

Canadian Sport Tourism Alliance

**SPORT TOURISM
PLANNING**

TEMPLATE



Canadian Sport Tourism Alliance



Welcome to the Sport Tourism Planning Template

The purpose of this planning template is to help communities understand sport tourism and plan to become more actively involved in this emerging tourism market segment.

The plans that are produced using this template will be specific to each community, but the steps in the planning process through which the plan is prepared are quite universal.

The template is designed to follow four stages:

Stage 1 – Expanding Knowledge of Sport Tourism

Stage 2 – Assessing Community Capacity

Stage 3 – Setting Objectives and Building a Vision

Stage 4 – Building a Strategic Approach

What we need to know



Where we are now



Where we want to go



How we will get there

For each stage, worksheets are provided to assist in capturing ideas and information that will form the basis of the plan. In most cases, the worksheets should be completed by individuals or small groups, and the results shared with the broader group. The discussion generated by different responses will assist in identifying key issues, and help select the best strategies or solutions in dealing with those issues.

Planning requires resources and, while the template will allow you to move more rapidly and expeditiously through the process, you should be prepared to commit some resources, especially time, for the completion of the work around the template. This will include:

- Time to assemble a group of people who represent the various partners or stakeholders in sport tourism in your community.
- Time for people to review the materials and to work through the individual worksheets.
- Time for people to come together to share their worksheet information, or for the worksheets to be gathered together and the results summarized.
- Time to discuss the learning from the compiled worksheets, and to review collectively where the group is, where it wants to go, and how to get there.
- Time to pull together all these ideas and materials into a written document, and to move it through all the appropriate channels. The template should also be considered as a kit of tools. The work to be done in your community may require some or all the tools contained in this template. Please feel free to mix and match them as appropriate.

In some communities, one organization may be able to lead the overall planning process. In others, it may be decided to retain the services of a facilitator to help the group work through the process. The template will be a useful tool in both situations.

Please also provide us with feedback on the effectiveness of the process in your community, so that the template can be revised and improved accordingly.

The Canadian Sport Tourism Alliance has created a variety of leading edge industry tools that complement this planning template. See Appendix 1 for details and visit the web-site at www.canadiansporttourism.com

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Stage 1 – Expanding Knowledge of Sport Tourism

This section of the planning template is designed to increase the understanding of sport tourism, and its value to communities.

The following information is contained in this section:

Information Sheets	Worksheets
What is Sport Tourism?	
The Event Marketplace	
The Dimensions of a Sport Tourism Event	
Economic Revenues and Expenditures	
Social Costs and Benefits	
Who's Involved	Agency / Organization Assessment

By the end of this stage, each member of your planning team will have a better understanding of how hosting sport events help a variety of organizations or agencies achieve their goals and objectives.

What is Sport Tourism?

Sport is a major industry, and is a reason people travel. Whether it is the world's high performance athletes traveling to the Olympics or their sport's world championships, or a family traveling with their son or daughter to a weekend regional event, two conditions apply:

- They are tourists – when they travel more than 80 km. and/or stay overnight.
- Sport is the reason they travel - they would not have traveled to that location had it not been for that specific event.

The scale of the sport tourism marketplace is significant:

- The Sub-Committee on the Study of Sport in Canada estimated that there are over 200,000 sport events that occur annually in Canada¹.
- 9.6m Canadians regularly participate in sport, either as athlete, coach, official or volunteer².
- The Canadian Tourism Commission estimates that sport travel in Canada is valued at \$1.3 billion annually.
- Sport events can have a major economic impact, as follows:

Event	2002 North American Indigenous Games	2002 Skate Canada International	2003 Canada Winter Games	2003 World Youth Athletics Champs.	2003 World Cycling Champs.	2004 Brier
Economic Activity	\$15.5 M	\$ 6.3 M	\$ 70.3 M	\$ 37.4 M	\$ 48.3 M	\$ 23.1 M
GDP	\$ 7.4 M	\$ 2.6 M	\$ 28.6 M	\$ 17.2 M	\$ 20.2 M	\$ 11.0 M
Jobs	205	74	1015	600	527	238
Taxes	\$4.8 M	\$ 898 K	\$ 10.4 M	\$ 6.3 M	\$ 8.4 M	\$ 3.1 M

Note: These results are compiled from reports commissioned by CSTA, using the STEAM model. See CSTA website (www.canadiansporttourism.com) for more information and the full reports.

¹ Sport in Canada - Everybody's Business, Page 32

² Sport Canada (1999)

The Dimensions of a Sport Tourism Event

The size and value of sport events varies with a number of factors. These include:

- **Number of participants** - Including athletes, coaches and officials.
- **Number of spectators** - Some sport events such as major curling bonspiels have few participants but many spectators.
- **Length of event** - Many events are just one day in length; others run for a week or more. Some, such as the World Cups of soccer and rugby, extend for 4 to 6 weeks.
- **Frequency of event** - Events that occur every year are also, in the long term, very significant. The *Around the Bay Road Race* has been drawing sport tourists to Hamilton since 1894.
- **Calibre and status of the event** - At the top of the scale are events such as the Olympics, Commonwealth Games or major world championships. They combine most of the above elements of large numbers of spectators and participants, frequency and event length. But in addition, they bring the dimension of television and media coverage, which provides the event with added visibility, added revenues from the host broadcaster, and added corporate revenues from event and TV advertising. These are what are referred to in the literature as 'hallmark' events, and it is the competition for these events which is becoming particularly intense in the international event marketplace. The 2003 World Road Cycling Championship, for example, attracted over 270 million viewers worldwide.
- **Event legacies** – the potential of the event to leverage investments that will have lasting impact is referred to as legacy value. Whether it is facilities that are built for the event which will provide long term public service, volunteer training, or funds for scholarships for aspiring athletes, they all provide long term community value.



Although mega events tend to capture most of the media attention and public profile, it should be noted that the critical mass of activity in the industry segment continues to occur at the intercommunity level.

The economic impact of sport events is clearly significant, and a large proportion of it accrues to the tourism industry as payment for travel, meals and accommodations.

The key to success in the development of a sport tourism strategy is fostering collaboration between the tourism and sport stakeholders so that both sectors can benefit from increasing the value of events.

The Event Marketplace

A simple stratification of the market identifies six market segments as follows:



The number of events is startling. One estimate is that there are over 200,000 events annually in Canada³. The question becomes, how does a community choose a set of events that it should host?

Competitive Single Sport and Multi-sport Events

The type of event that can most easily be included in a sport tourism strategy is a competitive, single sport event, either international (world or North American championship), national championship, provincial championship, or regional championship.

Based in part on the proposal for an International Hosting Strategy⁴, a five level hierarchy of sports events can be proposed:

Level 1 – Major International Events (Multi or Single Sport)

Level 2 – Small International Events

Level 3 – National and Provincial Events

Level 4 – Intra-Provincial and Open Events

Level 5 – Local Events

³ Sport in Canada: Everybody's Business (Sub-Committee on the Study of Sport in Canada – the Mills Report), page 28 - 1998

⁴ Hosting International Sport Events in Canada – A Proposal for a Strategic Framework - Report to the Secretary of State (Physical Activity and Sport) - September 2003

Invitational Events

There are many invitational events hosted by community organizations. They range from slo-pitch tournaments to curling bonspiels. They tend to be local in their orientation, although at slightly higher competitive levels in some sports, the “tournament” is the way that athletes are introduced to higher levels of play.

Invitational events can therefore be of enormous scale: some youth soccer tournaments can have thousands of participants.

As with local championship events, techniques to maximize the “tourism” component need to be developed.

Created Events

Created events are generally invitational events that are custom designed to serve a specific purpose. They are increasingly used in the United States for a tourism purpose. An example might be a combination of low hotel occupancy and low arena usage at the end of the hockey season leading to a hockey tournament being created.

An example is the “Golden Oldies” tournaments that are sponsored by Air New Zealand that focus on masters-level participants. The events are held in New Zealand or in a city to which Air New Zealand flies!

There is always potential for creating events to fill specific niches, but the logistics rely on finding volunteers to organize the events which can be a problem outside of the normal sport organizational structures.

Non-competitive events

There are a wide range of non-competitive events that can fit into a sport tourism strategy:

- Sport conferences and meetings – sport governing bodies have annual general meetings and many other meetings to discuss everything from rule changes to drug policies. Some of these meetings are open for bid, especially for larger sports and organizations, but many are simply set by the board.
- Training courses and clinics – athlete training, team preparation, spring training...all are key parts of the sport industry and involve participants’ spending in other cities on hotels and related tourism expenses. These are often organized by the sport governing bodies, but can also be privately organized by individuals or by colleges and universities.

Professional Sport Teams

Professional sport teams tend to serve a local market for spectator entertainment. They do bring visiting teams and spectators to town, and contribute to the economic health of the community in the process.



Economic Revenues and Expenditures

Events have both revenues and expenditures:

Revenues Flows of money into the city or region	Expenditures Flows of money out of the city or region
<p>Participant expenditures – Some participants will travel to the city, stay in hotels or other accommodation, eat, drink, buy souvenirs, etc. Depending on the event demographics, they may spend \$75 per day or \$500 per day.</p> <p>Spectator and other visitor expenditures - Whether local people come to the event for one day, or whether team supporters travel across the globe to see their team play, they all spend money as a result of their event attendance.</p> <p>Direct event revenues - Revenues from admission fees, television rights, corporate sponsorships, concession fees, licensing logos.</p> <p>Non-direct visitor expenditures - For some people, the event is the principal reason to travel to a city, but for others the event serves as something to do while they are there.</p> <p>Local multipliers - Money spent for the event circulates around the local economy. Return visitor expenditures - People enjoy themselves at events, often seeing a city or region for the first time; some of them may return in future years for further travel and tourism experiences.</p>	<p>Bidding costs – While hallmark events are highly sought after and a bidding fee required, other events are available for the asking.</p> <p>Capital construction costs - Local venues for the event may need to be constructed or upgraded, as well as other civic amenity upgrading such as expanded road improvements. While these may be costs for one event, they may have lasting benefits either for other events or for the general city infrastructure.</p> <p>Event hosting direct costs - Staff must be paid, venues operated, officials reimbursed, hospitality provided, tickets printed, etc. Event hosting indirect costs - Major events require extra police and security costs, for instance, which fall on the community, not the event organizers (although sometimes billing by the police authority turns these into direct costs).</p> <p>Post-event costs - After the event, facilities may need to be returned to their pre-event condition, and the event organization may continue for several months to close the books, store records, complete final evaluation reports, etc.</p>



Social Costs and Benefits

Events also bring social costs and benefits:

Benefits Social benefits of events	Costs Social Costs of event hosting
<p>Regional identity enhancement - Events, especially hallmark events, help to put cities on the map, and to establish their identity in global terms.</p> <p>Youth development - Sport events show young people what the potential is, and indirectly challenges them to aspire to that peak of performance.</p> <p>Enhancement of cultural, ethnic or minority groups - Many events are focused on or within cultural groups, and serve as a mechanism for cultural expression.</p> <p>Volunteer development - Events are often run by volunteers and event-specific volunteer training can have longer term community benefits.</p> <p>Cultural development - Events often have cultural components which encourage and allow local cultural expression and development.</p> <p>Catalytic development - In many ways, events and all their related activity change a city or serve as catalysts for change. This can be a cost or a benefit, depending on the change.</p>	<p>Congestion – events often bring many visitors, which also mean congestion on the streets, hotels and restaurants for residents and other visitors.</p> <p>Dislocation – events often reduce access by community users to recreation facilities and, with major events in particular, low income downtown populations get displaced by those willing to pay more for their rental accommodation.</p> <p>Competition for funds – non-sport groups often note that major events draw all available funding, causing a shortage of funding for other, often social, causes.</p> <p>Competition for volunteers – the same theory applies to volunteers when major events are involved</p>



Who's Involved

Sport tourism exists at the margin of two very different industries. It comes together as a partnership of those two industries when the synergies of the stakeholders merge. The various stakeholders and their mandates and interests in sport tourism are as follows:

Use the Worksheet 'Agency Assessment' to gather data on this topic.

Destination Marketing Organizations for Tourism	These offer an arms length and business oriented approach to service delivery, and often see sport events as one of their service priorities.
City Councils	Councils have responsibility for economic development and tourism, and sport and recreation. They are interested in the economic, social and community vitality of the city to which sport tourism can contribute.
City Parks, Recreation and Culture Departments	This department's focus is often on recreation programming for the community, and sport development, as opposed to sport or tourism services, and they often play a key role in special events planning, as well as provide a linkage with cultural programs and events. In addition, many cities have a committee that coordinates all departments.
Sport Councils	Many cities, especially in Ontario, have formed sport councils. Their mandates generally focus on sport development, but they also recognizes that sport events are a key element in the overall sport development process.
Universities and Colleges	Post-secondary institutions have athletic departments and faculties, and have facilities that are often used for sport events. They recognize the key role played by sport in university and college life, both inter-collegiate and intramural sports. Sport events are about excellence and its achievement, which is also at the core of the college and university mandate.
Media, Business and Tourism Sector	Tourism businesses focus on the sale of tourism products such as hotel accommodation. When sports events happen, the athletes and spectators consume these products. The business community, especially the media, has a broader interest in sport tourism. Certainly their products may be consumed, but they are also interested in promoting the city as a place to do business, and in supporting their community and their employees and their families. Their sponsorship of sport tourism is often critical to the event's financial success.

All these agencies have their own set of interests. Sport tourism can only be successful when it recognizes all the interests, and crafts a set of objectives that ensure a win-win-win situation for everyone involved.

Agency / Organization Assessment

Agency / Organization Name: _____

Type: Sport Tourism Facility Other

Change and Challenges

What changes or challenges (e.g. financial, volunteer recruitment/retention) exist within your agency or organization, and how can sport tourism assist in addressing them?

Changes and Challenges	Sport Tourism can....

Stage 2 – Assessing Community Capacity

This section of the planning template is designed to apply the learning from Stage 1 to your community context.

The following information is contained in this section:

Information Sheets	Worksheets
Documenting Community Capacity for Sport Tourism	Community Strengths and Weaknesses
	Sport Event Resume
	Sport Strengths
	Sports with Potential
	Facilities Inventory
	Accommodations Profile

By the end of this stage, each member of your planning team will have a clear understanding of the current strengths that the community brings to sport tourism, whether they are facility strengths, sport strengths, tourism strengths or strengths that pertain to the community as a whole. Based on this community assessment, team members will have a clear understanding of where they are now, and can move forward to Stage 3 to discuss setting objectives and building a vision.

Documenting Community Capacity for Sport Tourism

Community Strengths

Use the Worksheet 'Community Strengths and Weaknesses' to gather data on this topic.

Start from what you are and what you have. A clear, realistic assessment of your community's strengths, and weaknesses, is imperative.

What factors are important?

- City image – how are you perceived by others? What picture does the name of your community, your brand, create in people's minds?
- Your geography – does your climate, your location, or your accessibility offer opportunities for sport event hosting?
- Your people – are you a young city, a multicultural city, a strong base of committed volunteers? How might those attributes be turned to advantage?
- Your systems – do you have supportive media, businesses and politicians? Colleges and universities? A culture of collaboration?
- Your facilities – do you have school gyms, and facilities for sport event competition and training?
- Your tourism infrastructure – do you have lots of hotels, a university with available summer accommodation, and many tourism attractions?

Above all, are these strengths or weaknesses for your community, and how can you create a strategy that identifies unique selling propositions from the strengths, while at the same time addressing and overcoming the weaknesses?

Event Resume

Use the Worksheet 'Sport Event Resume' to gather data on this topic

Just as when you apply for a job, your resume is a key document, when you apply to host events your event resume is critically important.

Documenting the events that have been hosted in your community over the past several years helps to understand the hosting capacity of your community. To do this, conduct a session for representatives of the sport community where they document the events that have been hosted in their sport. While they are doing this, ask them also to estimate the key parameters of the event: level of event; when it occurred; how many participants were involved; over how many days.

Analysis of this list will tell you:

- What sports made up most of the hosting – is this what you expected?
- What time of year they occurred – did most happen in the spring, summer, fall or winter?
- Which events brought most 'tourists' to the community for overnight stays?
- Were they all one-time events, or are there some that occur every year?

Add to this list any events that are already planned for future years.

Discussion of this list will begin to identify existing event strengths. Focus also on what events are not on the list, and why.

Sport Strengths

Use the Worksheet 'Sport Strengths' to gather data on this topic.

While there are literally hundreds of sports, we tend to think only 20 or so traditional sports are active in our communities. There are many others that are "below the radar", but which are desirable from a sport tourism viewpoint: often people who are involved in power lifting or team handball have to travel farther to an event than those involved in slo-pitch or hockey.

Documenting the strengths and potentials of these sports is a two-stage process:

- First, review the list of all sports, and identify those with a base in the community.
- Second, identify the strengths and attributes of the sports you identified. Ask yourself the following questions to determine the potential of the sport to host events:
 - Does the sport have a local infrastructure in terms of a club or league?
 - Does that local club/league have strong linkages with the provincial and/or national sport governing body?
 - Does it have a facility or facilities which meet the standards for event hosting? Does it meet standards at the provincial, national, or international level?

Use the Worksheet 'Sports with Potential' to gather data on this topic.

Facility Strengths

Use the Worksheet 'Facilities Inventory' to gather data on this topic.

Having the right facilities is obviously critical to the community's ability to host events. It is always tempting to promote sport tourism as a means for advocating for new facilities. While this may be a longer term strategy, start with the sports facilities that already exist. The first step is to build on the information about facilities gathered from sport organizers and prepare a facilities inventory (recognizing that one may already exist in the community, either as one database, or several held by different organizations).

The Facilities Inventory should gather information about all facilities including:

- Ownership and contact information
- Sports that can be hosted and at what levels (provincial, national, international)
- Spectator capacity
- Occupancy profile (to identify times when the facility is not fully used by local residents).

Ensure that the inventory includes non-traditional sports and non-traditional venues such as outdoor recreation venues, theatres, etc.

From this inventory, the strengths and weaknesses of facilities in the community can be identified.

It is also advisable to contact the main facility owners such as the city, school district, universities and colleges, to identify any new facilities or facility upgrading in the planning stages, so that sport tourism can be factored into this process.

Tourism Strengths

Use the Worksheet 'Accommodations Profile' to gather data on this topic.

Sport tourists are drawn to your community by the sport event, but tourism or accommodations capacity is important for at least three reasons:

- Your capacity to host events with a tourism component is limited by that capacity. For instance, to host an international figure skating event generally requires a minimum of 5,000 rooms per night; below that, there is no point bidding. Maybe your community only has 100 hotel rooms, but your college has accommodation that is available from April to August. Again, the sport tourism strategy needs to be focused on exploiting this potential, and avoiding events that simply will not work.



- The distribution of this capacity through the year is also critical. Are all hotel rooms full during the summer months? If so, then shoulder or winter events may make more sense. If the winter is the capacity season, then summer events should be the priority.
- The tourism product inventory will offer opportunities to strengthen the tourism component of existing and targeted events. Sport events attract athletes, but tourism opportunities attract the spouse and family, and keep everyone staying in the area for a few extra days. This is where there is an opportunity to market the local golf courses, mountain bike trails, attractions, or spas, perhaps packaging them into the overall event registration or marketing of the event.

This information needs to be gathered and then analyzed to determine the opportunities that it provides.

Community Strengths and Weaknesses

How would you rate your city in terms of its strengths and weaknesses for sport tourism?					What opportunities do these present?	
City image and attractiveness	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Geographic Location	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Climate	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Transportation Access	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Centrally located hotels/ facilities	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Multicultural population	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Political support	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Local Media Support	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Corporate support	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Good competition facilities	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Good training facilities	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
University/ College facilities	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Outdoor sport facilities	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Facility cost	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		
Hotel Costs	Strength 1 2 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			Weakness 4 5 <input type="checkbox"/> <input type="checkbox"/>		

Sport Strengths

Which sports have potential for development for sport tourism in your community?

Field Sports

- Archery
- Athletics
- Baseball
- Cricket
- Field Hockey
- Football
- Horseshoes
- Lacrosse
- Rugby
- Soccer
- Softball

Gym Sports

- Badminton
- Basketball
- Bodybuilding
- Boxing
- Dance
- Handball
- Judo
- Karate
- Powerlifting
- Volleyball
- Weightlifting
- Wrestling
- Broomball
- Gymnastics
- Martial Arts
- Netball
- Skipping
- Table Tennis
- Taekwondo
- Team Handball
- Trampoline
- Rhythmic
Gymnastics
- Billiards
- Darts
- Fencing

Ice Arena Sports

- Curling
- Figure Skating
- Hockey
- Ice Skating
- Ringette
- Roller Skating
- Speedskating

Outdoor Sports

- Ballooning
- Beach Volleyball
- Bocce/Boules
- Canoeing
- Cycling
- Dog Sports
- Fishing
- Frisbee/Disc Sports
- Hang Gliding
- Kayaking
- Life Saving
- Orienteering
- Parachuting
- Rowing
- Sailing
- Skateboarding
- Soaring
- Surfing
- Triathlon
- In-Line Skating
- Polo
- Skydiving
- Water Skiing

Pool Sports

- Diving
- Swimming
- Synchro Swimming
- Water Polo

Snow and Ice Sports

- Biathlon
- Bobsled
- Ice Racing
- Skiing
- Sled Dog Racing
- Snowmobiling

Special Facility Sports

- Bowling
- Croquet
- Equestrian
- Golf
- Luge
- Motor sports
- Racquetball
- Shooting
- Squash
- Tennis

Various Locations

- Auto Sports
- Military Sport
- Modern Pentathlon
- Paralympics
- Pentathlon
- University Sports



Facilities Inventory

List the major facilities that are potential sport event venues in your community:

Facility Name _____ Ownership _____ Contact person _____ Email _____ www _____	Type <input type="checkbox"/> Arena <input type="checkbox"/> Pool <input type="checkbox"/> Fields <input type="checkbox"/> Gym <input type="checkbox"/> Outdoors <input type="checkbox"/> Stadium <input type="checkbox"/> Special	Seating Capacity <input type="checkbox"/> 0 - 1,000 <input type="checkbox"/> 1,000 - 3,000 <input type="checkbox"/> 3,001 - 5,000 <input type="checkbox"/> 5,001 - 10,000 <input type="checkbox"/> 10,001+
Standards - list sports for which facility meets international, national or provincial standards		
International	National	Provincial
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

How would you assess your facility's current occupancy profile?
Please check (✓) the appropriate box for each month.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
100%												
90%												
80%												
70%												
60%												
50%												
>50%												

Accommodations Profile

Facility name: _____ Total Number of Rooms: _____

If sport events are going to be integrated into the existing economic structure of the community, and accommodations operators (eg. Hotel, motels, college/university residences) are going to benefit financially from additional sport events, the events must assist them to maximize their capacity.

How would you assess your facility's current occupancy profile? Please check (✓) the appropriate box for each month.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
100%												
90%												
80%												
70%												
60%												
50%												
>50%												

What about holidays, etc?

	Xmas	Spring Break	Easter	Labour Day	Thanksgiving	Weekends	Weekdays
100%							
90%							
80%							
70%							
60%							
50%							
>50%							

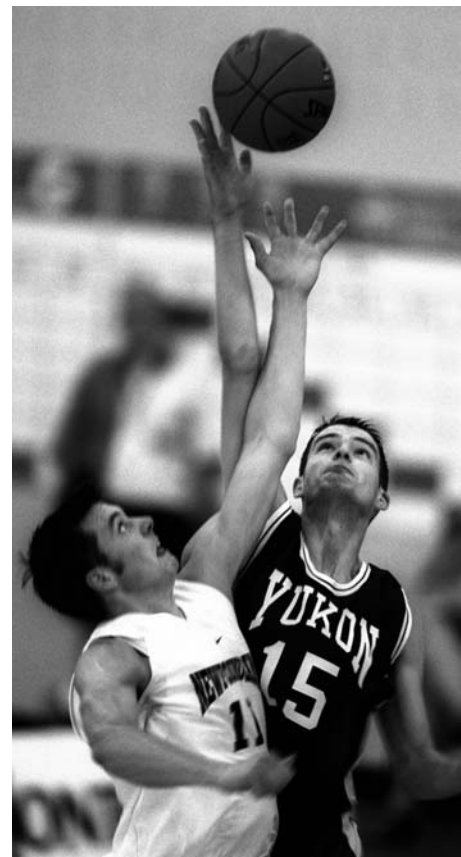
Stage 3 – Setting Objectives and Building a Vision

In this section of the planning template, information is provided that will help your planning team discuss their own organization's objectives and to work together to build a vision for sport tourism in the community.

The following information is contained in this section:

Information Sheets	Worksheets
Building the City Vision	Vision Survey
Assisting Other Organizations to Achieve their Visions	

By the end of this stage, each member of your planning team will have a clear understanding of their own goals and objectives, and those of other team members; the team will have worked together to combine these into a joint set of objectives, and will have built a vision that they can communicate to others. This will set the stage for Stage 4, which will focus on the strategies that will move your community from where it is now (Stage 2 assessment) to where it wants to go (Stage 3 assessment).



Building toward the City Vision

Sport tourism can have tremendous benefits for any city and can help achieve its goals.

Use the Worksheet 'Vision Survey' to gather data on this topic

City Vision Element	How Sport Tourism Can Contribute
<p>Increasing growth and opportunities</p>	<p>Tourism is a major international growth industry and sport tourism is a rapidly growing market segment. Sport events bring people to your city who spend money in its hotels, restaurants and shops.</p> <p>Sport tourism is changing. While many events are still sustained by volunteers, many larger events are professionally run, with opportunities for the growth of new businesses and employment.</p> <p>A city that focuses on sport as part of overall quality of life, is also more attractive to modern service and high tech industry.</p>
<p>Building Community Legacies and Enriching Quality of Life</p>	<p>Sport events enrich the quality of life. The legacies they leave provide ongoing recreational opportunities.</p> <p>Watching high performance sport events provides children and young people with role models and inspiration. Sport participation increases with exposure to high performance events.</p> <p>Sport facilities are often built for major sport events; they provide ongoing recreation opportunities for residents in the years following these events. New sport programs for the community may also result from the hosting of a sport event.</p> <p>Sport events can also contribute to other city objectives. For instance, a focus on sport events that use the city's downtown core will bring more life, people and investment to the core.</p>
<p>Creating a Healthy, Safe and Green City</p>	<p>A city with high participation rates in sports and related recreation activities is usually healthier than one with a lower participation rate. In the long term, healthy people are attracted to cities where they can maintain their lifestyles.</p> <p>A focus on environmental sustainability is very consistent with the promotion of sport tourism. All major events need an environmental agenda. The development of sport facilities allows resources to be focused on environmental reclamation.</p>
<p>Spending Wisely and Invests Strategically</p>	<p>Where major sport events are planned with major facility legacies, the federal and provincial governments will also be partners. The concept of 'legacy' is fundamental to modern sport tourism planning.</p> <p>A focus on sport events within the regular capital funding processes of a city will allow revenue streams to be leveraged from facilities which have traditionally been cost centres, rather than revenue centres.</p>

Assisting Other Organizations to Achieve Their Visions

Many other stakeholders in sport tourism can benefit from sport tourism, for example:

<p>Local Universities and Colleges</p>	<p>Athletics in its broadest sense plays a key part in students' lives. Varsity teams bring pride and esprit de corps. Sport events offer opportunities to volunteer. High performance athletes are often high performing students.</p> <p>Sport events can bring facility upgrading, which benefits all students.</p> <p>Success on the field enhances university and college prestige.</p> <p>Sport events can be staged at times when accommodation is not used by students, thus providing a revenue stream for these university facilities.</p>
<p>Tourism Organizations</p>	<p>Sport tourism is particularly suitable because it is highly measurable, making return on investment easy to calculate and to understand.</p> <p>It is suitable for communities that may not have a wide range of tourism attractions: sport tourists come, in many cases, regardless of where an event is, and what the time of year, climate/weather, or other variables.</p> <p>Sport tourism also lends itself to a different marketing approach: for most events, winning the bid ensures that people will come.</p>
<p>Sport Organizations including Sport Councils</p>	<p>Sport events are a key element of sport development. Sport Organizations including Sport Councils focus on many aspects of sport development such as coaching and officials training. Their goal is to inspire more people, especially young people, to develop their sport skills. Providing more opportunities for them to perform and spectate, will bring more inspiration and eventually better personal performance levels.</p>
<p>Other organizations</p>	<p>Sport tourism is a partnering process. There are many other organizations and businesses that are likely to be interested in some events.</p> <p>Airport authorities – for whom national and international sport events mean more visitors arriving by air.</p> <p>Parks and conservation agencies – for whom outdoor recreation based events such as cycling, kayaking, or orienteering, bring people and revenue potentials.</p> <p>...and many more.</p>
<p>Business community</p>	<p>Businesses may be likely interested in sponsorship opportunities or the business potential of some or all sport events.</p>

Vision Survey

A Vision identifies key issues that need to be addressed over the next five or ten years. How important would you say each of the noted issues is to the development of sport tourism in your community?

I consider the following key issues to be....	Very Important Not important (Please circle)				
	1	2	3	4	5
Volunteer training and development	1	2	3	4	5
Increased event management skills and processes	1	2	3	4	5
More corporate sponsorship	1	2	3	4	5
Better understanding of the industry knowledge	1	2	3	4	5
Increasing collaboration with other communities	1	2	3	4	5
More political attention	1	2	3	4	5
A stronger sport buy-in	1	2	3	4	5
Using technology	1	2	3	4	5
Increasing public awareness	1	2	3	4	5
Accessing marketing funds	1	2	3	4	5
Stronger provincial support	1	2	3	4	5
Other:	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Vision Survey

Our community needs to develop sport events because they will....	Very Important Not important (Please circle)				
Contribute to a greater sense of 'community'	1	2	3	4	5
Cultivate a greater sense of local, regional and provincial character	1	2	3	4	5
Help revitalize community sport	1	2	3	4	5
Make it possible for our athletes to reach their potential	1	2	3	4	5
Build stronger local economies and create new jobs	1	2	3	4	5
Help make our community a fitter, more healthy place	1	2	3	4	5
Challenge and assist other non-profit sectors	1	2	3	4	5
Contribute to urban regeneration and justify new facilities	1	2	3	4	5
Build a better quality of life	1	2	3	4	5
Other:	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Stage 4 – Building a Strategic Approach

This section of the planning template presents information designed to identify the strategies necessary to move toward your vision.

The following information is contained in this section:

Information Sheets	Worksheets
Identifying Sport and Event Strategies	Sport Opportunities
Event Assessment and Selection	Sport Event Calendar – Potential Events
Making the Most of Existing Events	
Functions to be Performed	
Other Support Tools	Support Resources
Bringing it All Together	Action Planning

By the end of this stage, your planning team will have established a set of strategies and actions that will identify functions that need to be performed and the organizational structures to deliver on those functions. Your planning team will also have identified other parallel strategies and actions that will help implement the overall plan.

Identifying Sport Tourism Strategies

Use the Worksheet 'Sport Opportunities' to assist with this task.

By now, some of the strategies and actions should have become obvious to planning team members. They will need to be further detailed and documented.

These strategies could include the following:

- Event selection and bidding – while the next section of this stage involves looking in greater detail at events, some broad parameters can be set about what kind of events represent the best fit for your community:
 - Scale of events – can your community host national or international events or should your strategy focus on smaller, perhaps provincial and regional events?
 - Demographic groups – is there interest in hosting masters or seniors events, or is the sport community primarily focused on youth development? How about women's sport?
 - Aboriginal and Multicultural sport events – are any of the aboriginal or multicultural groups in your community interested in expanding their sport event hosting?
 - Other market segments – are there any other groups in the community that have a strong presence and would be interested in sport events? Sport for gay and lesbian people, or military sport would be examples.
- Event marketing – more events bring more tourism, but stronger marketing will have a similar effect. For example, is there potential to market existing tournaments to new markets, such as clubs in the USA? Is there potential to connect sports and cultural/arts groups to make more of a festival of a new or annual event? Cross marketing between sports also offers potential, such as marketing local golf courses to sports participants and their families attending an existing event.
- Enhancing community programming – many communities have potential, through partnering, to add community programs that also appeal to those from outside the community. Camps, summer schools, linking with sister cities...many opportunities present themselves.
- Overall system improvement – working smarter and doing things better...tapping into other organizations, such as local volunteer bureaus....identifying local champions....upgrading facilities....again, many opportunities.

Event Assessment and Selection

There are over 100 sport governing bodies recognized by Sport Canada, and over 100 more sports which have international federations. Each of these sports has a number of championships, and these are normally segmented to ensure equality of competition:

- By age – youth age groups, seniors, masters, etc
- By gender – men's, women's, mixed
- By ability – Junior A, Junior B, etc
- By characteristics – e.g. left handed golfers
- By equipment type – sailing has championships for different types of boat; there are at least 19 sub-disciplines of equestrian events
- By geography – international, national championships, provincials, etc.

Clearly there are many competitive events within a sport. In addition, other types of events offer potential for sport tourism:

- Multi-sport events – Commonwealth Games, Canada Games, Provincial Games
- Events for persons with a disability – Blind Sport, Special Olympics – both multi-sport events and single sport events, such as Disabled Skiing
- Events for like minded people – Police and Fire Games, Gay Games, Military Sport events, ethnic sports events
- Meetings and conferences – AGM's of sport governing bodies, meetings of international coaches and referees
- Coaching and officiating clinics and courses – where these people are trained.

The number of events is startling. The question becomes how does a community choose a set of events that it should host? There are three steps to this process:

- Agree the city's sport tourism objectives (completed as part of the previous stage).
- Identify key sports that have facilities appropriate for hosting.
- Identify, in conjunction with each local sport organization, a set of potential events.
- Establish a process for assessing how each event best suits the city's sport tourism objectives.

While intuitively this assessment process occurs in every community, it is seldom an explicit and transparent process. It must allow an event to be



evaluated on a consistent basis against all other events, based on an agreed set of objectives, and with an agreed set of rating scales for each objective. It must include an assessment of the economic value of an event. The Sport Tourism Economic Assessment Model (STEAM) has been developed by the CSTA for this purpose.

In broad terms, there are therefore four main criteria for consideration:

- Economic Costs, including:
 - Operating costs
 - Capital costs
 - Percent from outside community
- Economic impact projection.
- Social Impacts, including:
 - Sport development value
 - Youth development value
- Community Impacts, including
 - Building event capacity
 - Facility upgrading
 - Impact on Downtown
 - TV coverage
 - Other showcasing of city

In reality, this process will also help the stakeholders involved in sport tourism to understand which events represent the best strategic fit for the community. It will also help event organizers to understand how their events can be tailored to provide more economic benefits to the community.



Making the Most of Existing Events

Sport events are occurring every weekend in every community across the country. Hockey teams check into the hotels on a Friday night. Soccer moms arrive with the youth teams on Saturday morning. But these are sports events, not sport tourism events. They are organized by people who are interested in putting on a technically good sport event; the athletes, their families and friends look after their own arrangements for hotels and meals. Maybe a hotel room is arranged for the out-of-town referees, and someone produces a T-shirt as a fund raiser.

For most events, there is little linkage with the tourism industry. Creating better linkages will create win-win situations:

- Sport organizers will be able to share some of the event management tasks with the tourism industry.
- Tourism professionals will gain a new set of clients.
- The city will benefit, since each event will generate more local economic and community value.

What are some of the ways in which this can be achieved?

- Establish a linkage with a company that specializes in event support, and review their services.
- Invite more out-of-town teams to your tournament. Split one event into two and double the out-of-town participants.
- Calculate the economic impact of your tournament. From that, identify the profit centres in your event and partner with firms that service those profit centres.
- Work with local restaurants to provide and honor coupons, with a percentage of the value flowing back to the event.
- Negotiate a commission on all hotel rooms booked by tournament participants.
- Package your event: provide a one-stop service to participants. Sell these packages with and through a local travel agent who can also book flights, rental cars, etc.
- Make it an annual event.
- Add a spousal and/or family package of events to attract increase party size. Add post-event packages to keep participants in the community longer.
- Add a festival or other coincident event/activity. Above all, ensure that the participants have the very best time: the experience needs to be exceptional.

These are just suggestions. Others can be generated by event organizers talking and working together. The skills learned from one event are transferable to the next. Maximize efficiencies through economies of scale.

It will take thinking and working “outside the box” to achieve these synergies.

Functions and Organizational Development

Sport tourism must be a partnership to be effective. But partnerships, perhaps even more so than regular organizations, need careful and complete structuring if they are to be effective. The structure selected must reflect the organizations, their strengths and challenges, and the overall operating environment in the community.

In most communities, there are five key functions that need to be performed:

Advocacy	Sport tourism is new to many communities and it will need to be marketed and promoted to policy makers if it is to become firmly established.
Communication	The web of stakeholders that comprise the sport tourism community must function as a unit. Actions taken need to be communicated. Communication tools such as websites and newsletters must be maintained. Market intelligence data and resources need to be gathered.
Assessing, bidding on and soliciting new events	Key activities here include assessing and identifying events to bid on, preparing the bid materials and coordinating the bid process, and handing the event over to the event organizers once a bid is won.
Growing existing events and managing event services	<p>Capacity building of present events is a key aspect of growing sport tourism.</p> <p>New events also need these services, which could include:</p> <ul style="list-style-type: none"> • Event Planning and Administration • Event Operations • Event Marketing and Partner Relations • Event Community Relations <p>These activities need to be undertaken by each event organizing committee, and they could be undertaken in conjunction with a private sector event management company.</p>
Building skills and best practices	<p>Putting on a great event implies more than just winning bids and organizing a venue. It implies skill development, top quality volunteer training, identifying best practices in sport, tourism and sport tourism.</p> <p>If this is not done, then events, athletes and spectators are simply not going to return to your community.</p>

These functions need to be adapted to the community's organizational landscape, and a set of roles and responsibilities developed for each organization.

Support Resources for Managing Sport Tourism

Use the Worksheet 'Support Resources' to assist with this task.

Cities need to develop a set of tools to assist with the processes of event assessment, selection and bidding. These might include:

Sport Council	<p>Many communities have found that organizing for sport tourism is more successful if there is one organization to represent individual sport organizations.</p> <p>In Ontario, the facilitation of sport council development is being assisted by the Sport Alliance of Ontario.</p>
Sport Facility Guide	<p>Promoting your city's ability to host sport events to out of town organizations such as national sport organizations is easier if the facilities inventory is easily accessible. Putting it on the website makes it very accessible.</p>
Event Calendar	<p>It is also essential that everyone can see what events are happening when, so that they can fit them into their long term plans.</p>
Bid Resources	<p>Most cities keep a calendar of events. This can be expanded and set up as a page on a community website. The various materials needed in order to present a bid can be prepared in a generic form and customized as necessary. This should include a bid book and related audio visual materials.</p>
Communication Materials	<p>Sport tourism will need a central website and communication materials such as monthly partner newsletters.</p>
Public Education Materials	<p>Materials for more public distribution, such as identifying the community value of sport tourism and the annual value of events.</p>
Generic Hosting Manual	<p>Assistance for event organizers in the form of a generic hosting manual that provides information on all aspects of hosting a great event.</p>
Bid Fund	<p>Some events require an up-front bidding fee, which can be difficult for a non-profit sport organization to deposit. Some communities have established a fund, often a revolving fund with repayment from event profits, to assist with these fees and other up-front costs.</p>

Developing resources such as these will take time, but should be included in the vision and their development planned for the first few years of sport tourism in the community.

Bringing it All Together

Use the Worksheet 'Action Planning' to assist with this task.

While not essential, it is recommended to document any decisions about the development of sport tourism, and to bring together in one document the results of the investigations and data that led to these decisions. This document would become your Sport Tourism Action Plan.

If the format of this planning template is followed, it might contain the following sections or table of contents:

- 1. Expanding Knowledge of Sport Tourism**
 - 1.1. Introduction

- 2. Assessing Community Capacity**
 - 2.1. Community Strengths
 - 2.2. Event Resume
 - 2.3. Sport Strengths
 - 2.4. Facility Strengths
 - 2.5. Tourism Strengths

- 3. Setting Objectives and Building a Vision**
 - 3.1. Building toward a Vision
 - 3.2. Assisting Other Organizations To Achieve Their Visions

- 4. Building a Strategic Approach**
 - 4.1. Sport Tourism Strategies
 - 4.2. Event Assessment and Selection
 - 4.3. Making the Most of Existing Events
 - 4.4. Functions and Organizational Development
 - 4.5. Support Resources for Managing Sport Tourism

Sport Tourism Opportunities

Where do you see opportunities for more sport tourism in your community?

Event Selection and Bidding	Good potential	Possible	Not for us	Comments
	(Please circle)			
Looking outside the major sports	1	2	3	
Focusing on indoor events with minimal facility requirements	1	2	3	
Focusing on women's sports	1	2	3	
Focusing on sports which use the arenas in the off season	1	2	3	
Focusing on participation events	1	2	3	
Looking for multi-sport events	1	2	3	
Sport festivals - linking two or more sport events	1	2	3	
Developing national and provincial training centres	1	2	3	
Masters events	1	2	3	
Events for multicultural groups	1	2	3	
Military sports	1	2	3	
Aboriginal sports	1	2	3	
Other - please specify	1	2	3	
	1	2	3	
	1	2	3	
Event Marketing				
Better event marketing	1	2	3	
Stronger marketing to the USA	1	2	3	
Linking to community events for more fun/pizzaz	1	2	3	
Other - please specify	1	2	3	
	1	2	3	
	1	2	3	

Community Programming Opportunities	Good potential	Possible	Not for us	Comments
	(Please circle)			
Facilitating sport exchanges	1	2	3	
Focusing on summer hockey schools	1	2	3	
Expanding existing programs and camps	1	2	3	
Other - please specify	1	2	3	
	1	2	3	
	1	2	3	
Improving the Systems				
Facility upgrading	1	2	3	
Public education and promotion about the value and values of sport events	1	2	3	
Enlisting a local champion to be the spokesperson for sport tourism	1	2	3	
Other - please specify	1	2	3	
	1	2	3	
	1	2	3	
Other Ideas:				

Sport Event Calendar – Potential

Please identify the sport events that your organization could, or has considered hosting:

Sport/Organization: _____

Event Name	Level (I/N/R/ P/C)	Month and Year	Total # of Participants	# of Days

I - International
N - National
R - Regional
P - Provincial
C - Inter-Community

Support Resources

Does your community have/need the following support resources?

	Have	Need	Don't Need
Sport Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sport facility guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bid resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public education materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generic hosting manual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bid fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Action Planning

Following a review of all the materials and discussions, note the action items.

Describe what precisely needs to be done, how important it is in relation to other actions (high, medium or low priority), who is going to do it, and by when.

Action - What we are going to do?	Priority (high, medium, low)	Who is going to do it?	By When?



The CSTA serves as a catalyst to grow the sport tourism industry in Canada by promoting the development of partnerships between events rights holders and host cities, and by promoting Canada internationally as a preferred destination for hosting sport events.

OUR OTHER PRODUCTS AND SERVICES:



Sport Tourism Economic Assessment Model (STEAM)

STEAM is a cutting-edge economic impact assessment tool that predicts and measures the economic impact of a sport event on a community in Canada. It is the first web-based tool of its kind in the world specifically designed for use in the sport tourism industry.



Events Database and Search Engine

This web-based intranet platform is a product matching tool designed to match national and international sport events with potential host communities across Canada. It currently contains profiles on hundreds of sport events that are open and available for bid.



Sport Events Congress

Canada's largest annual gathering of sport, tourism professionals and event management firms, Sport Events Congress attracts approximately 300 delegates each year. Held annually during the month of April, Sport Events Congress features a variety of educational, networking and business-to-business elements. Details for Sport Events Congress are posted on our website.



Business Plan Template

Developed in partnership with Organisports, the Business Plan Template is designed specifically for bid groups or organizing committees that seek to set out a comprehensive business plan with a view to hosting a sport event at the regional, provincial, national or international level. Comprised of a Microsoft Word file and a budget structure presented in Microsoft Access format, the template supplies all the necessary information and work tools to prepare a complete business plan and budget for sport events of any size.

Membership and benefits are available in a variety of membership categories. For an application, please call (613) 688-5843 or visit the membership section of our website.