



The Black Box Institute

Mega-events and their mega impact

Mega-events showcase the host city's heritage and culture, bring together a variety of innovative thinkers to explore global issues, and inspire a legacy. They provide an opportunity to further Toronto and Canada's objectives.

How can Toronto and Canada position themselves to bid and host a mega-event?

THE TRIPLE BOTTOM LINE FOR TORONTO AND CANADA

Understanding Toronto and Canada's goals is the first step in determining the impacts of a mega-event like the Olympic Games or World Expos.



Social

Rebranding

Canada's bilingual and multicultural identify needs a coordinated external effort from the fragmented layers of governments to enhance the country's position in the international hierarchy and reap economic benefits.

 *2008 Beijing Olympics enhanced China's image as a modern economy and a harmless citizen of the world, and helped overseas Chinese identify itself with the country.*

Posing a threat

Canada currently ranks 13th on the Global Competitiveness Index. While it leads in health and primary education, it lacks innovation and business sophistication [World Economic Forum, 2015]. Hosting a mega-event could drive new innovative solutions and businesses.

 *The Eiffel Tower, which used engineering and construction innovations, was unveiled at the 1889 World Expo. Over 250 million people have visited it since its opening [Tour Eiffel, n.d.].*



Economic

Attracting new talent

From 2000 to 2010, Toronto's productivity declined by 6% [KPMG, 2014]. By showing that Canada is an attractive place to live and work, Toronto could seek talent globally.

 *In the last 12 months, over 49,000 LinkedIn members moved to the UAE, where Expo 2020 will be hosted. After winning Expo 2020, UAE's reputation as a country to work has improved [Emirates 247, 2014].*

Building up

A number of Toronto infrastructure and construction projects have fallen behind schedule, have gone over budget, or have not yet commenced. Mega-events provide a firm deadline and are often used to drive projects.

 *The 1992 Barcelona Olympics, led to major investments in new transport system, and the rejuvenation and urbanization of a run-down coastal area, which has a new marina, leisure facilities, and attractive sandy beaches.*



Environmental

Global sustainable initiatives

Canada is very focused on sustainability and environmental initiatives. By hosting a mega-event, Canada could be the center stage for new green initiatives.

 *The theme of the Specialized Expo 2012, held in Yeosu, Korea, was "The Living Ocean and Coast". The goal was to use technology to resolve challenges facing the ocean [Korea Times, 2010].*

Living in a green city

Toronto aspires to reduce its greenhouse gas emissions by 80% by 2050. The city is recognized internationally for its environmental leadership and initiatives, including the Sustainable Energy Strategy and the Climate Adaption Plan [City of Toronto, 2016].

 *The 2012 London Summer Olympics was declared the most sustainable yet. The stadium was built using recycled materials and 97% of construction waste was diverted from landfills [The Telegraph, 2012].*

OUR STRENGTHS

Diversity and culture

Green initiatives

Health care and education

OUR WEAKNESSES

Competitiveness

Diversified services

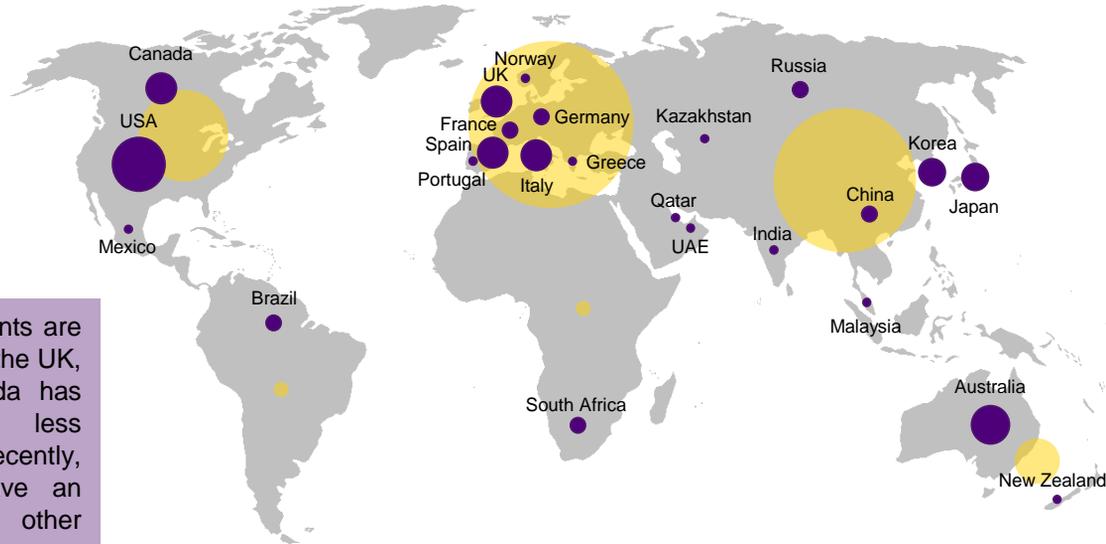
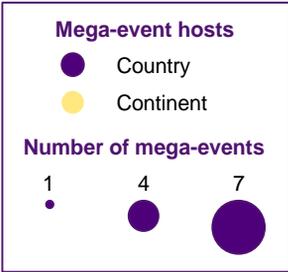
Innovation and technology

THE QUESTIONS WE SHOULD BE ASKING

- How can Toronto build on the successes of the Pan Am Games by hosting another mega event?
- How can the different levels of Canadian government coordinate their efforts to strengthen Canada's international identify, especially after Harper government's withdrawal from the Bureau des Exposition?

Analysis of Past Mega-Events

LOCATING 26 YEARS OF MEGA-EVENTS



* Includes planned events as well (2016 to 2024)

The majority of past events are concentrated in Europe, the UK, and Asia. Since Canada has hosted mega-events less frequently and less recently, Toronto's bid may have an advantage over many other countries in the voting phase.

HOSTING TWO OR MORE MEGA-EVENTS WITHIN 10 YEARS



65% of mega-events were hosted by the same country within 10 years of another mega-event. Countries that did not host multiple mega-events were less developed and were smaller proponents in the international landscape.

List of countries that have hosted two or more events* within 10 years and the event's impact

Country	First Event		Second Event	
Australia	1982 CWG	N/A	1988 Expo	🏠 🏢
USA	1984 SO	🏆	1987 PAG	N/A
Canada	1988 WO	🏠 🏆	1994 CW	🏆
Italy	1990 FIFA	🏆	1992 Expo	N/A
Spain	1992 SO	🏆	1992 Expo	🏆
France	1992 WO	🏠	1998 FIFA	🏆
Korea	1993 Expo	🏆	2002 FIFA	N/A
USA	1987 PAG	🏆	1994 FIFA	🏆
USA	1996 SO	🏆 🏆	2002 WO	🏆 🏠
Malaysia	1998 CWG	🏆 🏠	2001 APG	🏆

Country	First Event		Second Event	
Japan	1998 WO	🏠	2005 Expo	🌿 ♻️
Australia	2000 SO	🏆	2006 CW	🏆
Germany	2000 Expo	N/A	2006 FIFA	🏆
Italy	2006 WO	🏆 🏆	2015 Expo	🌿
China	2008 SO	🏆 🏆 ♻️	2010 Expo	🏆 🌿
Canada	2010 WO	🏆 🏠 🏆	2015 PAG	🏠 🏆
UK	2012 SO	🏆 ♻️	2014 CW	🏠
Korea	2012 Expo	🏆 🌿	2018 WO	N/A
Brazil	2014 FIFA	🏆 🏆	2016 SO	N/A
Russia	2014 WO	🏠	2018 FIFA	N/A

Events were also known to inspire a love of sport within the host city and in surrounding regions. This is symbolized by: 🏆

*Events considered include both mega-events: the Summer and Winter Olympics (SO and WO, respectively), FIFA World Cup (FIFA), World Expos (Expo), and Commonwealth Games (CWG); and large-scale events: Pan-Am Games (PAG) and ASEAN Para Games (APG).

The Black Box Institute is a unique boutique advisory firm and think tank that brings purposeful and thoughtful advice and guidance to clients. We specialize in complex business, transactional and organizational challenges. Our problem solving techniques are a blend of traditional strategy and financial advisory capabilities, and incorporate creative design thinking.

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