help Montréalers be physically active and to enhance the city's appeal as a sports destination. Support active living for Montréal residents and help position the city as a destination for sport.
- Develop and strengthen Montréal's expertise and know-how in bidding on major sports events and organizing them.

SERVICES

- Support for applications: financial component, consulting, identification of infrastructure.
- Support for events: a city employee will coach the LOC at every stage of the project and coordinate the municipal services required for the event.

SUPPORT PROGRAM FOR INTERNATIONAL, NATIONAL AND MUNICIPAL SPORTS EVENTS

- Eligible sports include those recognized by the International Olympic Committee, Sport Canada or the MEES, as well as parasports and emerging sports
- Answer given within 90 days of bid submittal
- **Guide for Sports Event Promoters** (in French only)
- **Support program for local watersport initiatives** (in French only)
- **More information**

CONTACT

Catherine Bélanger
Planning Advisor – Team Leader
Events and Sports
Major Parks, Mount Royal and Sports Department
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Tél.: 514 872-0631

Conseil du sport de Montréal

ROLE

- Support sports development at the regional level in partnership with multisport organizations, regional associations, sports clubs and different stakeholders on the island of Montréal
- Provide support to athletes, training groups, coaches and sports stakeholders through its ESIM program
- Provide support to organizing committees for sports events
- Chair the GPESM
- Mobilize and bring the sports milieu together through different activities, including organizing the Sommets du sport de Montréal
- Recognize key sports stakeholders in the region through different activities, including organizing an annual sports gala

SERVICES

- Help develop strategic alliances between event organizers and different interest groups
- Provide access to a vast network of professional stakeholders and volunteers who specialize in organizing sports events
- Provide assistance with managing human resources and volunteers
- Help develop a legacy program prior to the event, as well as integrate and implement it during and after the event
- Help secure greater media coverage
- Offer support with preparing and organizing events

CONTACT

Laurier Thériault
General Manager
laurier@conseilspportmontreal.ca
Tél.: 514-207-2279

All financial support programs are subject to specific conditions and deadlines. Take note of these dates and remember to factor in enough time to receive an answer.

Other financial support

Québec Ministry of Education and Higher Education

SPORTS EVENT SUPPORT PROGRAM

- **Internet site** (in French only)
- This program supports national and international sports events, as well as general sporting events open to the public in Québec.
- Financial assistance is available to PSOs and non-profit sports organizations.

CONTACT

Dave Leclerc
Sports Advisor
dave.leclerc@education.gouv.qc.ca

SUPPORT PROGRAM FOR INTERNATIONAL SPORTS EVENTS (PSESI)

- **Internet site** (in French only)
- This program provides funding for world championships, world cup events, Pan American championships, and world-class tournaments.
- Funding applications must be submitted by PSOs that are recognized by the MEES.

CONTACT

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Québec Ministry of Tourism

FINANCIAL ASSISTANCE FOR FESTIVALS AND TOURISM EVENTS

- **Internet site** (in French only)
- The program's objectives are to:
 - Support the growth of major festivals and tourism events that position Québec on the national and international scene
 - Bolster festivals and tourism events across Québec to increase regional vitality and improve the tourism offering
 - Encourage innovation and seize opportunities to make sure Québec remains a hotbed for festivals and tourism
- Financial assistance is awarded to projects with potential to positively impact tourism.

CONTACT

Charles Lacasse
Tourism development advisor
Department of Customer Service and Program Management
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Québec Ministry of Municipal Affairs and Land Occupancy

SECRETARIAT FOR THE METROPOLITAN REGION

Municipal Fund for Initiatives and Promotions (FIRM)

- **Internet site** (in French only)
- FIRM was established by the Minister responsible for the Montréal region as a major driver of economic, cultural and social development.
- The Fund aims to promote the city's economic, cultural and social development as well as to strengthen its reputation across Canada and internationally.
- It supports festivals, cultural celebrations and sporting events, including emerging, established and high-potential initiatives, to ensure the city maintains a busy roster of events all year round.

CONTACT

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Canadian Heritage (Sport Canada)

• Sport Canada Hosting Program Internet site

- The Hosting Program assists sport organizations to host the Canada Games and international sport events in Canada. The Program contributes to sport excellence and enhances the international profile of sport organizations in Canada. It also delivers sport, economic, social, cultural, and community benefits to Canadian communities.
- The International Single Sport Events (ISSE) component of the Hosting Program assists national sport organizations (NSOs) in hosting international single sport events in Canada, such as World Championships, Olympic or Paralympic qualification events and World Cups.
- To be eligible for funding, the applicant must be a national summer or winter sports federal and meet the governance and management criteria and the programs and services criteria of Sport Canada's Sport Funding and Accountability Framework.

CONTACT

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Senior Program Officer

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Appendix B: List of Major Sports Events held in Montréal

- IJF International Judo Grand Prix 2019
- FIBA 3x3 World Championships 2019-2021
- FINA World Diving Championships 2018-2021
- ISU World Short Track Championships 2018
- FIG World Artistic Gymnastics Championships 2017
- FIS Cross-Country World Cup 2016
- FIFA Women's Soccer World Cup 2015
- IIHF World Junior Ice Hockey Championships 2015-2017
- FINA World Master's Championships 2014
- Olympic Games 1976

Recurring events

- Formula 1 Grand Prix du Canada
- Grand Prix Cycliste de Montréal UCI World Tour
- ITU Triathlon World Series
- Marathon Rock'n' Roll OASIS de Montréal
- Rogers Cup Tennis Tournament



Montréal's sports event partners



CONSEIL
DU SPORT
DE MONTRÉAL

SPORTS
events /
MONTREAL

Montréal



SPORT, ÉDUCATION, FIERTÉ.



Parc Jean-Drapeau



PARC
OLYMPIQUE