



Canadian Sport Tourism Alliance



CONSULTING
SERVICES

City of Brantford
Sport Tourism Strategy
2019



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Executive Summary

The City of Brantford is an active community with a proud sport heritage. With an established reputation as a leading sport host destination in Southern Ontario, Brantford was designated as the “Tournament Capital of Ontario” in 1998. This designation came because of a mix of both homegrown or created events such as the annual Wayne Gretzky International Hockey Tournament, as well as attracted events. Recent attracted events include:

- 2017 Ontario ParaSport Winter Games
- 2017 International Police Hockey Championships
- National and International Truck Driving Championships
- 2016 Revolution Powerlifting Syndicate Maple Leaf Nationals
- Canadian Blind Sports Junior Goalball Championship
- Rogers Masters Grand Slam of Curling

In 2018, the City of Brantford embarked on this municipal Sport Tourism Strategy in order to establish sport tourism as one of the market segments that supports the growth of the community while enhancing the quality of life for residents and the surrounding area.

The Canadian Sport Tourism Alliance (CSTA) identifies sport tourism as a grassroots economic development initiative that is bringing together municipal, sporting and tourism partners in communities across the country to capitalize on sport bidding and hosting opportunities. The associated investments realized by communities through hosting sporting events provide benefits that extend well beyond isolated events; they can raise a community’s profile as a destination and build irreplaceable community and social capital and lasting legacies both of which provide long-term benefits for continued community development. Sport events also help build a positive brand and provide a valuable opportunity for showcasing communities as exciting and desirable destinations.

Sport tourism resides at the intersection of sporting events and tourism. It is one of the fastest growing segments of the global tourism industry. Canada continues to see a rise in the value of sport tourism, with a total expenditure in 2017 of \$6.8 billion, an increase of more than \$33 million over 2016. It is also significant that the sporting industry is very resilient to economic downturns and this crosses over to the sport tourism industry wherein annual events are sustained and continue to drive business and export revenues regardless of global economic circumstances.

Based on a process that included consultation of key stakeholder groups (Consultation Summary – Appendix A), development of a SWOT Analysis (strengths, weaknesses, opportunities and threats – Appendix B) and the assessment of the current state of readiness in Brantford as a sport tourism destination (Sport Tourism Assessment

Template STAT Pro – Appendix C), a strategy has been developed to help build upon the sport tourism foundation that already exists and builds incrementally for future growth and returns.

The City of Brantford Sport Tourism Strategy aspires to a vision that Brantford will be a leading sport tourism destination in structure, supports and execution as the *Tournament Capital of Ontario*.

To achieve this vision, a clear purpose is required on the part of the City of Brantford and all stakeholders. The proposed mission will be for Brantford to establish sport tourism as a priority market segment and provide a one-stop shop for all customers and stakeholders that ensures sport tourism events are developed and supported while delivering legacy that helps to grow sport hosting, business and the community.

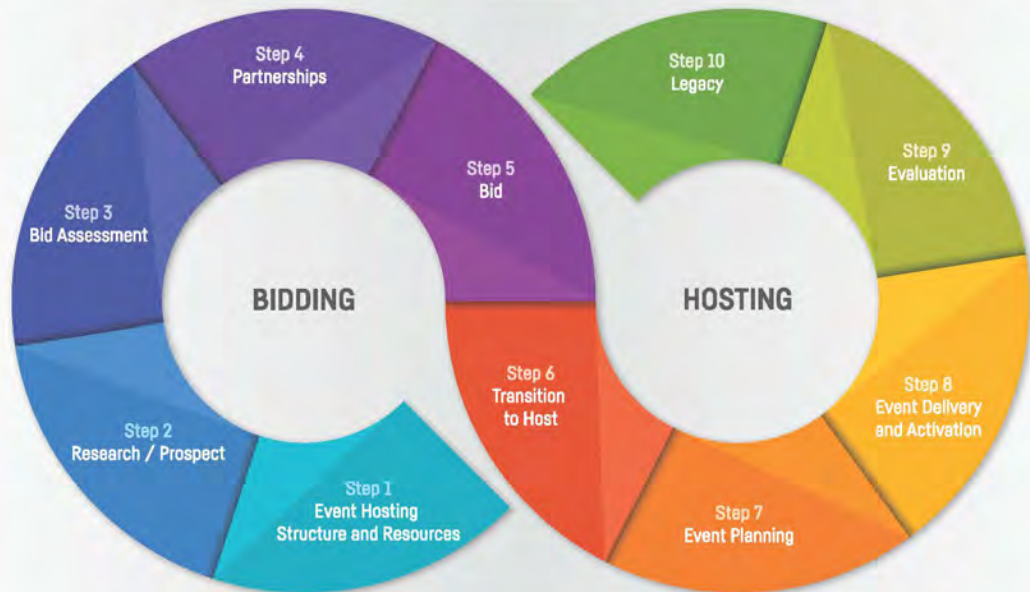
With the destination vision and positioning of sport tourism established by the City of Brantford, the strategic priorities of this renewed effort will help to make decisions on where effort and resources will be directed. These strategic priorities include:

- 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.
- 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.
- Competitive Advantage – Brantford will capture the content that tells the story of the place, the people, sport readiness, and commitment to hosting.
- Marketing – Brantford will proactively market and develop the Brantford sport hosting brand through all available channels.
- Partnering – Brantford will foster a hub of shared purpose that supports the future success of sport tourism and engages all residents of the community.
- 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.

Sport Tourism Roadmap

The Canadian Sport Tourism Alliance, an industry-led organization that has led the development of sport tourism in Canada since 2000, has developed the “Sport Tourism Roadmap”. The following graphic, developed as part of the Sport Tourism Assessment Template (STAT), provides sport host destinations with guidance on what a consistent and repeatable approach to sport tourism looks like and the various stages for bidding and hosting.

● CSTA SPORT TOURISM ROADMAP ●



Canadian Sport Tourism Alliance

 Alliance canadienne du tourisme sportif

Host City Profile

Overview

Brantford is centrally located in southern Ontario. With a population of 97,496 ¹, the City of Brantford is a single-tier municipality and is ranked as the 13th largest municipal unit (out of 44) in Ontario and 30th largest out of 152 census metropolitan areas in Canada.

Brantford is geographically aligned with the Municipality of the County of Brant and the Six Nations of the Grand River, the largest First Nations Reserve in Canada. Brantford also falls within Ontario regional tourism organization three (RTO3) comprised of Hamilton, Halton & Brant.

Brantford is a member of the Canadian Sport Tourism Alliance (CSTA) and is in the 50,000-150,000-membership category.

Having diversified its traditional manufacturing-based economy, Brantford has corporate and employment growth in a wide range of sectors and increased post-secondary educational opportunities.

Brantford boasts a strong history in several sports. This sport heritage, combined with strong partnerships with the Six Nations of the Grand River and the County of Brant, position Brantford for future success in sport tourism.

The SWOT analysis completed as part of the Economic Development Strategy Review and Update in 2016², identified the strengths of Brantford as:

- Business Oriented
- Growth Oriented
- Location and Access
- Infrastructure
- A Balanced City

These strengths were balanced by several challenges for Brantford. Perhaps the most relevant to the Sport Tourism Strategy is *“Brag, show and tell”*, which states that *“The city needs to come together to support and boast about its assets and how great Brantford has become. External and internal image should be positive. Arts, Culture and Heritage need more exposure.”*

Sport tourism is recognized as an existing market segment of opportunity for Brantford and supports each of the identified opportunities in the Economic Development

¹ Statistics Canada – 2016 Census (2017)

² City of Brantford: Economic Development Review and Update (2016) – McSweeney & Associates

Strategy SWOT analysis. Sport tourism aligns well with and supports diversification of local economy, building community partnerships, strengthening infrastructure and business environment and developing marketing strategy.

Sport Tourism Structure

Brantford was designated as the Tournament Capital of Ontario in 1998 and, for several years, used this brand positioning to promote itself as a sport tourism destination. In recent years, as with many jurisdictions that have undergone brand alignment exercises, the “Tournament Capital of Ontario” is now a sub-brand under the official City of Brantford and Tourism Brantford brands.

Brantford has a long-standing tradition as proud hosts of provincial, regional and national tournaments, which have contributed greatly to the sporting history of the city. Brantford is also the hometown of Wayne Gretzky. His father, Walter Gretzky, has served as an ambassador for sport tourism in the community for decades.

Operating Model

Sport tourism is a functional area with the City of Brantford’s Economic Development & Tourism Department and more specifically, the Tourism Division, which serves as the destination marketing organization (DMO) for Brantford. One full-time staff member is dedicated to the administration of the sport tourism area.

The services offered specific to sport tourism are:

- Event promotion
- Development of bid packages
- Materials and images to promote Brantford
- Providing welcome bags with information on dining, cultural experiences, attractions and transportation
- Site inspections
- Accommodations assistance
- Business Retention and Expansion (BR&E)
- Sport event administration for city-wide events such as multi-sport events

Additionally, Tourism Brantford facilitates a series of Sport Networking Meetings for individuals, businesses, sport and community groups with the objective of building knowledge capacity and learning about best practices to develop sport and sport tourism business.

Budget

Currently, there is no separate sport tourism budget as all costs fall within the Tourism Division operating budget. Based on information from Tourism Brantford, the incremental allocation that is specific to the marketing and development of sport tourism is approximately \$10,000 which goes to cover the following areas:

- Tradeshows
- FAM Tours
- Memberships
- Advertising
- Printing
- Bid Preparation
- Hosting Assistance
- Sport Organization Assistance
- Training and Workshops

Competitive Analysis

A comparative analysis between the City of Brantford and selected municipalities across the country of similar size and scope in terms of population and infrastructure was completed as part of this project. The sport host destinations selected were based on a number of factors, including, but not limited to:

- Population size
- Stage of readiness for sport tourism
- Foundational elements including sport tourism budget and staffing resources
- Scope of sport tourism hosting capacity and competitive markets

This snapshot indicates that the City of Brantford is very competitive in terms of its capacity to be a desired sport tourism hosting destination. These competitive municipalities have various organizational structures, but all work closely with their stakeholders and municipal governments for the purpose of bidding, hosting and servicing sporting events. The comparative analysis included jurisdictions that have successful sport tourism strategies in place and explored what were some of the critical factors that enabled them to be a desired sport tourism hosting destination.

The review looked at important factors in successful sport tourism programs. Below is a chart that identifies those factors and where the competitive cities are in terms of their sport tourism structure and governance.

	Brantford, ON	Fort McMurray, AB	Waterloo Region, ON	Brampton, ON	Kingston, ON	Moncton, NB	Charlottetown, PE	St. John's, NL
Strat Plan	✓	✓	✓		✓	✓	✓	✓
Dedicated FTE	✓	✓	✓	✓	✓	✓	✓	✓
Board	Tourism Advisory	Advisory				Advisory	Advisory	✓
City Leads	✓	Multi-Sport		✓		✓	✓	Partner
Relationship with LSO/PSO	✓	✓	✓	✓	✓	✓	✓	✓
Bid Lead	✓		✓		✓		✓	✓
Bid \$	✓	✓			✓	No DMF	✓	✓
Org Support	✓	✓	✓	✓	✓	✓	✓	✓
Website	✓	✓		✓	✓		✓	

Based on the review of a number of communities that have developed and implemented Sport Tourism Strategies and have realized the benefits, our findings have identified some key factors in developing and implementing a sport tourism strategy. A list of some of these success factors include:

- Having an effective champion at the political level with the ability to direct resources to developing and advancing a sport tourism strategy.
- Allocating responsibility for the advancement of a sport tourism strategy to an arm's-length organization with specific support and recognition from the City to advance that strategy on their behalf. This structure needs to be supported with dedicated resources.
- Establishing a management oversight or sport tourism advisory council that engages key stakeholders in advancing the sport tourism strategy and making key decisions on how that strategy will be supported.
- Focusing efforts for event hosting of sports that have a strong LSO (Local Sport Organization) with demonstrated experience in hosting events.
- Providing full support to LSOs for developing bid packages and assisting LSOs with their existing events.
- Establishing dedicated funding mechanisms to support the cost of bidding and hosting events.
- Identifying a single point of communication and coordination with the City to coordinate all City managed logistics (e.g. permitting, parking, licensing, waste management, Special Events Advisory Committees, facility managers).
- Hosting regular networking events (breakfasts, lunches) that bring together all stakeholders – LSOs, corporate sponsors, facility managers, hoteliers, sports councils, city staff, media, private enterprise – to support networking, the development of ongoing communications and the development of long-term partnerships.
- Hosting workshops or other mechanisms to build the capacity of LSOs – often facilitated by private sector (e.g. accounting agencies, risk insurers, St. John Ambulance, etc.).
- Providing an on-line “Tool Box” to support LSOs or Games Organizing Committees with hosting events including templates, applications, funding information, etc.
- Developing an “Event Scorecard” to record key indicators and communicate the economic impacts and legacies of all hosted sporting events.
- Recognizing that the development of an effective sport tourism strategy must acknowledge the dual needs to also support sport/athletic development.
- Development of a volunteer database of experienced volunteers from past and future events.

Brantford Sport Tourism Strategy – Recommended Action Plan

Vision

Brantford will be a leading sport tourism destination in structure, supports and execution as the *Tournament Capital of Ontario*.

Mission

Brantford will establish sport tourism as a priority market segment and provide a one-stop shop for developing and supporting sport tourism events while delivering lasting benefits that help to grow sport hosting, business and the community.

Strategic Priorities 2019-2029

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.

FINANCIAL	Short-Term (1-2 years)
	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
	Examine the feasibility and conditions for the establishment of a sustainable fund derived in partnership with tourism accommodation partners.
	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 steam2.0 as a predictive forecasting tool.
	Medium-Term (2-4 years)
	Evaluate the human resource requirements to ensure sustainability with increased activity
	Establish a destination marketing fund (DMF) or municipal accommodations tax (MAT) to enhance Brantford’s ability to finance events.
	Long-Term (5-10 years)
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	

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.

OPERATIONAL	Short-Term (1-2 years)
	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
	Update Corporate-032: Sports Bidding and Hosting Policy (2010) event policy based on the recommendations included in the Sport Tourism Strategy (Appendix D)
	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
	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
	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
	Work with area sport organizations to facilitate bids for appropriate sport event opportunities
	Develop a communications and response strategy to address and communicate the concerns of local sports organizations
	Medium-Term (2-4 years)
	Develop a standard process to evaluate the performance of each bid, win or lose
	Long-Term (5-10 years)
	Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
	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

Outcome Based Major Events – The Triple Bottom Line

To ensure clear and consistent performance measurement for major events, a “triple bottom line” approach can achieve the intended outcomes. The relevant “bottom lines” for major events include:

Economic Outcomes	<ul style="list-style-type: none"> • Event Indicators (Bids, Wins, # Events, Attendance) • Economic Impact (Gross Domestic Product, Jobs, Supply Chain) • Tourism (Room Nights, Length of Stay, Spending) • Brand (Media Value, Return on Investment)
Social/Cultural Outcomes	<ul style="list-style-type: none"> • Volunteer (Number, Hours) • Community Pride (Public Engagement, Event Awareness, Satisfaction Index) • Culture (Local Performers, Local Culinary, Under-Represented Groups)
Sustainability Outcomes (Meeting the needs of the present with positive impact on the future)	<ul style="list-style-type: none"> • Leadership (Governance, Management, Transfer of Knowledge) • Venues (Existing Venues, Temporary Venues) • Logistics (Accommodation, Transportation, Food Service) • Legacy (Financial, Sport, Culture) • Marketing (Attendance Building, Communication, Social Inclusion) • Environmental (Climate Change, Air, Water, Waste, Biodiversity)

Competitive Advantage

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

COMPETITIVE ADVANTAGE	Short-Term (1-2 years)
	Continue to promote the strategic and centralized location of Brantford and proximity to ensure access for all participants and spectators
	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.)
	Determine the core or focus sports for Brantford based on existing facility inventory, sport organization capacity and facility standards by sport
	Medium-Term (2-4 years)
	Examine the opportunity to strengthen the positioning of Brantford as a sport tourism destination with a clear call to action for primary customers (rights-holders) and secondary customers (friends and family)
	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

Marketing

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

MARKETING	Short-Term (1-2 years)
	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
	Develop sport hosting collateral consistent with the City of Brantford brand
	Create an image library consisting of both community and sport images
	Establish a larger web presence for the sport tourism market
	Develop and manage relationships with events rights holders – local (LSO), provincial (PSO) and national (NSO) sports organizations and event management companies
	Medium-Term (2-4 years)
	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
	Build FAM tours for targeted PSO and NSOs to help support future provincial, national and international bids
	Engage in direct sales calls and presentations to targeted client groups
	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
	Book and attend tradeshow with industry partners to promote hosting of sport events in Brantford
	Long-Term (5-10 years)
	Increase the number, calibre, quality of sporting events and sport-related meetings hosted in Brantford

Partnering

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

PARTNERING	Short-Term (1-2 years)
	Develop a roles and responsibilities matrix with input and involvement of key stakeholder groups
	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
	Identify the Brantford bid roadmap for sport groups to inform and encourage them to become involved in bidding for and hosting sport tourism events
	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
	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.
	Foster close and collaborative working relationships with clearly defined roles between City staff in Economic Development and Tourism, Parks and Recreation, and other departments
	Medium-Term (2-4 years)
	Develop a sport tourism tool kit that is available online and links LSOs with available resources, so that local groups can bid with confidence
	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
	Identify opportunities to engage businesses to host meetings or other events as ancillary activity to tournaments
	Develop a legacy program and integrate it into the sport tourism strategy and actions so that it begins pre-bid
	Long-Term (5-10 years)
	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
	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
	Continue to build Brantford’s capacity to deliver well-managed and sustainable sporting events

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.

INFRASTRUCTURE	Short-Term (1-2 years)
	Ensure the bid assessment process is consistent and repeatable and balances the needs of local user groups with those of tournaments and events
	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
	Medium-Term (2-4 years)
	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
	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
	Long-Term (5-10 years)
	Collaborate with community partners and various City departments on the development of new sport facilities/venues
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	

Appendices

Appendix A: Consultation Summary

A process to engage, inform and gather input from key stakeholders who have an interest in sport tourism in Brantford was conducted over a several-month period in 2018. This process included representatives from the following groups:

- Accommodations operators
- Members of the sport community
- Individual stakeholders with an interest in sport tourism
- Members of Brantford City Council
- City of Brantford staff

The consultation process included: a facilitated focus group session, an online survey and direct one-on-one calls/telephone interviews with key members to ensure the consultation process was as inclusive as possible.

The following matrix represents a summary of the themes that were identified, by question, throughout the consultation process:

QUESTION	THEMES
Identify what you feel are the strengths in Brantford for hosting sporting events.	<ul style="list-style-type: none"> • Facilities – quality and quantity • Low cost of facilities and hotels • Regional location • Easy to get to/access via highway • Support from Tourism Brantford and local government • Coordination by/with city departments • Strong and Diverse sporting organizations • Wide variety of restaurants • Climate
What do you feel are the most effective ways to attract sporting events to Brantford?	<ul style="list-style-type: none"> • Promotion of great facilities • Organizational reputation • Develop a strong website • Communications and Marketing • Wayne Gretzky • Through local sport organizations
How can a Sport Tourism Strategy benefit your organization?	<ul style="list-style-type: none"> • Improve facilities and infrastructure • Funding for tournaments • Marketing • Template and Roadmap for events • Promote Provincial Competition • Financial Support • Develop a Framework for hosting

<p>What makes Brantford unique in comparison to other sport hosting destinations?</p>	<ul style="list-style-type: none"> • Resources and Leadership • Past reputation for hosting well-run tournaments and events • Skilled Officials • Great Volunteers • Our high-profile athletes who keep coming back to show support for events • Great tradition of minor sports events • Feeling of home – small town within big city facilities • Location • Partnerships with surrounding communities • History of excellence in sport • Nothing
<p>What challenges exist that could limit the number of events hosted in Brantford?</p>	<ul style="list-style-type: none"> • Lack of support from the city • No funding from the city • High cost of facility rental • Need more support from local businesses • Lack of city transit and relationship with Parks and Rec staff • Hotels • Only one location for most events being the Gretzky Centre and it's availability • Hotels/rooms • Disjointed nature of booking facilities • Lack of infrastructure – venues
<p>What role do you see your sport organization playing in the implementation of a sport tourism strategy?</p>	<ul style="list-style-type: none"> • Cooperative partnership with city, business, county and sport groups • Leadership in Provincial and National events • High level of coaching provided • If you want us to implement the strategy, then involve us in the development of the strategy • Need to feel a sense of ownership over the strategy • Sport Council and volunteer base need to be involved in development

Additionally, the online survey generated the following insights:

- There is a belief that the City of Brantford is ready and able to host inter-community and provincial events but would require further development and support to successfully bid for and host national and international events.

- Sport and other organizations within the Brantford area have a higher degree of readiness to host all types of events.
- Event attraction, promotion of Brantford and volunteer development are the top three strengths related to sport tourism.
- Resident communication and awareness, business community awareness and municipal funding and support to sport tourism events are current areas that require improvement.
- The areas identified as being the most important for sport tourism to deliver include: tourism, the event experience, economic and the development of sport.
- Most organizations have not received either financial or in-kind support from the City of Brantford for past or upcoming bids or events.
- Most respondents support the development of a Municipal Accommodation Tax (MAT) or Destination Marketing Fund (DMF) to generate revenue for the attraction of events to Brantford and the promotion of the area as a sport tourism destination.

Final Stakeholder Consultation

On May 8, 2019, the framework of the Brantford Sport Tourism Strategy was provided in advance and a facilitated session was held. Following is a summary of the input received during that session:

Question	Summary of Input
Do you support the vision, mission and strategic priorities of the strategy?	<ul style="list-style-type: none"> • A commitment on sport tourism from Council • Dedicated funding for bidding and hosting • Human resources to support new direction • Facility readiness to support sport tourism and existing user groups • Can Tournament Capital of Ontario be achieved? • One stop shop for sport tourism (external and internal)
Do you agree with the actions identified in the strategy and the priority and timelines recommended?	<ul style="list-style-type: none"> • Timeline adaptability based on available funding • Priorities based on return on investment • Getting all stakeholders on same page • Infrastructure may need to be a stand alone priority given readiness for sport tourism development
What role do you see your organization playing in the future of sport tourism in Brantford?	<ul style="list-style-type: none"> • Opportunity to reposition sports through sport hosting • Capitalize on strengths of sports/clubs that are seeking to host more events

	<ul style="list-style-type: none">• Engage sport heroes as champions for a sport culture in Brantford• Leverage Sport Council• Develop facilities based on needs of emerging sports and changing demographics of community• Direct working relationship between Tourism, Culture & Sport and Parks & Recreation
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Appendix B: Brantford Sport Tourism SWOT Analysis

As part of this project, a SWOT analysis was completed specific to sport tourism in Brantford and is reflective of the “current state” as of 2018.

		<i>Positive</i>	<i>Negative</i>
Internal	Strengths		Weaknesses
	Tournament Capital of Ontario		Lack of sport tourism as priority
	Location and Access		Lack of formal sport tourism structure
	Facility assets		Lack of financial resources (operational, opportunity costs and activation)
	Coordinated effort on events		Lack of formal partnerships and established roles
	Local sport organizations		
	Sport history		
	Accommodation quality		
	Multipurpose Centre		
External	Opportunities		Threats
	Business community		Volunteer fatigue
	Coordinated effort on opportunities from events		Facility dislocation
	Work with neighbouring communities (Six Nations and County of Brant)		Competition with other municipalities in Southern Ontario
	Indigenous Sport		Financial capacity and funding
	Extend tourism season through “four-season” approach		Sport tourism priority within regional tourism organization
	Outcome-based events		

Appendix C: Sport Tourism Assessment Template PRO Results

Sport Tourism Assessment Template (STAT) PRO



stat pro report

Brantford, Ontario

August 2018



Canadian Sport Tourism Alliance



Alliance canadienne du tourisme sportif

Executive Summary

Introduction

The Canadian Sport Tourism Alliance (CSTA) is a non-governmental, member-based, capacity building organization that promotes sport tourism as a grassroots economic development initiative at the community level. The CSTA serves over 500 members across Canada, including 150 municipalities, 300 national and provincial sport, multi-sport and major games organizations and a variety of other sport and tourism industry partners.

CSTA was formed in 2000 and since then sport tourism has become the fastest growing segment of the tourism industry in Canada with approximately \$6.5 billion in annual spending by domestic and international visitors.

CSTA is committed to providing member organizations with access to development tools that align with the mission of the organization, "To increase Canadian capacity to attract and host sport tourism events."

STAT

The Sport Tourism Assessment Template (STAT) was launched in 2018 as a tool for communities of all sizes, budgets and levels of experience to assess where they are in their current state. Ultimately, STAT helps host cities make better and more informed decisions from the strategic level down to the tactical and more action-oriented tasks.

Through completion of an online survey, CSTA member cities will receive a score in each of ten areas as well as a cumulative score.

It is recommended that host cities complete STAT once every three years but it can be an effective tool for business planning on an annual basis.



STAT Pro

STAT Pro is a more in-depth examination of the current state for a host city. CSTA consultants work with the host city to validate the inputs and ensure the highest level of reliable data to ensure the quality of the outputs and findings for the jurisdiction. The resulting time spent in exploring the results and providing of background documentation allows CSTA to make recommendations on next steps prior to the commitment of time and resources to complete a sport tourism strategy.

CSTA Sport Tourism Roadmap

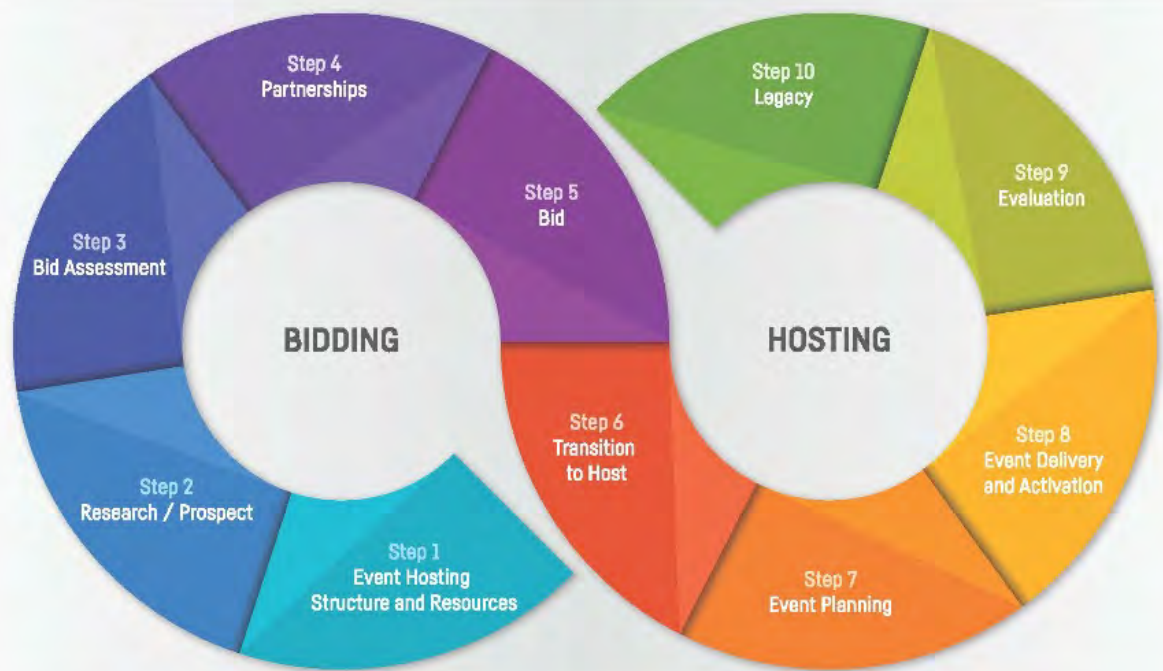
The CSTA has developed the Sport Tourism Assessment Template to assist communities of all sizes, budgets and at all stages of their evolution as a sport tourism host market, to assess its current position and identify areas for strategic and tactical development in both event bidding and hosting.

Before communities embark on a sport tourism, sport hosting or event strategy, conducting a current state assessment helps to identify the scope for a strategy project and can help focus examination and study in the most relevant areas.

In order to define the landscape for sport tourism in Canada, CSTA has developed a tool that provides a consistent and repeatable model for host communities. The CSTA Sport Tourism Roadmap © is a ten-step cycle that clarifies the bidding and hosting process and helps outline the required elements for a successful sport tourism program.



● CSTA SPORT TOURISM ROADMAP ●



Canadian Sport Tourism Alliance
Alliance canadienne du tourisme sportif



STAT Methodology

Program Design

The Canadian Sport Tourism Alliance (CSTA) identified a problem that is common to many host communities. With not enough relevant data on themselves and a consistent way to assess this information and the current performance of sport tourism programs, strategy development can be a guessing game.

STAT is a new program developed by the Canadian Sport Tourism Alliance specific to the sport tourism sector. As one of the largest growing market segments within tourism, many communities are actively pursuing major events to deliver new visitors, drive new business and grow the reputation of the host city or region. The sport tourism sector is a relatively new market segment over the past twenty years and many communities are seeking ways to assess where they are now before setting strategic or tactical targets for the future. STAT provides a consistent way to inform the development of strategy or to simply “check-up” on how the community is currently positioned for sport tourism.

To avoid a reactive approach and take a more business-like approach to planning for and executing on sport tourism success, STAT is the first step in that process and is recommended to be completed at least once every three years.

Comparative Analysis

As CSTA gathers data from more host communities, there will be an opportunity to provide a comparative analysis of cities with similar populations or budget. Currently, CSTA provides comparisons against the mean for each scoring criteria.

Confidentiality

The information provided to CSTA by the host community as part of the completion of STAT will remain confidential and will not be shared with any other jurisdiction. In all cases, any data comparisons will be amongst the relevant “peer group” with no comparisons against a specific host community.

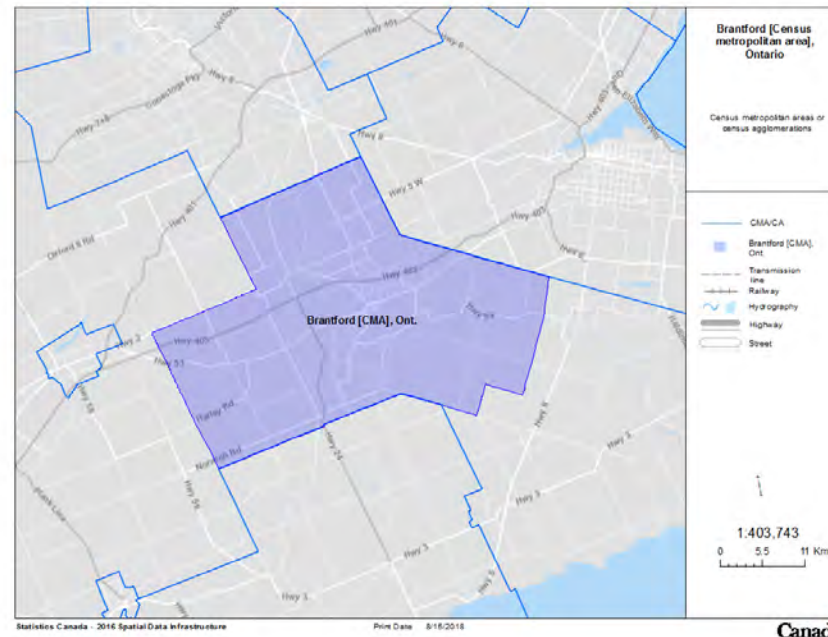


Host City Profile

Overview

Brantford is centrally located in southern Ontario. With a population of 97,496³, the City of Brantford is the largest city in the former Brant County and is ranked as the 13th largest municipal unit (out of 44) in Ontario and 30th largest out of 152 census metropolitan areas in Canada.

Brantford is geographically aligned with the Municipality of the County of Brant and the Six Nations of the Grand River, the largest First Nations Reserve in Canada. Brantford also falls within Ontario regional tourism organization three (RTO3) comprised of Hamilton, Halton & Brant.



³ Statistics Canada – 2016 Census (2017)



Brantford is a member of the Canadian Sport Tourism Alliance (CSTA) and is in the 50,000-150,000-membership category.

Having transitioned from a traditional manufacturing-based economy, Brantford now has corporate and employment growth in a wide range of sectors and increased post-secondary educational opportunities.

Brantford boasts a strong history in several sports. This sport heritage, combined with strong partnerships with the Six Nations of the Grand River and the County of Brant, position Brantford for future success in sport tourism.

Based on the economic development strategy work completed in 2016⁴, the strengths of Brantford include:

- Business Oriented
- Growth Oriented
- Location and Access
- Infrastructure
- A Balanced City

These strengths were balanced by several challenges for Brantford. Perhaps the most notable is “*brag, show and tell*”, described as “*The city needs to come together to support and boast about its assets and how great Brantford has become. External and internal image should be positive. Arts, Culture and Heritage need more exposure.*”

While not specifically referenced, sport tourism supports each of the identified opportunities in the economic development strategy. Sport tourism aligns well with and supports each of: diversification of local economy, building community partnerships, infrastructure and business environment and developing marketing strategy.

Sport Tourism Structure

Brantford was designated as the Tournament Capital of Ontario in 1998 and for several years, used this brand positioning to promote itself as a sport tourism destination. In recent years, as with many jurisdictions that have undergone brand alignment exercises, the “Tournament Capital of Ontario” is now a sub-brand under the official City of Brantford and Discover Brantford brands.

⁴ City of Brantford: Economic Development Review and Update (2016) – McSweeney & Associates



Brantford has a long-standing tradition as proud hosts of provincial, regional and national tournaments, which have contributed greatly to the sporting history of the city. Brantford is also the home of Wayne Gretzky and Walter Gretzky has served as an ambassador for sport tourism for many years.

Operating Model

Sport tourism is a functional area with the City of Brantford's Economic Development & Tourism Department and more specifically, the Tourism Division/Tourism Brantford, which serves as the destination marketing organization for Brantford.

Sport tourism is administered within the business development area of Tourism Brantford and is done in combination with meetings and conventions and group travel.

The services offered by Brantford specific to sport tourism include:

- Event promotion
- Development of bid packages
- Materials and images to promote Brantford
- Providing welcome bags with information on dining, cultural experiences, attractions and transportation
- Site inspections
- Accommodations assistance
- BR&E
- Sport event administration for city-wide events such as multi-sport events

Additionally, Tourism Brantford facilitates a series of Sport Networking Meetings for individuals, businesses, sport and community groups with an objective of building knowledge capacity and learning about best practices to develop sport and sport tourism business.

The sport tourism area is administered currently by two staff but only a percentage of their time within the Economic Development & Tourism Department in the City of Brantford.



Budget

Currently, there is no specific sport tourism budget for Brantford as all costs are within the Tourism budget in the Economic Development & Tourism department. Based on information from Tourism Brantford, the total allocation that is specific to sport tourism is approximately \$10,000 which goes to cover the following areas:

- Tradeshows
- FAM Tours
- Memberships
- Sport Events
- Advertising
- Printing
- Bid Preparation
- Hosting Assistance
- Sport Organization Assistance
- Training and Workshops
- Portion of salary and benefits for two staff



Host City Findings (Scoring and Comparison)

Please note that the “% Y” column for all tables in the Host City Findings section is intended to provide a basis of comparison for the host city. The percentage shown reflects those that answered “Yes” to a specific question and is based on respondents as of August 2018.

Step 1: Event Hosting Structure and Resources

Sport Tourism Structure and Human Resources

The foundation for any successful sport tourism program must be capable of supporting the weight of individual projects and annual activity in a planned and strategic way. This includes making the commitment, both financially and through dedicated human resources to plan for and deliver success.

Step 1.1 Sport tourism structure and human resources	#	Question	Response	% “Y”
Structure	1.1.1	Do you have a dedicated Sport Tourism Lead Organization for your community?	N	58%
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	N	8%
Structure	1.1.3	Have you developed a Sport Tourism Governance Structure?	N	25%
Structure	1.1.4	Do you have a full-time dedicated staff to Sport Tourism portfolio?	N	58%
Structure	1.1.5	In addition to your Sport Tourism staff, do you have collaboration from various departments within your organization to provide human resources to specific Sport Tourism projects?	Y	83%
Structure	1.1.6	Do you have a dedicated Sport Tourism operation budget for your Sport Tourism Lead Organization?	N	42%
		Brantford Score	2/10	



Overview – Brantford, as the Tournament Capital of Ontario, has a well-established position as a sport tourism destination. This positioning is due to the hard work of staff and not the structure that is in place to deliver it.

FINDING	RECOMMENDATION
No dedicated sport tourism lead organization as this is function of a City Department	Evaluate potential to develop a customer-focused sport tourism organizational model for Brantford
No clear roles and responsibilities	Develop a roles and responsibilities matrix with approval of key stakeholder groups
No defined governance structure for sport tourism that includes both City and stakeholder representation	Determine optimal governance structure for Brantford that is representative of stakeholder landscape as part of sport tourism strategy project
No dedicated budget for sport tourism	Examine financial models that allow for a sustainable revenue structure to address ongoing operations, business development, bid fees, financial risk and marketing and communications



Existing Assets

The assets that a community has today will also determine the degree of readiness to bid for and win sport events. From the airport and transportation infrastructure, to the hotel, meeting and other event support, facilities will help differentiate a host city from its competition.

Field of play is critical to the success of any sport event. The community must have venues that are “event-ready” that meet the technical specifications of the rights holders for provincial, national and international sport organizations. Perhaps more important is knowing what gaps exist between what events you want to host and the current state of the sport venues in your community. This can help to inform any prospective planned development for new recreation and sport facilities.

Knowing what you have hosted in the past is important. More crucial to the success of any sport tourism program is the capacity of the local sport organizations to serve as the technical experts and volunteers for each event. Assessing the capacity of all sport organizations is important to do on a regular and ongoing basis.

Step 1.2: Existing assets	#	Question	Response	% “Y”
Existing assets	1.2.1	International Airport Within 50 km	Y	45%
Existing assets	1.2.2	Regional Airport Within 50 km	Y	73%
Existing assets	1.2.3	Rail Access Within 50 km	Y	73%
Existing assets	1.2.4	Divided Highway/Freeway	Y	91%
Existing assets	1.2.5	Single Lane Highway	Y	91%
Existing assets	1.2.6	Hotel/Accommodation Inventory	Y	91%
Existing assets	1.2.7	Conference room / social functions rooms inventory	N	82%
Existing assets	1.2.8	Sport Venues inventory	N	91%
Existing assets	1.2.9	Sport Venues field of play inventory	N	73%
Existing assets	1.2.10	Sport Venue ancillary room inventory	N	45%
Existing assets	1.2.11	Sport Venue / Sport Event requirement analysis	N	18%
Existing assets	1.2.12	Sport Event historical data	Y	73%
Existing assets	1.2.13	Sport organization capacity inventory	N	45%



		Brantford Score	5.5/10	
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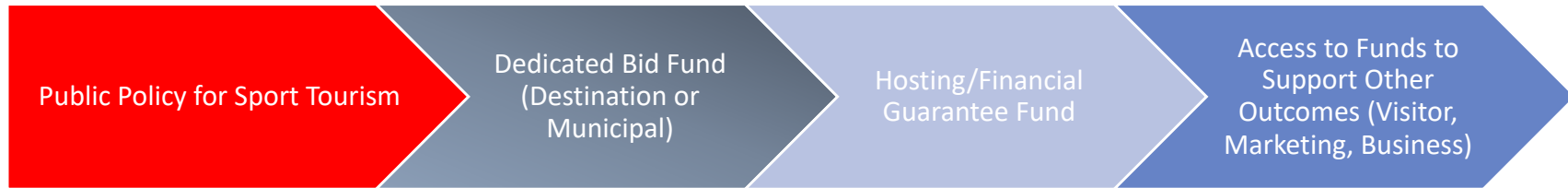
Overview – Brantford is strategically and centrally located in Southern Ontario and outside the Greater Toronto Area which gives the participants and spectators an experience that the sport event is a “big deal.” The existing sport structure is strong, however some analysis of event-readiness would help to identify target sports and events for Brantford.

FINDING	RECOMMENDATION/ACTION
Brantford is an accessible sport tourism destination by road, air and rail with existing and event-ready accommodations product	Promote the strategic and centralized location of Brantford and proximity to ensure access for all participants and spectators
There is no detailed and readily available inventory for sport venues, conference rooms, ancillary event spaces	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
There is a strong network of sport organizations that is fostered through the existing sport tourism program	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



Financial Model for Bidding and Hosting

For a sport tourism program to be truly strategic and sustainable, there are several areas that require appropriate levels of policy and funding.



Step 1.3: Financial model for bidding and hosting	#	Question	Response	% "Y"
Financial model	1.3.1	Local / Municipal / Regional public Policies for Sport Tourism Events (Bid and Hosting) with attached budget	N	45%
Financial model	1.3.2	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Bid)	N	50%
Financial model	1.3.3	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Hosting/Financial Guarantee)	N	36%
Financial model	1.3.4	Process in place to access discretionary funds (local/municipal/regional levels) for Sport Tourism projects (Bid and Hosting)	Y	73%
		Brantford Score	1/10	



Overview – Brantford’s funding model, like many jurisdictions, can best be described as being reactive to opportunities. With a more planned and results-based funding model, the impacts realized from sport tourism will be more purposeful and predictable.

FINDING	RECOMMENDATION/ACTION
<p>There is a very strong municipal event policy however this does not apply to bidding and hosting of sport tourism events</p>	<p>Develop an event policy that is based on an established funding program to support the growth of sport tourism and a more accountable model</p>
<p>There is no current destination marketing or tourism accommodation fund that supports the development of new business opportunities within sport tourism</p>	<p>Examine the feasibility and conditions for the establishment of a sustainable fund derived in partnership with tourism accommodation partners</p>
<p>There is no fund that supports the local organizing committee to ensure that the financial risk is assured to the rights holder and mitigated throughout the project</p>	<p>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</p>



Marketing

A sport tourism destination must be customer-ready and have the required channels to engage with all customer groups and purposefully be part of the path to purchase. In some cases, this may be as a function of the destination management organization or of the city or other agency. Regardless, to be customer-focused, marketing for sport tourism requires a strategic approach.

Step 1.4: Marketing	#	Question	Response	% "Y"
Marketing	1.4.1	Sport Tourism Webpage	Y	45%
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	N	73%
Marketing	1.4.3	Dedicated section or microsite of another agency's website	N	73%
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years	Y	91%
Marketing	1.4.5	Social Media Channel - Twitter	N	91%
Marketing	1.4.6	Social Media Channel - Facebook	N	91%
Marketing	1.4.7	Social Media Channel - Instagram	N	82%
Marketing	1.4.8	Social Media Channel - Snapchat	N	91%
Marketing	1.4.9	Dedicated Marketing Budget	N	73%
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Y	45%
Marketing	1.4.11	Sport Tourism Fact Sheet	Y	18%
Marketing	1.4.12	Sport Tourism Branding Guidelines	Y	73%
Marketing	1.4.13	Sport Tourism printed materials sales pitch	Y	45%
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	N	11%
Marketing	1.4.15	Sport Tourism video	N	33%
Marketing	1.4.16	Sport Tourism map	Y	22%
Marketing	1.4.17	Sport Tourism interactive map	N	0%
Marketing	1.4.18	Sport Tourism promotion give away	Y	33%
Marketing	1.4.19	Bid book (template)	Y	33%
Marketing	1.4.20	Bid ppt presentation (template)	N	22%
Marketing	1.4.21	Bid evaluation visit (template)	N	22%



		Brantford Score	4.3/10	
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Overview – Brantford, like many jurisdictions, operates under a “city-wide” or aligned brand approach however its unique positioning as the Tournament Capital of Ontario is under-leveraged to engage local audiences, develop content and tell a meaningful and authentic story to external audiences.

FINDING	RECOMMENDATION/ACTION
There is not a stand-alone website for sport tourism	Examine the opportunity to strengthen the positioning of Brantford as a sport tourism destination with a clear call to action for primary customers (rights-holders) and secondary customers (friends and family)
Brantford is not active on social media channels specific to sport tourism	Determine a social media strategy for Brantford that can engage with potential customers and tell stories in a meaningful way
Brantford has some content pieces developed	Conduct a content inventory to support all marketing and communications opportunities
Some bid elements require an ad hoc or reactive approach	Develop a sport tourism tool kit that supports local bid groups and enables them to bid with confidence

Step 2: Strategy / Research / Prospect

As sport tourism continues to become more competitive, the best and most proven way for host destinations to make good and informed business decisions, is to have a clear strategy that outlines the conditions for sport tourism bidding and hosting. There also great utility in connecting recreation and sport facility master plans with sport tourism to ensure any planned development aligns with sport tourism.

Step 2: Strategy/ Research/Prospect	#	Question	Response	% “Y”
Strategy/Research/ Prospect	2.1	Sport Tourism Strategy	N	22%
Strategy/Research/ Prospect	2.2	Event Attraction Strategy	N	11%



Strategy/Research/Prospect	2.3	Sport Event / Recreational Venue Master Plan with inclusion of sport hosting	Y	56%
Strategy/Research/Prospect	2.4	Bid prospect events directly related to the event attraction strategy	N	0%
Brantford Score			2/10	

Overview – Brantford is in the process of developing a sport tourism strategy that will outline the opportunity and define the actions for success over the next three to five years of activity.

FINDING	RECOMMENDATION/ACTION
Brantford does not have a sport tourism strategy	The current sport tourism strategy project should be inclusive of all stakeholder groups and align with other strategies for the City of Brantford and be results or outcome-based for bidding and hosting
Brantford’s Parks and Recreation Master Plan references sport tourism	Ensure that any venue inventory and the recreation facility master plan are aligned, and that sport tourism is one of the criteria included in future facility development
The Brantford sport tourism strategy will inform future priorities for sport tourism bidding	Make decisions about the core or focus sports for Brantford and link bids to the sport tourism strategy

Step 3: Bid Assessment

The process of assessing potential sport event bids and hosting opportunities will help a sport tourism destination make better and more informed decisions and will enable a more rigorous model that is consistent and repeatable.

Step 3: Bid Assessment	#	Question	Response	% “Y”
Bid Assessment	3.1	Bid assessment/decision support process	N	44%
Bid Assessment	3.2	Economic Impact projection (steam ^{2.0})	Y	67%
Bid Assessment	3.3	Sport Event Business Plan production	N	11%
Bid Assessment	3.4	Sport Event Marketing Plan production	N	11%
Bid Assessment	3.5	Sport Event Budget production	N	22%



Bid Assessment	3.6	Sport Event Capital Scope of Work production	N	0%
		Brantford Score	4.5/15	

Overview – Brantford evaluates events on a case by case basis for bid support and event funding while using economic impact as one of the decision-support tools.

FINDING	RECOMMENDATION/ACTION
There is no formal decision-support process	Develop a bid assessment process that is consistent and creates both transparency and accountability for all
Brantford has used the Sport Tourism Economic Assessment Model (steam^{2.0}) for economic impact forecasting	Continue use of steam ^{2.0} as a predictive forecasting tool and use steam pro ^{2.0} as a post event performance analysis to arrive at an annual impact for sport tourism
There is no consistent business planning model to assess costs of event execution	Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
Budget process for bidding and hosting is ad hoc	Introduce some consistency in the budgeting during the pre-bid phase to ensure that staff, Council and sport organizations are able to make decisions based on good information
There is not a formal capital scope of work process for international events	Review the CSTA Capital Scope of Work model as a tool for requesting funds for capital upgrades associated with international events

Step 4: Partnerships

A collaborative approach that engages in proactive partnerships with funding partners and other key stakeholder groups will help ensure a seamless experience for all participants and visitors.

Step 4: Partnerships	#	Question	Response	% “Y”
Partnerships	4.1	Sport Event Public funding solicitation coordination	N	75%
Partnerships	4.2	Stakeholders solicitation coordination	Y	44%
Partnerships	4.3	Community solicitation coordination	Y	89%
Partnerships	4.4	Ambassador Program (airport/taxi/hotel/restaurant/retail/experience)	N	22%



Partnerships	4.5	Corporate solicitation coordination	N	100%
		Brantford Score	3/10	

Overview – Brantford has strong sport and community partnerships that includes other key stakeholder groups.

FINDING	RECOMMENDATION/ACTION
With no formal funding program for bidding and hosting with clear criteria, this is a reactive process	Develop a consistent service standard to provide to all local bid groups to assist them in navigating the funding request process
There is no formal program to engage and inform all service sectors that support the event experience	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
With a strong corporate sector in Brantford, the links for corporate participation can be strengthened	Examine the ways for Brantford-based companies and business to engage with and support the financial and other success factors for sport tourism events

Step 5: Bid

An established structure to respond to and prepare the various elements of a bid can increase the quality and reduce the time required and pressure on the bid group.

Step 5: Bid	#	Question	Response	% "Y"
Bid	5.1	Bid coordination	Y	100%
Bid	5.2	Bid Book production	Y	90%
Bid	5.3	Bid evaluation site visit coordination	Y	100%
Bid	5.4	Bid presentation coordination	Y	78%
Bid	5.5	Bid presentation / ppt production	Y	67%
Bid	5.6	Bid video production	N	44%



		Brantford Score	9/10	
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Overview – The staff of Tourism Brantford provide a high level of support to local bid groups.

FINDING	RECOMMENDATION/ACTION
There is no Brantford sport tourism video	Examine the feasibility of creating a sport tourism video and other assets (infographics, testimonials, imagery, etc.) as content for all channels but to tell the inspiring story of sport and sport tourism in Brantford
Develop a consistent “bid roadmap” for sport and bid groups	Identify the Brantford bid roadmap for sport groups to inform and encourage them to become involved in bidding for and hosting sport tourism events



Step 6: Transition to Host

After the bid is won, the time and effort required to transition from bid committee to local organizing committee can be efficient and repeatable. An established process to manage this transition will reduce strain on the various organizations involved in the hosting of any event.

Step 6: Transition to Host	#	Question	Response	% "Y"
Transition to Host	6.1	Transition period coordination (from Bid to LOC)	N	22%
Transition to Host	6.2	Transition period coordination (from Bid to LOC)	N	33%
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	Y	67%
		Brantford Score	1.25/5	

Overview – After winning the bid, Brantford provides some staff support through Tourism Brantford however this coordination is not systematic which could result in inconsistent levels of support.

FINDING	RECOMMENDATION/ACTION
There is no formal process to transition from bid to organizing committee	Develop a planned and consistent process to support the bid group in establishing the organizing committee
There is no formal unit responsible to lead the transition process	Ensure that the sport tourism lead agency 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



Step 7: Event Planning

Most sport tourism destinations have hosting experience. Providing support and guidance to the local organizing committee and having an established volunteer program that supports recruitment, registration and retention will enhance the experience for all.

Step 7: Event Planning	#	Question	Response	% "Y"
Event planning	7.1	Organizing Committee Advisor	Y	100%
Event planning	7.2	Sport Tourism Lead organization representation within LOC	Y	89%
Event planning	7.3	Volunteer Strategy/Program	N	33%
Event planning	7.4	Volunteer Recruitment/Registration – Central Database	N	11%
Event planning	7.5	Volunteer Retention/Communication Program	N	33%
		Brantford Score	3.5/5	

Overview – Brantford provides staff support in the planning phase and represents the City on the local organizing committee however there is no formal program for volunteer management

FINDING	RECOMMENDATION/ACTION
There is staff support to the local organizing committee in the planning phase	Evaluate the human resource requirements to ensure sustainability with increased activity
There is no formal volunteer program in Brantford	Develop a volunteer strategy to engage sport organizations and residents of Brantford to increase the social capital within the City
	Develop a central volunteer database for the benefit of all organizing committees
	Develop a sustainable volunteer communication and recognition program



Step 8: Event Delivery and Activation

A successful event depends on attendance, sponsorship and experiences for all participants and spectators. A planned approach to engage all attendees and identify ways to generate new revenue while they are in town will ensure that each event builds upon the hosting reputation.

Step 8: Event Delivery and Activation	#	Question	Response	% "Y"
Event delivery and activation	8.1	Event Activation (attendance building/sponsorship support/visitor packaging/experiences/resident engagement)	N	44%
Event delivery and activation	8.2	Event Activation budget	N	22%
Event delivery and activation	8.3	Sport Tourism event VIK towards LOC	Y	44%
Event delivery and activation	8.4	Destination development activation	N	100%
Event delivery and activation	8.5	Business and economic development activation	N	0%
		Brantford Score	1/5	

Overview – Like many host cities, the incremental benefits from each sport event in Brantford could bring more impact, awareness and recognition for the Tournament Capital of Ontario

FINDING	RECOMMENDATION/ACTION
There are no consistent tools or processes to activate on each event to ensure the maximum benefits are realized	Develop processes for a “path to purchase” for visitors (build attendance, visitor packaging and experience promotion) while engaging local residents to ensure that the social benefits of each event are helping to make Brantford a better place to live
There are no formal destination development actions for sport tourism events	Develop a range of options or rules of engagement to connect with potential visitors earlier and provide them with the information they need to choose Brantford for their sport tourism travel



There are no identified links to leveraging sport tourism events for the development of new business

Identify opportunities to engage businesses to host business or other meetings or events as ancillary activity
 Create a portal for local companies to become aware of and bid for contracts associated with sport tourism events

Step 9: Evaluation

To ensure a transparent and accountable sport tourism program, consistent measurement will help to educate, build credibility and evaluate the performance of each event. To achieve this, the sport tourism destination requires established measures for economic, social and sustainability measures to achieve a “triple bottom line”.

Step 9: Evaluation	#	Question	Response	% “Y”
Evaluation	9.1	Bid evaluation process	N	33%
Evaluation	9.2	Sport Tourism Economic Impact survey (steam pro ^{2.0})	Y	33%
Evaluation	9.3	Event evaluation process / Final report production	Y	22%
Evaluation	9.4	Performance Measurement by Event	Y	22%
Evaluation	9.5	Performance Measurement by Year	Y	0%
Evaluation	9.6	Established Economic, Tourism and Brand Measures	Y	0%
Evaluation	9.7	Established Social, Cultural Measures	N	11%
Evaluation	9.8	Established Sustainability Measures	N	11%
		Brantford Score	3.5/5	

Overview – Brantford already employs some performance measurement tools to evaluate the performance of each event and sport tourism annually.

FINDING	RECOMMENDATION/ACTION
There is no bid evaluation process	Develop a standard process to evaluate the performance of each bid, win or lose
Brantford uses steam pro^{2.0} to evaluate the performance of sport tourism events	Develop a process to identify the annual impact of sport tourism on Brantford and the local economy



There are no social and cultural measures identified	Identify relevant social and cultural measures as part of the sport tourism strategy project
There are no sustainability measures identified	Identify relevant sustainability measures as part of the sport tourism strategy project

Step 10: Legacy

To ensure the sport tourism destination is better as a result of hosting the event, a planned approach to legacy is required. Each event also provides the opportunity to build knowledge capacity and share best practices for the benefit of future local organizing committees. While hosting events, it is important to identify opportunities to make them sustainable within the host community.

Step 10: Legacy	#	Question	Response	% "Y"
Legacy	10.1	Legacy Program	N	11%
Legacy	10.2	Transfer of Knowledge Program	Y	67%
Legacy	10.3	Sport Event Sustainability Program	N	11%
		Brantford Score	2.5/5	

Overview – Brantford does retain information from each event and transfers it on to future organizing groups however there is not a legacy program.

FINDING	RECOMMENDATION/ACTION
There is no formal and consistent approach to event legacy	Develop legacy program and integrate it into the sport tourism strategy and actions so it begins pre-bid
There is a transfer of knowledge program	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
There is no sustainability program for sport events in Brantford	Identify the opportunity to employ tactics from the CSTA Sustainable Sport Event Template and customize them based on the regulatory and practical requirements for Brantford



STAT PRO APPENDICES



Appendix 1 – Data Sets by Question (Host City)

Assessment Model Questions - Final version: 17 January 2018							
		Comments to answer	Answers				
Host City	Geographical area represented		Brantford, County of Brant and Six Nations of the Grand River Territory				
Sport Tourism Lead Organization			City of Brantford Economic Development & Tourism				
Sport Tourism Brand Positioning/Tag Line			Tournament Capital of Ontario				
Name of Person Completing Assessment			Donna Clements				
Position of the Person Completing Assessment	Title		Tourism Business Development Officer				
Email	Direct email to organization representative and not "info@..."		dclements@brantford.ca				
Telephone	Direct line number to organization representative Format ###-###-####		519-751-9900 ext. 5045				
Section	Question #	Questions	Comments to answer the questions	Your Response (Y/N)	Question weight within a section	Section Score/Percentage Comparison % ¹	Your score
Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES							
Step 1.1 Sport tourism structure and human resources						10.00	2.00
Structure	1.1.1	Do you have a dedicated Sport Tourism Lead Organization for your community?	Answer "Y" if the lead organization is 100% dedicated to Sport Tourism or if organization has a department 100% dedicated to Sport Tourism	N	10%	58%	
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	Answer "Y" if these roles and responsibilities exist	N	10%	8%	
Structure	1.1.3	Have you developed a Sport Tourism Governance Structure?	Answer "Y" if the governance structure for Sport Tourism is approved and published	N	20%	25%	
Structure	1.1.4	Do you have a full-time dedicated staff to Sport Tourism port folio?	Answer "Y" if there is at least one staff member whose role is 100% Sport Tourism	N	20%	58%	
Structure	1.1.5	In addition to your Sport Tourism staff, do you have collaboration from various departments within your organization to provide human resources to specific Sport Tourism projects?	Answer "Y" if collaboration prescribed with specific departments, agencies and organizations have been identified	Y	20%	83%	
Structure	1.1.6	Do you have a dedicated Sport Tourism operation budget for your Sport Tourism Lead Organization?	Answer "Y" if the budget is exclusive for the sport tourism program	N	20%	42%	
Step 1.2: Existing assets						10.00	5.50
Existing assets	1.2.1	International Airport Within 50 km		Y	10%	45%	
Existing assets	1.2.2	Regional Airport Within 50 km		Y	5%	73%	
Existing assets	1.2.3	Rail Access Within 50 km		Y	5%	73%	
Existing assets	1.2.4	Divided Highway/Freeway		Y	10%	91%	
Existing assets	1.2.5	Single Lane Highway		Y	5%	91%	
Existing assets	1.2.6	Hotel/Accommodation Inventory	Answer "Y" if inventory current (within 1-3 years)	Y	10%	91%	
Existing assets	1.2.7	Conference room / social functions rooms inventory	Answer "Y" if inventory is current (within 1-3 years)	N	5%	82%	
Existing assets	1.2.8	Sport Venues inventory	Answer "Y" if inventory current (within 1-3 years) and if sorted by facility and/or sport	N	10%	91%	
Existing assets	1.2.9	Sport Venues field of play inventory	Answer "Y" if inventory current and if you have all specifications of each of your field of play per sport venue	N	5%	73%	
Existing assets	1.2.10	Sport Venue ancillary room inventory	Answer "Y" if inventory current (1-3 years) and if you have inventory of all ancillary rooms per sport venue	N	5%	45%	
Existing assets	1.2.11	Sport Venue / Sport Event requirement analysis	Answer "Y" if there a document that states the current gaps for sport hosting	N	10%	18%	
Existing assets	1.2.12	Sport Event historical data	Answer "Y" if you have a list of international/national/provincial events hosted per sport and/or per venue	Y	10%	73%	
Existing assets	1.2.13	Sport organization capacity inventory	Answer "Y" if you identified local sport club capacity to lead and/or provide volunteers for the sport event	N	10%	45%	
Step 1.3: Financial model for bidding and hosting						10.00	1.00
Financial model	1.3.1	Local / Municipal / Regional public Policies for Sport Tourism Events (Bid and Hosting) with attached budget	Answer "Y" if the established policies with budget are available	N	50%	45%	
Financial model	1.3.2	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Bid)	Answer "Y" if you dedicated budget to support bid development from destination marketing, hotel/hospitality levies or municipal funds	N	20%	50%	
Financial model	1.3.3	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Hosting/Financial Guarantee)	Answer "Y" if you dedicated budget to support hosting costs, financial guarantees or financial risk assumption from destination marketing, hotel/hospitality levies or municipal funds	N	20%	36%	
Financial model	1.3.4	Process in place to access discretionary funds (local/municipal/regional levels) for Sport Tourism projects (Bid and Hosting)	Answer "Y" if you have formal and consistent application/intake process for public funds	Y	10%	73%	
Step 1.4: Marketing						10.00	4.30
Marketing	1.4.1	Sport Tourism Webpage	Answer "Y" if you have dedicated page(s) specific to Sport Tourism on DMO or host city website	Y	3%	78%	
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	Answer "Y" if you have a dedicated and stand alone website	N	3%	33%	
Marketing	1.4.3	Dedicated section or microsite of another agency's website	Answer "Y" if you have a dedicated section or microsite of the destination marketing organization, municipal government or economic development agency website	N	4%	33%	
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years		Y	5%	56%	
Marketing	1.4.5	Social Media Channel - Twitter		N	5%	67%	
Marketing	1.4.6	Social Media Channel - Facebook		N	5%	44%	
Marketing	1.4.7	Social Media Channel - Instagram		N	5%	33%	
Marketing	1.4.8	Social Media Channel - Snapchat		N	5%	11%	
Marketing	1.4.9	Dedicated Marketing Budget	Answer "Y" if marketing budget to promote destination as a Sport Tourism destination is available	N	5%	22%	
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Answer "Y" if business development budget is available	Y	5%	33%	
Marketing	1.4.11	Sport Tourism Fact Sheet	Answer "Y" if it is publicly available	Y	5%	44%	
Marketing	1.4.12	Sport Tourism Branding Guidelines	Answer "Y" if brand usage for Sport Tourism elements has been identified	Y	5%	11%	
Marketing	1.4.13	Sport Tourism printed materials sales pitch	Answer "Y" if you have Sport Tourism collateral elements and documents	Y	5%	33%	
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	Answer "Y" if you have standing presentation(s) consistent with Sport Tourism brand	N	5%	11%	
Marketing	1.4.15	Sport Tourism video	Answer "Y" if you have Sport Tourism Video consistent with brand	N	5%	33%	
Marketing	1.4.16	Sport Tourism map	Answer "Y" if you have map with host venues, accommodation and other amenities	Y	5%	22%	
Marketing	1.4.17	Sport Tourism interactive map	Answer "Y" if you have map with host venues, accommodation and other amenities on a web platform	N	5%	0%	
Marketing	1.4.18	Sport Tourism promotion give away	Answer "Y" if you have promotional items consistent with sport tourism brand	Y	5%	33%	
Marketing	1.4.19	Bid book (template)	Answer "Y" if you established and branded a consistent bid book content	Y	5%	33%	
Marketing	1.4.20	Bid ppt presentation (template)	Answer "Y" if you established and branded a consistent bid ppt presentation content	N	5%	22%	
Marketing	1.4.21	Bid evaluation visit (template)	Answer "Y" if you established a consistent protocol for site visits	N	5%	22%	



Step 2: STRATEGY / RESEARCH / PROSPECT							10.00	2.00
Strategy/Research/Prospect	2.1	Sport Tourism Strategy	Answer "Y" if developed within 5 years	N	40%	22%		
Strategy/Research/Prospect	2.2	Event Attraction Strategy	Answer "Y" if developed multi-year hosting plan by sport for min 3 and max. 10 years	N	30%	11%		
Strategy/Research/Prospect	2.3	Sport Event / Recreational Venue Master Plan with inclusion of sport hosting	Answer "Y" if sport hosting identified in recreational facility master plan	Y	20%	56%		
Strategy/Research/Prospect	2.4	Bid prospect events directly related to the event attraction strategy	Answer "Y" if 75% of bid prospects are directly related to event attraction strategy	N	10%	0%		
Step 3: BID ASSESSMENT							15.00	4.50
Bid Assessment	3.1	Bid assessment/decision support process	Answer "Y" if you use the CSTA bid evaluation model or an other tool for consistent bid assessment and decision support tool	N	30%	44%		
Bid Assessment	3.2	Economic impact projection (STEAM)	Answer "Y" if you use STEAM 2.0 or an other tool	Y	30%	67%		
Bid Assessment	3.3	Sport Event Business Plan production	Answer "Y" if you are offering to produce the business plan for international sport event using CSTA Business Plan template or other tool	N	10%	11%		
Bid Assessment	3.4	Sport Event Marketing Plan production	Answer "Y" if you are offering to produce the marketing plan for international sport event using the CSTA Sport Event Marketing Plan template or other tool	N	10%	11%		
Bid Assessment	3.5	Sport Event Budget production	Answer "Y" if you are offering to produce the event budget	N	10%	22%		
Bid Assessment	3.6	Sport Event Capital Scope of Work production	Answer "Y" if you are offering to produce the scope of work using the CSTA Capital Scope of Work template or other template for government submission for international events requiring capital upgrade	N	10%	0%		
Step 4: PARTNERSHIPS							10.00	3.00
Partnerships	4.1	Sport Event Public funding solicitation coordination	Answer "Y" if you are offering support services regarding solicitation of funds (cash & VIK) at the government level	N	50%	75%		
Partnerships	4.2	Stakeholders solicitation coordination	Answer "Y" if you are offering support services regarding solicitation of funds (cash or VIK) at the stakeholders level including institutions, organizations and venue owners	Y	20%	44%		
Partnerships	4.3	Community solicitation coordination	Answer "Y" if you are offering coordination services in regards to commitment letter at community level	Y	10%	89%		
Partnerships	4.4	Ambassador Program (airport/taxi/hotel/restaurant/retail/experience)	Answer "Y" if engagement tools for local service sectors that support Sport Tourism are in place	N	10%	22%		
Partnerships	4.5	Corporate solicitation coordination	Answer "Y" if you offer support services to make introductions to local/regional/national companies for corporate sponsorship development	N	10%	100%		
Step 5: BID							10.00	9.00
Bid	5.1	Bid coordination	Answer "Y" if you are offering bid coordination services	Y	30%	100%		
Bid	5.2	Bid Book production	Answer "Y" if you are offering bid book development services	Y	20%	90%		
Bid	5.3	Bid evaluation site visit coordination	Answer "Y" if you are offering coordination services for Rights Holder site visit	Y	20%	100%		
Bid	5.4	Bid presentation coordination	Answer "Y" if you are offering coordination services for bid presentation to Rights Holder	Y	10%	78%		
Bid	5.5	Bid presentation / ppt production	Answer "Y" if you are offering production of bid collateral for bid presentation to Rights Holder	Y	10%	67%		
Bid	5.6	Bid video production	Answer "Y" if you are offering to produce video or edit existing video for specific bid	N	10%	44%		
Step 6: TRANSITION TO HOST							5.00	1.25
Transition to Host	6.1	Transition period coordination (from Bid to LOC)	Answer "Y" if you have formal process to transition from bid committee to organizing committee	N	25%	22%		
Transition to Host	6.2	Transition period coordination (from Bid to LOC)	Answer "Y" if you are acting as the coordination unit during the transition phase	N	50%	33%		
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	Answer "Y" if you are offering support during transition period	Y	25%	67%		
Step 7: EVENT PLANNING							5.00	3.50
Event planning	7.1	Organizing Committee Advisor	Answer "Y" if you are offering support to organizing committee to learn from past events and best practices	Y	40%	100%		
Event planning	7.2	Sport Tourism Lead organization representation within LOC	Answer "Y" if the Sport Tourism lead has served as an ex-officio member of a previous organizing committee(s)	Y	30%	89%		
Event planning	7.3	Volunteer Strategy/Program	Answer "Y" if formal approach to volunteers' management for Sport Tourism events is included in event execution plan	N	10%	33%		
Event planning	7.4	Volunteer Recruitment/Registration – Central Database	Answer "Y" if centralized volunteer database within the host market is accessible for host committee(s) for future events	N	10%	11%		
Event planning	7.5	Volunteer Retention/Communication Program	Answer "Y" if means of volunteer recognition and ongoing communication are available	N	10%	33%		
Step 8: EVENT DELIVERY AND ACTIVATION							5.00	1.00
Event delivery and activation	8.1	Event Activation (attendance building/sponsorship support/visitor packaging/experiences/resident engagement)	Answer "Y" if consistent tools and resources for event activation and destination marketing are available	N	30%	44%		
Event delivery and activation	8.2	Event Activation budget	Answer "Y" if you have a budget in cash for event activation	N	30%	22%		
Event delivery and activation	8.3	Sport Tourism event VIK towards LOC	Answer "Y" if you are providing value-in-kind (VIK) services towards the organizing committee	Y	20%	44%		
Event delivery and activation	8.4	Destination development activation	Answer "Y" if your DMO/tourism or visitor office proactively plan and execute attendance building and/or pre/post travel packages	N	10%	100%		
Event delivery and activation	8.5	Business and economic development activation	Answer "Y" if you have an economic of business development group that works proactively with each event to leverage in-bound trade and formal process for local companies to win contracts for events	N	10%	0%		
Step 9: EVALUATION							5.00	3.50
Evaluation	9.1	Bid evaluation process	Answer "Y" if you are offering Post-bid evaluation process services	N	10%	33%		
Evaluation	9.2	Sport Tourism Economic Impact survey (STEAM PRO 2.0)	Answer "Y" if you are using STEAM PRO 2.0 or other model as post event survey	Y	20%	33%		
Evaluation	9.3	Event evaluation process / Final report production	Answer "Y" if you are using evaluation tools / process in order to assess the success of your event(s)	Y	20%	22%		
Evaluation	9.4	Performance Measurement by Event	Answer "Y" if measurement criteria and consistent application by event are in place	Y	10%	22%		
Evaluation	9.5	Performance Measurement by Year	Answer "Y" if public reporting of annual results of Sport Tourism are produced	Y	10%	0%		
Evaluation	9.6	Established Economic, Tourism and Brand Measures	Answer "Y" if approved and public measurement criteria are in place	Y	10%	0%		
Evaluation	9.7	Established Social, Cultural Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	11%		
Evaluation	9.8	Established Sustainability Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	11%		
Step 10: LEGACY							5.00	2.50
Legacy	10.1	Legacy Program	Answer "Y" if formal and consistent approach to event legacy is included in the execution plan for international event(s)	N	40%	11%		
Legacy	10.2	Transfer of Knowledge Program	Answer "Y" if information from bids and event planning is retained centrally and made available for future bids and events	Y	50%	67%		
Legacy	10.3	Sport Event Sustainability Program	Answer "Y" if you use the Sustainable Sport Event Template or other tools	N	10%	11%		
TOTAL							100.00	41.05



Appendix 2 – 12-phase quarterly action plan

STAT Pro – Brantford 12-Phase Quarterly Action Plan

#	DESCRIPTION	Quarterly Action Plan												Actions					
		2018	2019				2020				2021				City	Sport Tourism	CSTA Consult	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12						
1	STAT Pro produced																	X	Aug 2018
2	Sport Tourism strategic plan	X	X															X	July 2018 to Jan 2019
	Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES																		
	1a: Sport Tourism Structure and Human Resources																		
3	Sport Tourism Governance structure and budget (administration, marketing, operation) produced		X															X	Will be included in the strategic plan (see appendix 3 for table of contents)
4	City to mandate Sport Tourism portfolio to a specific organization or new organization		X														X		
5	Budget approval by city (cash) and other organizations (VIK) as per Sport Tourism Governance & budget		X														X		
6	Sport Tourism governance approved by Sport Tourism Lead organization		X															X	
7	Implementation of the sport tourism governance (political & operational structures) including hiring of resources			X														X	



#	DESCRIPTION	Quarterly Action Plan												Actions					
		2018	2019				2020				2021				City	Sport Tourism	CSTA Consult	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12						
8	Design of the Sport Tourism services as per the governance				X										X				
9	Implementation of Sport Tourism services as per the governance					X									X				

1b: Existing Assets		1	2	3	4	5	6	7	8	9	10	11	12	City	Sport Tourism	CSTA Consult	Budget	Comments
10	Accommodation, conference room(s) & social function room(s) inventory produced						X							X	*		\$1,500	Note*: Template to be provided by CSTA, work to be performed by lead organization
11	Sport Venue inventory including (field of play, ancillary rooms) and sport venue assessment (sport requirement for all sports)							X								X	\$35,000 ⁵	Full proposal can be submitted by CSTA
12	Sport Event history data							X						X	*		\$1,500	Note*: Template to be provided by CSTA, work to be performed by lead organization
13	Sport organizational capacity inventory								X							X	\$15,000	Full proposal can be submitted by CSTA
1c: Financial Model for Bidding and Hosting																		

⁵ For a maximum of 10 venues and 30 field of plays



#	DESCRIPTION	Quarterly Action Plan												Actions					
		2018	2019				2020				2021			City	Sport Tourism	CSTA Consult	Budget	Comments	
		1	2	3	4	5	6	7	8	9	10	11	12						
14	City Hosting policy produced												X				X	\$20,000	Full proposal can be submitted by CSTA
15	Hosting policy and relevant budget approved													X					
	1d: Marketing																		
16	Improvement of the Sport Tourism fact sheet finalized		X														X		Included within the strategic plan
17	Sport Tourism branding guidelines / graphic standard manual finalized (logo, PPT, web banner, email footer, office supplies, forms, communiqués, folders, poster, invitation, parking pass, certificate, stickers, tattoo, hotel key folder, pamphlet, vertical banner, backdrop, lectern sign)					X											X		
18	Improvement of the sport tourism website pages finalized						X										X		
19	Social media strategy and implementation						X										X		
20	Update on sport tourism map						X										X		
21	Sport tourism video finalized (video)							X									X		
22	Improvement on sport tourism printed material sales kit finalized								X								X		
23	Sport tourism pageantry kit and give away finalized												X				X		
	Step 2: STRATEGY / RESEARCH / PROSPECT																		
24	Event attraction strategy									X							X		Full proposal can be submitted by CSTA



#	DESCRIPTION	Quarterly Action Plan												Actions					
		2018	2019				2020				2021				City	Sport Tourism	CSTA Consult	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12						
	Step 3: BID ASSESSMENT																		
25	Event pro-format (fact sheet, general program)																		
26	Budget (cash & VIK) pro-format (revenues / expenses)																		
27	Budget parameters pro-format																		
28	City / venue owner VIK contribution pro-format										X						X	\$15,000	
29	Risk assessment pro-format																		
30	Synthesis pro-format																		
	Step 4: PARTNERSHIPS																		
31	Ambassadors' program finalized (airport/taxi/hotel/restaurant/retail/experience)												X			X			
	Step 5: BID																		
32	Production of bid template (bid book, bid evaluation site visit, bid presentation to rights holder)						X									X	*		
	Step 6: TRANSITION TO HOST																		
33	Transition period coordination		X														X		
	Step 7: EVENT PLANNING																		



#	DESCRIPTION	Quarterly Action Plan												Actions					
		2018	2019				2020				2021				City	Sport Tourism	CSTA Consult	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12						
34	Volunteer program finalized												X		X	*		Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
Step 8: EVENT DELIVERY AND ACTIVATION																			
35	Event Activation plan												X		X			Full proposal can be submitted by CSTA once needs identified	
Step 9: EVALUATION																			
36	Performance evaluation tools finalized												X		X			Full proposal can be submitted by CSTA once needs identified	
Step 10: LEGACY																			
37	Sport event sustainability program finalized												X		X			Full proposal can be submitted by CSTA once needs identified	



Appendix 3 – Sport Tourism Governance Structure and Budget (Sample Table of Contents)

Sport Tourism Governance Structure & Budget Table of Contents

Depending of the recommendations, the Sport Tourism lead organization could be either an existing organization or newly appointed organization.

EXISTING ORGANIZATION		NEW ORGANIZATION	
#	DESCRIPTION	#	DESCRIPTION
1	Mission, Vision, objectives	1	Mission, Vision, objectives
2	Legal aspects	2	Legal aspects
2.1	Existing organization mandates	2.1	Designation and mandates
2.2	Sport Tourism department mandates	2.2	Articles of association
2.3	Reporting	2.3	Reporting
3	Stakeholder*	3	Political bodies
3.1	Memberships	3.1	Memberships
3.2	Committee	3.2	General Assembly
		3.3	Board of Directors
		3.4	The officers
		3.5	Committees
4	Operational structure*	4	Operational structure
4.1	Management	4.1	Management
4.2	Department or support organization	4.2	Department or support organization
5	Services	5	Services
5.1	Roles and responsibilities	5.1	Roles and responsibilities
5.2	Services / program to membership	5.2	Services / program to membership
6	Budget	6	Budget
6.1	Cash budget	6.1	Cash budget
6.2	Contribution in VIK from other departments / organizations	6.2	Contribution in VIK from other organizations

Note*: Sport Tourism only



Appendix 4 – Global Sports Impact (GSI) Canada Index Report

1/ GSI Canada Index

The Canadian Sport Tourism Alliance (CSTA) is committed to providing member organizations with access to development tools that align with the mission of the organization "To increase Canadian capacity to attract and host sport tourism events."

To increase cities' attractiveness as a host destination, CSTA, in partnership with Sportcal – the publisher of the annual Global Sport Impact (GSI) Report – has developed the Global Sport Impact Canada Index or GSI Canada Index. This new tool's aim is to rank all cities hosting national sports championships and international sports events in Canada through a data driven assessment of performance.

1.1 - How it Works

Early in 2018, CSTA members completed⁶ a confidential annual report, which was independently analyzed by Sportcal. Results were then segmented according to CSTA membership categories.

Based on the input provided, each host city receives a score and ranking which will be announced annually at CSTA's Sport Events Congress.

1.2 - Assessment Criteria

Data is collected in the following categories:

- Event Data for National Championships hosted in 2017
- Event Data for International Competitions hosted in 2017
- Forecast Data for confirmed National Championships to be hosted in 2018 and beyond
- Forecast Data for confirmed International Events to be hosted in 2018 and beyond

The assessment is "evidence based" and "data driven". The GSI Canada Index uses the same set of indicators and methodology as the GSI Indexes. However, a weighting factor is included according to the level of events held. Assessments are based on the following parameters:

- The category of the event, whether international or national
- The year of the event
- The pillar of each indicator (e.g. economic impact has a higher weighting than social impact currently).

1.3 - Timelines

CSTA collects hosting data on an annual basis from all CSTA members⁷ that wish to participate. To be included as part of the GSI Canada Index, member cities must complete and submit the data input form by January 31st.

⁶ The objective for year two of the GSI Canada Index is that the information (as per item 1.4) within the 2018 CSTA members annual report is submitted by January 31, 2019 and published within the GSI Canada Index report

⁷ In year two of the GSI Canada Index, it is the intention to offer to National Sport Organizations the opportunity to submit a report for their national championships

1.4 - Scoring

All the data requested by CSTA is used for scoring with the following exceptions:

- The tab “bidding” is not included in the scoring formula; however, it is recommended to submit this information to assist CSTA to understand which events Canadian cities are considering bidding for in the future. Only those events for which cities have submitted a bid and for which the letter of intent deadline has past should be included in this section.
- The Government revenues data for past international events are not included; however, it is useful to collect this information to understand the magnitude of investment in the industry from public sector sources.
- For future international competitions, all the non-recurrent events are included. For the recurrent events, only the next edition is included.

If a CSTA member has limited information such as “sport, name of the event, location, date, number of days of competition”, this will be sufficient data to calculate a basic score, but preferably the CSTA member should also include the venue capacity, number of spectators, participants and volunteers. If a CSTA member provides additional data as per the form, their event(s) will be awarded a higher score.

1.5 – GSI Canada Index Report

During Sport Events Congress, the following Canadian rankings will be publically announced:

- GSI Canada Cities full Index (All Events)
- GSI Canada Cities full Index by population (overall)
 - Cities over 500,000 population*
 - Cities over 150,000 and under 500,000 population*
 - Cities over 50,000 and under 150,000 population*
 - Cities under 50,000 population*
- Top 5 GSI Canada Cities Index (by International Events)
- Top 5 GSI Canada Cities Index overall (by National Championships)
- Top 5 GSI Canada National Championships Index

Note*: See Appendix 2

The full ranking and further studies will be available for purchase from Sportcal within GSI Canada Index with the following options:

- GSI Canada Index report: \$1,350
- 1 copy GSI Canada Index report + 1 copy Global Sport Impact report 2018: \$2,000.

CSTA members provided the information for the inaugural GSI Canada Index under the following statement⁸: “Every year, CSTA members complete a confidential worksheet/online form which is independently analyzed by Sportcal”. CSTA considers that the following information is public knowledge and not confidential and can therefore be published in the first GSI Canada Index report:

⁸ See note n°1

- Sport
- Name of the event
- City location
- Event location
- Date
- Level of event
- Number of days of competition.
- Venue capacity

Information/data that is considered to be confidential for the 1st GSI Canada Index include:

- Attendance
- Number of Nations / Provinces / Territories
- Number of participants and continental reach
- Number of team officials, technical officials, volunteers, media
- TV online and streaming data
- Budget, public sector investment, tourism association, venue owner contributions and steam^{2.0} data

2/ Data

Sportcal produces the first GSI Canada Index from the following data:

- Forms received from CSTA active members (municipalities)⁹, or
- Information received from Sport Canada spreadsheet via the International Single Sport Event (ISSE) program¹⁰

Sport Canada data spreadsheet is used for cities that:

- Are not CSTA members
- Are CSTA members but did not submit the reporting form.

Only events listed in the above sources will be taken into consideration. Furthermore, Sportcal conducted additional research on the above events to gather incomplete/additional data.

3/ Type of Events

3.1 - Multisport events

After reviewing the 2017 annual report from each CSTA member, CSTA updated the types of international and national games that could be included in the GSI Canada Index.

3.2 - Single sport events

Only sports recognized by Sport Canada and/or part of the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, FISU Games and Francophone Games are

⁹ See note n°2

¹⁰ One exception was made to this list for Tennis and Golf who have international events held in Canada but are not funded by Sport Canada. In such cases, those events were added to the list.

taken into consideration for the GSI Canada Index. For the list of sports, please refer to <http://canada.pch.gc.ca/eng/1414085745696/1414086180293>. Recognized sports that have additional IF recognised disciplines that are not part of the above games can also be considered (e.g. Cross Country for Athletics).

4/ Levels

- Each year, after reviewing annual report from each CSTA member, the various levels are updated. Please see Appendix 1.
- If an event has more than one level within the same competition, it will be considered at the higher level for scoring purposes.
- Pinnacle Championships (level 1A or N1A) are limited to one or two¹¹ championships under the aegis of the International/National Federation as the rights holder. All the other championships are included under levels 1B or N1B.

4.1 - International level competitions

- International professional events can be included in the new level Pa however they must comply with clause 3.2
- International events driven via participation can be included in a new level (4e).
- In certain case data may be modify in order to have a consistency between the GSI index report and the GSI Canada index report

4.2 - National level championships

- Only national championships belonging to National Sport Federations are included in the GSI Canada Index; other national competitions are not included.
- If a National Sport Federation is only sanctioning the event, this is not sufficient as they are not the rights holder. For example, events such as the Baseball Firefighters National Championships does not qualify for inclusion.
- Canadian trials can be included if they are not part of the pinnacle national championships: they should be added in level N1b.
- Regional National Championships can be included on the condition that a minimum of four provinces participate.
- Professional sport national championships / finals / All-star games / exhibition events can be included; however, regular matches cannot be included in the GSI Canada Index. An additional criteria was included for this category which is the TV audience.

5/ Adjustment of the annual report

For the reasons mentioned above, CSTA will be amending the annual report from each CSTA member to include the above requirements. Information in yellow indicates modifications, those in red are events that have not been factored in.

¹¹ It could be increased to a maximum of two events on the condition that men and women are not competing in the same international championships

To perform these adjustments, it is important that CSTA members forward their form in Excel format rather than pdf format.

Appendix 1

Canadian Sport Tourism Alliance Sport Index - Level of competition					
Yellow: Pinnacle category		Orange: Regional events	Grey: Para events	Blue: Age Group events	
Code	International level (now)	International level additions (future)	National level (now)	National level additions (future)	Code
Ga		Mega: Olympic and Paralympic Games	National Games: Canada Games		NGa
Gb		Major Games: Commonwealth Games, Pan Am, FISU		Regional Games: Western Canada	NGb
Gc		Group type Games: Franco, Invictus, NAIG, Artic Winter Games		Group type Games: Francophones, Acadie	NGc
Gd		Age Group Games: OYG, CYG			NGd
Ge		Participant based Games: World Police Games, Master Games		Participation base Games: Canadian Transplant Games	Nge
Gf		Para Games: Special Olympic		Nat. Para Games: Special Olympics	Ngf
Pa	Professional Ppinnacle		Professional pinnacle Nat. Champ.		NPa
Pb		Professional Pinnacle Tour/Series	No to be included in the CSTA Sport index		NPb
1a	IF Pinnacle World Championships		NSO Pinnacle National Championships		N1a
1b	IF Other World Championships		NSO Other National Championships and/or Canadian Trials for International Championships / Games		N1b
1c	Para World Championships			NSO Para Championships	N1c
2a	Senior World Cup / Series / Tour		Not to be included in the CSTA Sport index		N2a
2b	Senior Contiental Championships			NSO Regional Championshiups	N2b
2c	World Univ./ Commonwealth Champ		U-Sport National Championships		N2c
			CCCA National Championships		N2d
3a	IF Age Group World Championships		NSO Age Group National Champ.		N3a
3b	IF Age Group World Cup / Series		Not to be included in CSTA Sport Index		N3b
3c	IF Age Group Continental Championships		NSO Age Group Regional Championships		N3c
4a	Continental Cup / Series / Tour Olympic Qualifier		Not to be included in the CSTA Sport index		N4a
4b	International Event Candian Open				N4b
4c	International Junior Event Canadian Junior Open	International Age Group Event Canadian Age Group Open			N4c
4d	International Para Event				N4d
4e		Participants based International Event			N4e

2017 CSTA Annual Report Received

PROVINCE/CITY	CSTA Annual report received	Other cities listed in the 2017 Sport Canada ISSE spreadsheet	500,000 + population	150,000 & 500,000 population	Between 50,000 & 150,000 population	Under 50,000 population
Alberta						
Canmore		X				X
Edmonton	X		X			
Fort McMurray		X			X	
Lake Louise (Banff)		X				X
British Columbia						
Big White (Kelowna)		X			X	
Delta		X			X	
Fort St-John	X					X
Langford		X				X
Prince George	X				X	
Richmond	X			X		
Surrey		X		X		
Vancouver	X		X			
Victoria		X			X	
West Vancouver		X				X
Whistler		X				X
Manitoba						
Winnipeg	X		X			
New Brunswick						
Moncton	X				X	
Quispamsis	X					X
Saint John	X				X	
Newfoundland						
St. John's	X			X		

PROVINCE/CITY	CSTA Annual report received	Other cities listed in the 2017 Sport Canada ISSE spreadsheet	500,000 + population	150,000 & 500,000 population	Between 50,000 & 150,000 population	Under 50,000 population
Nova Scotia						
Baddeck		X				X
Halifax	X			X		
Ontario						
Barrie		X		X		
Blue Mountain (Craigleith / Collingwood)		X				X
Guelph		X			X	
Kingston	X			X		
London	X		X			
Markham	X			X		
Milton		X			X	
Mount St Louis Moonstone (Coldwater)		X				X
Oakville		X		X		
Ottawa	X		X			
Thunder Bay		X			X	
Toronto	X		X			
Windsor	X			X		
Prince Edward Island						
Charlottetown	X					X
Quebec						
Beauce (region)		X				X
Bromont		X				X
Gatineau	X			X		
Mirabel		X				X
Montréal	X		X			
Quebec City	X		X			
Repentigny		X			X	
Roberval		X				X
Saguenay	X			X		
Stoneham		X				X
Sherbrooke	X			X		

PROVINCE/CITY	CSTA Annual report received	Other cities listed in the 2017 Sport Canada ISSE spreadsheet	500,000 + population	150,000 & 500,000 population	Between 50,000 & 150,000 population	Under 50,000 population
Val St-Come		X				X
Saskatchewan						
Regina	X			X		
Saskatoon	X				X	

#	City	Prov.	Ranking per population				Number of events (2017 onwards)			Total score
			500k+	150k-500k	50k-150k	<50k	National Champ.	Intl' events	Total	
1	Montreal	QC	1				32	27	59	23363
2	Edmonton	AB	2				22	14	36	15637
3	Quebec City	QC	3				20	18	38	13310
4	Ottawa	ON	4				21	10	31	12816
5	Vancouver	BC	5				11	16	27	12171
6	Toronto	ON	6				11	15	26	11288
7	Winnipeg	MA	7				28	8	36	9525
8	Regina	SK		1			8	4	12	7063
9	Saskatoon	SK			1		12	5	17	6252
10	Kingston	ON		2			17	9	26	5372
11	Richmond	BC		3			5	18	23	4613
12	Halifax	NS		4			8	3	11	4431
13	Windsor	ON		5			7	4	11	3860
14	Markham	ON		6			9	5	14	3833
15	Charlottetown	PEI				1	11	2	13	3214
16	Sherbrooke	QC		7			6	3	9	2666
17	London	ON	8				3	4	7	2114
18	St John's	NF		8			2	3	5	2065
19	Gatineau	QC		9			0	5	5	2016
20	Moncton	NB			2		7	0	7	1827
21	Saint John	NB			3		4	1	5	1763
22	Oakville	ON		10			0	1	1	1189
23	Banff (Lake Louise)	AB				2	0	2	2	1131
24	Prince George	BC			4		3	2	5	1107
25	Surrey	BC		11			0	1	1	1097
26	Collingwood (Blue Mountain)	ON				3	0	5	5	1031
27	Saguenay	QC		12			2	1	3	1019
28	Quispamsis	NB				4	1	1	2	922
29	Victoria	BC			5		0	3	3	891
30	Kelowna (Big White)	BC			6		0	3	3	762
31	Fort St John	BC				5	1	2	3	735
32	Thunder Bay	ON			7		0	2	2	696
33	Guelph	ON			8		0	2	2	563
34	Stoneham	QC				6	0	1	1	562
35	Barrie	ON		13			0	1	1	533
36	Mirabel	QC				7	0	1	1	533
37	Baddeck	NS				8	0	1	1	533
38	Whistler	BC				9	0	3	3	484
39	Milton	ON			9		0	1	1	467
40	Val St Come	QC				10	0	1	1	392
41	Canmore	AB				11	0	1	1	370
42	Langford	BC				12	0	1	1	350
43	West Vancouver	BC				13	0	1	1	336
44	Beauce	QC				14	0	1	1	328
45	Bromont	QC				15	0	1	1	309
46	Delta	BC			10		0	1	1	296
47	Fort McMurray	AB			11		0	1	1	208
48	Repentigny	QC			12		0	1	1	175
49	Coldwater (Mount St. Louis Moonstone)	ON				16	0	1	1	140
50	Lac Megantic	QC				17	0	1	1	120
51	Roberval	QC				18	0	1	1	120

Appendix D: Recommended Sport Bidding and Hosting Policy Updates

In 2010, the City of Brantford implemented policy “Corporate-032: Sports Bidding and Hosting Policy.” The stated purpose of this policy was to:

- a) To provide Council direction and accountability to the various municipal departments that have been identified as taking a leadership role in the implementation of the municipal sport bid and hosting activities as described in the definition of the scope/mandate and roles and responsibilities of the policy.
- b) To ensure that any financial and other hosting impacts of these types of sport tourism events are reported to Council as soon as possible and this step would be required as a fundamental prerequisite action in order to proceed.
- c) To provide an opportunity to develop an integrated strategic approach to sport tourism in Brantford that involves collaboration and active participation of the Economic Development and Tourism, Parks and Recreation Departments, Tournament Capital of Ontario and the Brantford Sports Council along with other community partners and stakeholders.

Based on a review of the policy, the following are recommended for consideration:

- 1) State the priority level for economic development, for tourism and for the city and surrounding area;
- 2) Define the specific impacts: economic, social and sustainability, that Brantford is seeking through bidding and hosting of sport events;
- 3) Develop a roles and responsibilities matrix related to the policy and its implementation on each bid and hosting opportunity;
- 4) Develop the decision-support process and what information is required to assess each bidding opportunity;
- 5) Include the business community, including all sectors that support sport event hosting, in communications earlier in the bid process;
- 6) Define how residents of Brantford and surrounding communities will be informed, educated and kept up to date on sport tourism in general and specific hosting;
- 7) Create a formal alignment between this policy and the “City of Brantford Special Events Standard: A Guide to Assist Event Organizers”. This will ensure that the execution of events will meet the standards that Brantford defines and will help to increase the hosting reputation for Brantford and surrounding area;
- 8) Develop a classification of events that Brantford will support through bids and financial support;

- 9) Identify any funding program requirements, restrictions and limits to give clarity to bid organizations and local organizing committees;
- 10) Develop an accountability framework for reporting: from bid/event organizers, to the community and the metrics by which sport events will be evaluated; and
- 11) Develop the terms under which a Municipal Accommodation Tax (MAT) could be administered including reporting, accountabilities, governance and the ways in which the hotel industry would be included in future decision-making or allocation of funds.