

# Strategic Priorities Status Report (Year 3)

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## Introduction

There are six strategic actions categories with a total of 51 recommendations. These recommendations are grouped into these categories as follows: Financial (6), Operational (10), Competitive Advantage (5), Marketing (11), Partnering (13) and Infrastructure (6).

## Definitions

Throughout this document, these terms apply to each strategic action category.

**Short-term** (1-2 years)

**Medium-term** (2-4 years)

**Long-term** (5-10 years)

## Strategic Actions

### Financial

Brantford will establish a revenue model that supports sport tourism as a market segment with dedicated professional resources, enabling both homegrown and attracted events to be hosted in a financially responsible manner.

Actions	Term	Status
1. Examine financial models that allow for a sustainable revenue structure to address ongoing operations, business development, bid fees, event support, financial risk and marketing and communications.	Short	In progress
2. Examine the feasibility and conditions for the establishment of a sustainable fund derived in partnership with tourism accommodation partners.	Short	In progress
3. Develop a bid assessment process that enables sport organizations, City staff and Council to determine the feasibility of each bid and event. Continue use of steam 2.0 as a predictive forecasting tool.	Short	In progress
4. Evaluate the human resource requirements to ensure sustainability with increased activity.	Medium	Not started

Actions	Term	Status
5. Establish a destination marketing fund (DMF) or municipal accommodations tax (MAT) to enhance Brantford's ability to finance events.	Medium	Not started
6. Determine, in consultation with all stakeholders, the best model for Brantford to address the financial risk associated with hosting sport tourism events and not requiring the local sport organizations to assume 100% of that risk.	Long	Not started

## Operational

Brantford will make informed decisions and build operational excellence through responsible governance and policies that leverage existing sport hosting assets and talent in order to drive economic, social, and sustainability impacts.

Actions	Term	Status
1. Determine optimal governance structure for Brantford that is representative of stakeholder landscape as part of sport tourism strategy project, including the role of the Brantford Tourism Advisory committee in advising and making recommendations to Council.	Short	In progress
2. Update Corporate-032: Sports Bidding and Hosting Policy (2010) event policy based on the recommendations included in the Sport Tourism Strategy.	Short	Complete
3. Work with Parks and Recreation staff and local user groups to develop a policy and process to proactively manage the dislocation of regular users based on increased event activity.	Short	In progress
4. Continue participation in the development of a city-wide volunteer strategy to engage sport organizations and residents of Brantford to increase the social capital within the City, including a centralized volunteer database and a volunteer recognition program.	Short	In progress
5. Develop a post-event reporting structure that identifies the relevant economic, social/cultural and sustainability measures for the City of Brantford (see Outcome Based Major Events – The Triple Bottom Line) and continue the use of steam pro2.0 in post-event analysis to monitor annual impacts.	Short	Not started
6. Work with area sport organizations to facilitate bids for appropriate sport event opportunities.	Short	Ongoing

Actions	Term	Status
7. Develop a communications and response strategy to address and communicate the concerns of local sport organizations.	Short	Ongoing
8. Develop a standard process to evaluate the performance of each bid, win or lose.	Medium	Not started
9. Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above).	Long	Not started
10. Ensure that Tourism Brantford is equipped with the resources and tools to support from bid in the transition to host and has all information and reference materials centrally housed.	Long	In progress

### Competitive Advantage

Brantford will capture the content that tells the story of the place, the people, sport readiness, and commitment to hosting.

Actions	Term	Status
1. Continue to promote the strategic and centralized location of Brantford and proximity to ensure access for all participants and spectators.	Short	Ongoing
2. Enhance Brantford's reputation as a sport-friendly community by working directly with businesses engaged in welcoming and servicing sport events (i.e. restaurants, accommodations, etc.).	Short	Ongoing
3. Determine the core or focus sports for Brantford based on existing facility inventory, sport organization capacity and facility standards by sport.	Short	In progress
4. Examine the opportunity to strengthen the positioning of Brantford as a sport tourism destination with a clear call to action for primary customers (rightsholders) and secondary customers (friends and family).	Medium	Not started
5. Develop a Brantford sport tourism content strategy and marketing assets (video, infographics, testimonials, imagery, etc.) to tell the inspiring story of sport and sport tourism in Brantford.	Medium	In progress

## Marketing

Brantford will proactively market and develop the Brantford sport hosting brand through all available channels.

Actions	Term	Status
1. Develop a social media strategy for Brantford sport tourism that engages with residents, the business community and potential customers and help tell the Brantford sport tourism story.	Short	In progress
2. Develop sport hosting collateral consistent with the City of Brantford brand.	Short	Ongoing
3. Create an image library consisting of both community and sport images.	Short	Ongoing
4. Establish a larger web presence for the sport tourism market.	Short	In progress
5. Develop and manage relationships with events rights holders – local (LSO), provincial (PSO) and national (NSO) sports organizations and event management companies.	Short	Ongoing
6. Develop processes for a “path to purchase” for visitors (build attendance, visitor packaging and experience promotion) while engaging residents to demonstrate the social and economic benefits of each event.	Medium	Not started
7. Build FAM tours for targeted PSO and NSOs to help support future provincial, national and international bids.	Medium	Not started
8. Engage in direct sales calls and presentations to targeted client groups.	Medium	Not started
9. Continue to include sport tourism as a priority market in Tourism Division marketing plans in order to increase awareness of Brantford as a sport host destination.	Medium	Ongoing
10. Book and attend tradeshows with industry partners to promote hosting of sport events in Brantford.	Medium	In progress
11. Increase the number, calibre, quality of sporting events and sport-related meetings hosted in Brantford.	Long	In progress

## Partnering

Brantford will foster a hub of shared purpose that supports the future success of sport tourism and engages all residents of the community.

Actions	Term	Status
1. Develop a roles and responsibilities matrix with input and involvement of key stakeholder groups.	Short	Not started
2. Conduct a sport organization inventory based on the capacity of each to identify, lead bids, plan and execute the events from technical and volunteer perspectives.	Short	In progress
3. Identify the Brantford bid roadmap for sport groups to inform and encourage them to become involved in bidding for and hosting sport tourism events.	Short	In progress
4. Continue to develop the reference library for bids, plans and reports to ensure that best practices are shared and that it benefits local sport organizations, so all are equipped to bid for and host with confidence.	Short	In progress
5. Develop and foster close working relationships with clearly defined roles with sport organizations, Brantford Sports Council, the County of Brant, Six Nations of the Grand River, and the Chamber of Commerce Brantford-Brant.	Short	Ongoing
6. Foster close and collaborative working relationships with clearly defined roles between City staff in Economic Development and Tourism, Parks and Recreation, and other departments.	Short	Ongoing
7. Develop a sport tourism tool kit that is available online and links LSOs with available resources, so that local groups can bid with confidence.	Medium	In progress
8. Develop a consistent service standard to provide to all local bid groups to assist them in navigating the process for requesting funding support for bids and hosting.	Medium	Not started
9. Identify opportunities to engage businesses to host meetings or other events as ancillary activity to tournaments.	Medium	Ongoing
10. Develop a legacy program and integrate it into the sport tourism strategy and actions so that it begins pre-bid.	Medium	Not started

Actions	Term	Status
11. Examine the potential for an ambassador program and shared calendar for key service sectors (airports/hotels/ taxi/restaurant/ retail and attractions) to elevate the participant and visitor experience.	Long	Not started
12. Continue the Business Retention and Expansion initiative and augment to include ways for Brantford-based companies and business to engage with and support the financial and other success factors for sport tourism events.	Long	Ongoing
13. Continue to build Brantford's capacity to deliver well-managed and sustainable sporting events.	Long	Not started

## Infrastructure

Brantford will invest in the continued maintenance, development, and supports required for its sport tourism infrastructure so that the City and Local Sport Organizations can host events with confidence.

Actions	Term	Status
1. Ensure the bid assessment process is consistent and repeatable and balances the needs of local user groups with those of tournaments and events.	Short	In progress
2. Conduct a facility assessment that includes both field of play and non-sport venue inventory that includes state of readiness and gap analysis for provincial, national and international events against the technical specifications.	Short	In progress
3. Maintain a detailed inventory of sport related facilities based on technical standards by sport for provincial, national and international event specifications, and ensure that it is reviewed and updated on an ongoing basis.	Medium	In progress
4. Ensure that the current sports venue inventory and recreation facility master plan are aligned, and that sport tourism is one of the criteria included in future facility development.	Medium	In progress
5. Collaborate with community partners and various City departments on the development of new sport facilities/venues.	Long	In progress

<b>Actions</b>	<b>Term</b>	<b>Status</b>
6. Review the availability of adequate support in light of the investments made in sports tourism infrastructure and identify gaps and opportunities to improve the use of indoor and outdoor sports facilities for sport tourism activity.	Long	Not started