



# stat pro report

Barrie, Ontario

March 2019

**Tourism**  
**Barrie**

*Canadian Sport Tourism Alliance*

*Alliance canadienne du tourisme sportif*

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## 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 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

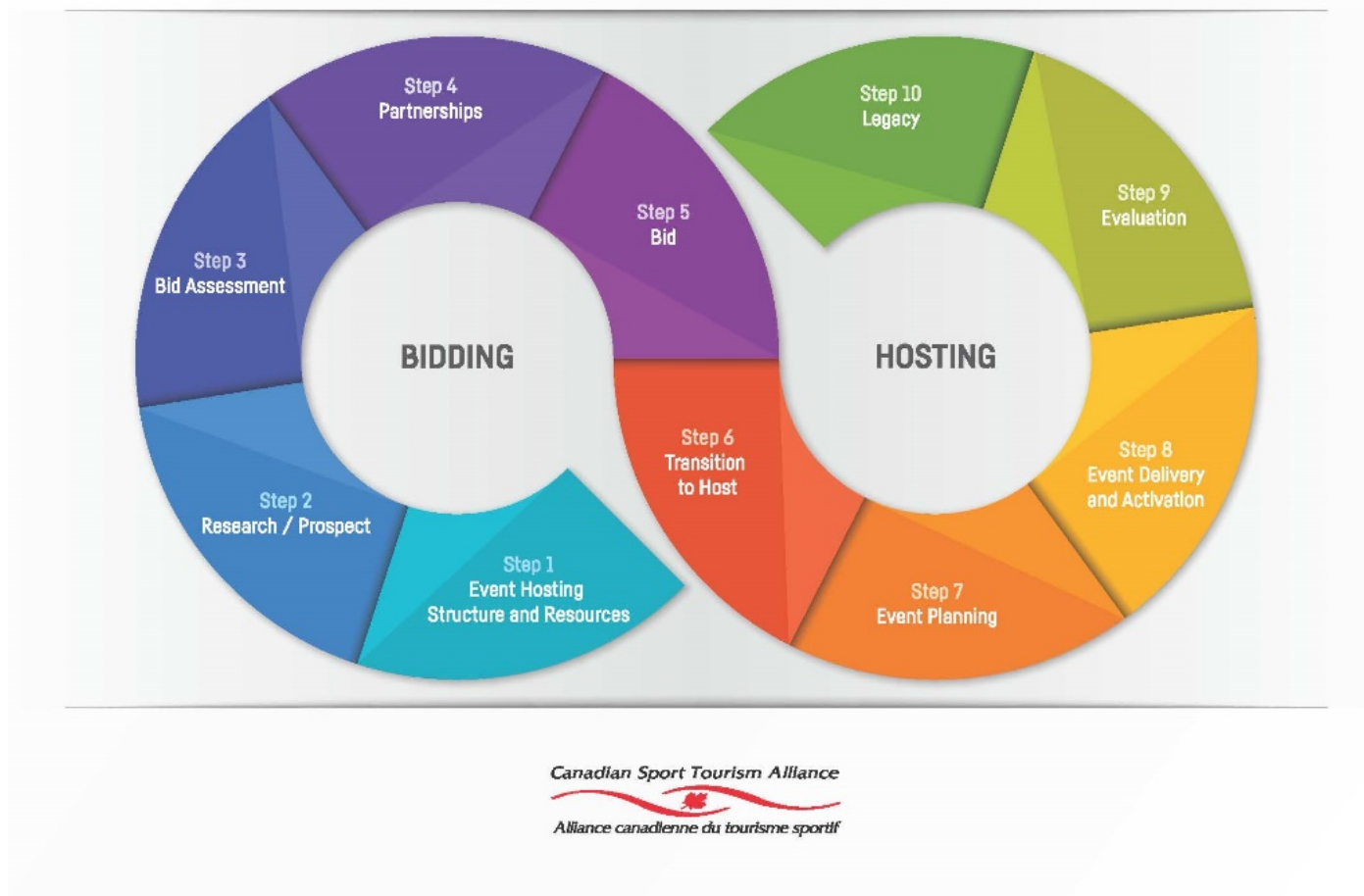
The CSTA has developed the Sport Tourism Assessment Template to assist communities of all sizes, budgets and at all stages of their evolution as a sport tourism host market, to assess its current position and identify areas for strategic and tactical development in both event bidding and hosting.

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 ●



## 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. At this time, the Global Sports Index (GSI) Canada 2019 list will provide information on where host communities rank in their population categories.

### 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. As it relates to GSI Canada 2019 results, all information is obtained from public sources (reference Appendix 4, section 1.5).





## Host City Profile

### Overview

The City of Barrie is the hub of Ontario's Simcoe County located on Kempenfelt Bay, which is part of Lake Simcoe. Barrie is defined by the water it surrounds which makes it a four-season destination for visitors and outdoor activities.

With a population of 141,432 <sup>1</sup>, The City of Barrie is ranked as the 16<sup>th</sup> largest municipal unit (out of 552) in Ontario and 34<sup>th</sup> largest out of 4870 in Canada.

*Barrie is in the 50,000 – 150,000 membership category of the Canadian Sport Tourism Alliance.*

The population growth in the City of Barrie from 2011 to 2016 was 3.9% compared to the provincial average of 4.6% and the national average of 5.0%.

Barrie is strategically located one hour north of Toronto on Highway 400 and is the gateway to all regions of Ontario. Barrie and areas is served by both the Lake Simcoe Regional Airport and Greater Toronto Area airports (Pearson International and Billy Bishop Toronto City Airport). There are daily flights from Lake Simcoe Airport to Billy Bishop and GO Train access to Toronto.



<sup>1</sup> Statistics Canada – 2016 Census (2017)





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

Barrie is in the process of making an entry into the sport tourism market segment. Tourism Barrie have identified sport tourism as an area to drive incremental growth of visitors to the central Ontario city.

The City of Barrie is embarking on the development of a tourism master plan to support the new municipal accommodation tax revenue stream and sustainable funding for tourism, which commenced on January 1, 2019.

Barrie boasts a strong history in several sports. This sport heritage, combined with strong mix of sport and recreational facilities, position Barrie for future success in sport tourism.

### Sport Tourism Structure

At the current time, Tourism Barrie is leading the sport tourism file for the city. With the planned Municipal Accommodations Tax in 2019 and the associated revenue, an opportunity exists to establish the lead organization for sport tourism development.

The current model would best be described as ad hoc. There is no defined lead organization and bids are sometimes led by the City of Barrie, local sport organizations and others on an as required basis.

### Operating Model

Sport tourism is a functional area within Tourism Barrie, which serves as the destination marketing and management organization for the City of Barrie.

The sport tourism function is administered by one full-time staff member who is responsible for furthering and supporting sport tourism in the City of Barrie.

### Budget

To support the new sport tourism initiative and in addition to the administrative support through staffing, Tourism Barrie have allocated \$20,000 in operational budget for sport tourism development in 2019. Future funding for Sport Tourism will be set out in the recommendations in the City of Barrie's Tourism Master Plan. With the implementation of a Municipal Accommodation Tax in 2019, the potential for incremental revenues for the development of new sport tourism business can be planned in a strategic, measured and repeatable model.



## 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 respondents in Canada (all market sizes and budget levels) that answered “Yes” to a specific question and is based on responses received by CSTA as of March 2019.

*For a detailed explanation of the scoring calculations, please refer to Appendix 1.*

### 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	56%
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	N	6%
Structure	1.1.3	Have you developed a Sport Tourism Governance Structure?	N	19%
Structure	1.1.4	Do you have a full-time dedicated staff to Sport Tourism portfolio?	Y	56%
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	81%
Structure	1.1.6	Do you have a dedicated Sport Tourism operation budget for your Sport Tourism Lead Organization?	Y	50%
		<b>Barrie Score</b>	<b>6/10</b>	



*Overview – Barrie is a developing sport tourism destination in Ontario and Canada. There is a solid base of sport infrastructure development and there will be significant and quick enhancements to the sport tourism segment based on establishing foundational elements.*

FINDING	RECOMMENDATION
No identified lead for sport tourism	Establish a lead organization for the start-up and implementation of the Barrie Sport Tourism program
No defined roles and responsibilities for sport tourism	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 Barrie that is representative of stakeholder landscape and linked to funding and evaluation
Limited collaboration on sport tourism projects	Examine ways for collaboration to be built in to the sport tourism model and break down barriers to real alignment that enhances competitiveness for bidding and best hosting experiences for all customers



## 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	N	47%
Existing assets	1.2.2	Regional Airport Within 50 km	Y	80%
Existing assets	1.2.3	Rail Access Within 50 km	Y	67%
Existing assets	1.2.4	Divided Highway/Freeway	Y	93%
Existing assets	1.2.5	Single Lane Highway	Y	87%
Existing assets	1.2.6	Hotel/Accommodation Inventory	Y	93%
Existing assets	1.2.7	Conference room / social functions rooms inventory	Y	80%
Existing assets	1.2.8	Sport Venues inventory	Y	93%
Existing assets	1.2.9	Sport Venues field of play inventory	Y	73%
Existing assets	1.2.10	Sport Venue ancillary room inventory	Y	47%
Existing assets	1.2.11	Sport Venue / Sport Event requirement analysis	N	27%
Existing assets	1.2.12	Sport Event historical data	N	67%
Existing assets	1.2.13	Sport organization capacity inventory	N	53%
		<b>Barrie Score</b>	<b>6/10</b>	



*Overview – Barrie has good access potential by air that is supported by its strategic location with good road and rail access. The existing sport structure is good and there has been recent study into the state of readiness for fields of play by sport.*

FINDING	RECOMMENDATION/ACTION
<b>Barrie is an accessible sport tourism destination by road, rail and air with existing and event-ready sport venues</b>	Promote the access for Barrie to key transportation links and event-ready sport facilities
<b>There is no detailed and readily available reference document that outlines the requirements for sport venues to be “event-ready”</b>	Conduct a sport event venue assessment on state of readiness and gap analysis for provincial, national and international events against the technical specifications by sport
<b>The sport event hosting history for Barrie is not available</b>	Research all of the intra-provincial, provincial, national and international events that have been hosted in Barrie over the past 20 years
<b>The capacity of local sport organizations to play an active role in the bidding for and hosting of sport events is unclear</b>	Conduct an annual 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	33%
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	33%
Financial model	1.3.4	Process in place to access discretionary funds (local/municipal/regional levels) for Sport Tourism projects (Bid and Hosting)	N	53%
		<b>Barrie Score</b>	<b>0/10</b>	





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

FINDING	RECOMMENDATION/ACTION
<b>There is no municipal policy that applies to bidding and hosting of sport tourism events</b>	Develop an event policy that is based on an established funding program to support the growth of sport tourism and a more accountable model
<b>The Municipal Accommodation Tax (MAT) was approved by Barrie Council in 2018 and will supports the development of new sport tourism business opportunities</b>	Determine the conditions for the implementation of a sustainable fund for sport tourism derived in partnership with tourism accommodation partners
<b>There is no fund that supports the local organizing committee to ensure that the operational requirements and financial risk is assured to the rights holder and mitigated throughout the project</b>	Determine, in consultation with all stakeholders, the best model for Barrie to address the operational funding and financial risk associated with hosting sport tourism events and not requiring the local sport organizations to assume 100% of that risk
<b>There is no formal process to access discretionary funds at all levels of government for bid and hosting projects</b>	Establish the rules of engagement to determine when and how requests might be made to all levels of government and by whom



## 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	85%
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	Y	46%
Marketing	1.4.3	Dedicated section or microsite of another agency's website	N	38%
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years	Y	62%
Marketing	1.4.5	Social Media Channel - Twitter	N	77%
Marketing	1.4.6	Social Media Channel - Facebook	N	62%
Marketing	1.4.7	Social Media Channel - Instagram	N	54%
Marketing	1.4.8	Social Media Channel - Snapchat	N	15%
Marketing	1.4.9	Dedicated Marketing Budget	Y	31%
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Y	38%
Marketing	1.4.11	Sport Tourism Fact Sheet	N	31%
Marketing	1.4.12	Sport Tourism Branding Guidelines	N	8%
Marketing	1.4.13	Sport Tourism printed materials sales pitch	N	23%
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	N	8%
Marketing	1.4.15	Sport Tourism video	Y	38%
Marketing	1.4.16	Sport Tourism map	N	15%
Marketing	1.4.17	Sport Tourism interactive map	N	0%
Marketing	1.4.18	Sport Tourism promotion give away	N	31%
Marketing	1.4.19	Bid book (template)	N	23%
Marketing	1.4.20	Bid ppt presentation (template)	N	15%
Marketing	1.4.21	Bid evaluation visit (template)	N	15%
		<b>Barrie Score</b>	<b>2.6/10</b>	



*Overview – Barrie has invested in some marketing elements to connect with rights holders with links for visitors to connect with tourism product and experiences. The next phase involves the development of strategy, content and templates to bid better and win more.*

FINDING	RECOMMENDATION/ACTION
<b>There is a sport tourism website that stands alone and is brand consistent with the tourism website</b>	Examine the opportunity to strengthen the content of Barrie as a sport tourism destination with hosting history, testimonial and other content elements
<b>Barrie is not active on social media channels specific to sport tourism</b>	Develop a social media strategy for Barrie to engage with potential customers and tell stories in a meaningful way and determine the appropriate channels to activate
<b>Barrie has some content pieces developed</b>	Conduct a content inventory that will support sales and marketing requirements and sport event bids with consistent elements, look and feel
<b>Some bid elements require an ad hoc or reactive approach</b>	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	23%
Strategy/Research/ Prospect	2.2	Event Attraction Strategy	N	15%
Strategy/Research/ Prospect	2.3	Sport Event / Recreational Venue Master Plan with inclusion of sport hosting	N	54%
Strategy/Research/ Prospect	2.4	Bid prospect events directly related to the event attraction strategy	N	20%
		<b>Barrie Score</b>	<b>0/10</b>	



*Overview – Barrie is ahead of many jurisdictions in that it has a current sport tourism strategy. The opportunity for the strategy to be linked to recreation facility master planning and building a specific event attraction strategy will strengthen sport tourism for the destination.*

FINDING	RECOMMENDATION/ACTION
Barrie does not have a sport tourism strategy	Barrie review this STAT report to develop the scope for a sport tourism strategy project that includes event attraction
Barrie's Parks and Recreation Master Plan is being developed in 2019	Ensure that any sport tourism strategy, venue inventory and the upcoming recreation facility master plan are aligned, and that sport tourism is one of the criteria included in future facility development
There is no event attraction strategy linked to strategy and facility readiness	Make decisions about the core or focus sports for Barrie 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	46%
Bid Assessment	3.2	Economic Impact projection (steam <sup>2.0</sup> )	N	69%
Bid Assessment	3.3	Sport Event Business Plan production	N	15%
Bid Assessment	3.4	Sport Event Marketing Plan production	N	15%
Bid Assessment	3.5	Sport Event Budget production	N	23%
Bid Assessment	3.6	Sport Event Capital Scope of Work production	N	8%
		<b>Barrie Score</b>	<b>0/15</b>	



*Overview – Barrie evaluates events on a case by case basis and requires significant foundational work to establish assessment criteria and procedures.*

FINDING	RECOMMENDATION/ACTION
<b>There is no decision-support process for sport tourism, but this does not extend to funding</b>	Develop a bid assessment process linked to funding that is consistent and creates both transparency and accountability for all
<b>Barrie has used the Sport Tourism Economic Assessment Model (steam<sup>2.0</sup>) for economic impact forecasting</b>	Continue use of steam <sup>2.0</sup> as a predictive forecasting tool and use steam pro <sup>2.0</sup> as a post event performance analysis to arrive at an annual impact for sport tourism
<b>There is no consistent business planning model to assess costs of event execution</b>	Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
<b>There is no marketing plan or consistent approach to promote events</b>	Develop a planned and consistent approach to marketing each event to the community and surrounding catchment area
<b>Budget process for bidding and hosting is ad hoc</b>	Introduce budgeting process during the pre-bid phase to ensure that staff, Council and sport organizations are able to make decisions based on good information
<b>There is not a formal capital scope of work process for international events</b>	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	67%
Partnerships	4.2	Stakeholders solicitation coordination	N	46%
Partnerships	4.3	Community solicitation coordination	N	77%
Partnerships	4.4	Ambassador Program (airport/taxi/hotel/restaurant/retail/experience)	N	31%
Partnerships	4.5	Corporate solicitation coordination	N	40%
		<b>Barrie Score</b>	<b>0/10</b>	



*Overview – Barrie has the opportunity to make significant progress by developing government, sport and community partnerships and building the opportunity for local businesses to maximize the return from sport tourism.*

FINDING	RECOMMENDATION/ACTION
<b>With no formal funding program for bidding and hosting with clear criteria, this is a reactive process</b>	Develop a consistent service standard to provide to all local bid groups to assist them in navigating the funding request process
<b>There is no consistent process to engage stakeholders or community partners</b>	Develop a process to engage stakeholders and community in a planned and repeatable way
<b>There is no formal program to engage and inform all service sectors that support the event experience</b>	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
<b>With a number of strong sector capacity in Barrie, the links for corporate participation can be strengthened</b>	Examine the ways for Barrie-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	N	83%
Bid	5.2	Bid Book production	N	77%
Bid	5.3	Bid evaluation site visit coordination	N	92%
Bid	5.4	Bid presentation coordination	N	77%
Bid	5.5	Bid presentation / ppt production	N	62%
Bid	5.6	Bid video production	N	46%
		<b>Barrie Score</b>	<b>0/10</b>	





*Overview – The City of Barrie requires significant work to determine how it will respond to bid opportunities in a sustainable way.*

FINDING	RECOMMENDATION/ACTION
<b>Develop a consistent “bid roadmap” for sport and bid groups</b>	Identify the Barrie bid roadmap for sport groups to inform and encourage them to become involved in bidding for and hosting sport tourism events
<b>There is no bid or business development approach in Barrie</b>	Develop a bid or business development process and tactics as part of a sport tourism strategy

### 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	23%
Transition to Host	6.2	Transition period coordination (from Bid to LOC)	N	31%
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	N	62%
		<b>Barrie Score</b>	<b>0/5</b>	

*Overview – After winning the bid, Tourism Barrie is positioned to provide support services however this coordination is not systematic which could result in inconsistent levels of support.*

FINDING	RECOMMENDATION/ACTION
<b>There is no formal process to transition from bid to organizing committee</b>	Develop a planned and consistent process to support the bid group in establishing the organizing committee
<b>There is no formal unit responsible to lead the transition process</b>	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	N	92%
Event planning	7.2	Sport Tourism Lead organization representation within LOC	N	77%
Event planning	7.3	Volunteer Strategy/Program	N	38%
Event planning	7.4	Volunteer Recruitment/Registration – Central Database	N	23%
Event planning	7.5	Volunteer Retention/Communication Program	N	38%
		<b>Barrie Score</b>	<b>0/5</b>	

*Overview – Barrie requires the establishment of supports in the planning phase of sport events; there is no formal program for volunteer management.*

FINDING	RECOMMENDATION/ACTION
<b>Barrie does not provide organizing committee support</b>	Establish the advisor function to local organizing committees
<b>There is staff support to the local organizing committee in the planning phase</b>	Evaluate the human resource requirements to ensure sustainability with increased bid and host activity
	Develop a volunteer strategy to engage sport organizations and residents of Barrie to increase the social capital within the region
<b>There is no formal volunteer program in Barrie</b>	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	46%
Event delivery and activation	8.2	Event Activation budget	N	23%
Event delivery and activation	8.3	Sport Tourism event VIK towards LOC	N	54%
Event delivery and activation	8.4	Destination development activation	N	60%
Event delivery and activation	8.5	Business and economic development activation	N	20%
		<b>Barrie Score</b>	<b>0/5</b>	

*Overview – Like many host cities, the incremental benefits from each sport event in Barrie could bring more impact, awareness and recognition for the region.*

FINDING	RECOMMENDATION/ACTION
<b>There are no consistent tools or processes to activate on each event to ensure the maximum benefits are realized</b>	Develop processes and budget for a visitor “path to purchase” (build attendance, visitor packaging and experience promotion) while engaging local residents to ensure that the social benefits of each event are helping to make Barrie a better place to live
<b>There are no formal destination development actions for sport tourism events</b>	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 Barrie for their sport tourism travel
<b>There are no identified links to leveraging sport tourism events for the development of new business</b>	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	31%
Evaluation	9.2	Sport Tourism Economic Impact survey (steam pro <sup>2.0</sup> )	Y	54%
Evaluation	9.3	Event evaluation process / Final report production	N	31%
Evaluation	9.4	Performance Measurement by Event	N	23%
Evaluation	9.5	Performance Measurement by Year	N	8%
Evaluation	9.6	Established Economic, Tourism and Brand Measures	N	0%
Evaluation	9.7	Established Social, Cultural Measures	N	8%
Evaluation	9.8	Established Sustainability Measures	N	15%
		<b>Barrie Score</b>	<b>1/5</b>	

*Overview – Barrie employs some performance measurement tools but requires development of standards to evaluate the performance of each event and sport tourism annually.*

FINDING	RECOMMENDATION/ACTION
<b>There is no bid evaluation process</b>	Develop a standard process to evaluate the performance of each bid, win or lose
<b>Barrie uses steam pro<sup>2.0</sup> to evaluate the performance of sport tourism events</b>	Develop a process to identify economic impact from each event and report the annual impact of sport tourism on Barrie and the regional economy
<b>There are no social and cultural measures identified</b>	Identify relevant social and cultural measures as part of the sport tourism strategy project
<b>There are no sustainability measures identified</b>	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	15%
Legacy	10.2	Transfer of Knowledge Program	N	62%
Legacy	10.3	Sport Event Sustainability Program	N	15%
		<b>Barrie Score</b>	<b>0/5</b>	

*Overview – Barrie does not have a consistent legacy program.*

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



## STAT PRO APPENDICES





## Appendix 1 – Data Sets by Question (Host City)

SPORT TOURISM ASSESSMENT TEMPLATE (STAT) Questions: Version 2019									
		Comments to answer		Answers					
Host City		Geographical area represented		Barrie					
Sport Tourism Lead Organization				Tourism Barrie					
Sport Tourism Brand Positioning/Tag Line									
Name of Person Completing Assessment				Matt McFarlane					
Position of the Person Completing Assessment		Title		Media & Business Development Officer					
Email		Direct email to organization representative and not "info@..."		mattm@tourismbarrie.com					
Telephone		Direct line number to organization representative Format ###-###-####		705-739-9444					
Population (CSTA Membership Category)		Less than 10,000							
		10,000-25,000							
		25,000-50,000							
		50,000-150,000		Y					
		150,000-500,000							
		Greater than 500,000							
Section	Question #	Questions		Comments to answer the questions		Your Response (Y/N)	Question weight within a section	Section Score/ Percentage Comparison (Rest of Canada)	Your score
Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES									
Step 1.1 Sport tourism structure and human ressources									
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%	10.00 56%	6.00
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%	6%	
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%	19%	
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		Y	20%	56%	
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%	81%	
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		Y	20%	50%	
Step 1.2: Existing assets									
Existing assets	1.2.1	International Airport Within 50 km				N	10%	47%	6.00
Existing assets	1.2.2	Regional Airport Within 50 km				Y	5%	80%	
Existing assets	1.2.3	Rail Access Within 50 km				Y	5%	67%	
Existing assets	1.2.4	Divided Highway/Freeway				Y	10%	93%	
Existing assets	1.2.5	Single Lane Highway				Y	5%	87%	
Existing assets	1.2.6	Hotel/Accommodation Inventory		Answer "Y" if inventory current (within 1-3 years)		Y	10%	93%	
Existing assets	1.2.7	Conference room / social functions rooms inventory		Answer "Y" if inventory is current (within 1-3 years)		Y	5%	80%	
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		Y	10%	93%	
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		Y	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		Y	5%	47%	
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%	27%	
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		N	10%	67%	
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%	53%	
Step 1.3: Financial model for bidding and hosting									
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%	10.00 33%	0.00
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 guarantes or financial risk assumption from destination marketing, hotel/hospitality levies or municipal funds		N	20%	33%	
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		N	10%	53%	
Step 1.4: Marketing									
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%	85%	2.60
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website		Answer "Y" if you have a dedicated and stand alone website		Y	3%	46%	
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%	38%	
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years				Y	5%	62%	
Marketing	1.4.5	Social Media Channel - Twitter				N	5%	77%	
Marketing	1.4.6	Social Media Channel - Facebook				N	5%	62%	
Marketing	1.4.7	Social Media Channel - Instagram				N	5%	54%	
Marketing	1.4.8	Social Media Channel - Snapchat				N	5%	15%	
Marketing	1.4.9	Dedicated Marketing Budget		Answer "Y" if marketing budget to promote destination as a Sport Tourism destination is available		Y	5%	31%	
Marketing	1.4.10	Dedicated Travel / Hospitality Budget		Answer "Y" if business development budget is available		Y	5%	38%	
Marketing	1.4.11	Sport Tourism Fact Sheet		Answer "Y" if it is publicly available		N	5%	31%	
Marketing	1.4.12	Sport Tourism Branding Guidelines		Answer "Y" if brand usage for Sport Tourism elements has been identified		N	5%	8%	
Marketing	1.4.13	Sport Tourism printed materials sales pitch		Answer "Y" if you have Sport Tourism collateral elements and documents		N	5%	23%	
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch		Answer "Y" if you have standing presentation(s) consistent with Sport Tourism brand		N	5%	8%	
Marketing	1.4.15	Sport Tourism video		Answer "Y" if you have Sport Tourism Video consistent with Brand		Y	5%	38%	
Marketing	1.4.16	Sport Tourism map		Answer "Y" if you have map with host venues, accommodation and other amenities		N	5%	15%	
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		N	5%	31%	
Marketing	1.4.19	Bid book (template)		Answer "Y" if you established and branded a consistent bid book content		N	5%	23%	
Marketing	1.4.20	Bid ppt presentation (template)		Answer "Y" if you established and branded a consistent bid ppt presentation content		N	5%	15%	
Marketing	1.4.21	Bid evaluation visit (template)		Answer "Y" if you established a consistent protocol for site visits		N	5%	15%	



<b>Step 2: STRATEGY / RESEARCH / PROSPECT</b>								<b>10.00</b>	<b>0.00</b>
Strategy/Research/Prospect	2.1	Sport Tourism Strategy	Answer "Y" if developed within 5 years	N	40%	23%			
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%	15%			
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	N	20%	54%			
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%	20%			
<b>Step 3: BID ASSESSMENT</b>								<b>15.00</b>	<b>0.00</b>
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%	46%			
Bid Assessment	3.2	Economic Impact projection (STEAM)	Answer "Y" if you use STEAM 2.0 or an other tool	N	30%	69%			
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%	15%			
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%	15%			
Bid Assessment	3.5	Sport Event Budget production	Answer "Y" if you are offering to produce the event budget	N	10%	23%			
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%	8%			
<b>Step 4: PARTNERSHIPS</b>								<b>10.00</b>	<b>0.00</b>
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%	67%			
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	N	20%	46%			
Partnerships	4.3	Community solicitation coordination	Answer "Y" if you are offering coordination services in regards to commitment letter at community level	N	10%	77%			
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%	31%			
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%	40%			
<b>Step 5: BID</b>								<b>10.00</b>	<b>0.00</b>
Bid	5.1	Bid coordination	Answer "Y" if you are offering bid coordination services	N	30%	83%			
Bid	5.2	Bid book production	Answer "Y" if you are offering bid book development services	N	20%	77%			
Bid	5.3	Bid evaluation site visit coordination	Answer "Y" if you are offering coordination services for Rights Holder site visit	N	20%	92%			
Bid	5.4	Bid presentation coordination	Answer "Y" if you are offering coordination services for bid presentation to Rights Holder	N	10%	77%			
Bid	5.5	Bid presentation / ppt production	Answer "Y" if you are offering production of bid collateral for bid presentation to Rights Holder	N	10%	62%			
Bid	5.6	Bid video production	Answer "Y" if you are offering to produce video or edit existing video for specific bid	N	10%	46%			
<b>Step 6: TRANSITION TO HOST</b>								<b>5.00</b>	<b>0.00</b>
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%	23%			
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%	31%			
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	Answer "Y" if you are offering support during transition period	N	25%	62%			
<b>Step 7: EVENT PLANNING</b>								<b>5.00</b>	<b>0.00</b>
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	N	40%	92%			
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)	N	30%	77%			
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%	38%			
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%	23%			
Event planning	7.5	Volunteer Retention/Communication Program	Answer "Y" if means of volunteer recognition and ongoing communication are available	N	10%	38%			
<b>Step 8: EVENT DELIVERY AND ACTIVATION</b>								<b>5.00</b>	<b>0.00</b>
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%	46%			
Event delivery and activation	8.2	Event Activation budget	Answer "Y" if you have a budget in cash for event activation	N	30%	23%			
Event delivery and activation	8.3	Sport Tourism event VIK towards LOC	Answer "Y" if your are providing value-in-kind (VIK) services towards the organizing committee	N	20%	54%			
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%	60%			
Event delivery and activation	8.5	Business and economic development activation	Answer "Y" if you have a 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%	20%			
<b>Step 9: EVALUATION</b>								<b>5.00</b>	<b>1.00</b>
Evaluation	9.1	Bid evaluation process	Answer "Y" if you are offering Post-bid evaluation process services	N	10%	31%			
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%	54%			
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)	N	20%	31%			
Evaluation	9.4	Performance Measurement by Event	Answer "Y" if measurement criteria and consistent application by event are in place	N	10%	23%			
Evaluation	9.5	Performance Measurement by Year	Answer "Y" if public reporting of annual results of Sport Tourism are produced	N	10%	8%			
Evaluation	9.6	Established Economic, Tourism and Brand Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	0%			
Evaluation	9.7	Established Social, Cultural Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	8%			
Evaluation	9.8	Established Sustainability Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	15%			
<b>Step 10: LEGACY</b>								<b>5.00</b>	<b>0.00</b>
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%	15%			
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	N	50%	62%			
Legacy	10.3	Sport Event Sustainability Program	Answer "Y" if you use the Sustainable Sport Event Template or other tools	N	10%	15%			
<b>TOTAL</b>								<b>100.00</b>	<b>9.60</b>



Section	Question #	Questions	Comments to answer the questions	Current Solution or Tool	Copy or Location (URL)	Notes
<b>Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES</b>						
<b>Step 1.1 Sport tourism structure and human ressources</b>						
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			
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	Answer "Y" if these roles and responsibilities exist			
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			
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	Matt McFarlane - Sport & Business Development Officer		
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	All Staff at Tourism Barrie can provide human resources to specific sport tourism projects.		
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	\$ 60,000.00		Require breakdown of budget
<b>Step 1.2: Existing assets</b>						
Existing assets	1.2.1	International Airport Within 50 km		Toronto Pearson International Airport		
Existing assets	1.2.2	Regional Airport Within 50 km		Lake Simcoe Regional Airport		
Existing assets	1.2.3	Rail Access Within 50 km		Barrie GO Transit Station		
Existing assets	1.2.4	Divided Highway/Freeway		400 Series Highway		
Existing assets	1.2.5	Single Lane Highway		Variety of single lane highways in region		
Existing assets	1.2.6	Hotel/Accommodation Inventory	Answer "Y" if inventory current (within 1-3 years)			
Existing assets	1.2.7	Conference room / social functions rooms inventory	Answer "Y" if inventory is current (within 1-3 years)	Social Function Inventory Located in Shared Folder - Background Docs		Require map with venue location and chart with specific info on meeting rooms
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	Inventory Located in Shared Folder - Background Docs		
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	Inventory Located in Shared Folder - Background Docs		Inventory should include all sports designated by Sport Canada and have each venue listed with sports that can be played plus data re: fields of play
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	Located in shared Folder - Background Docs		To be completed, inventory should include assessments per venue (one form per venue)
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			
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			
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			
<b>Step 1.3: Financial model for bidding and hosting</b>						
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			
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			
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			
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			
<b>Step 1.4: Marketing</b>						
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		<a href="https://www.tourismbarrie.com/sport-barrie">https://www.tourismbarrie.com/sport-barrie</a>	
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	Answer "Y" if you have a dedicated and stand alone website			
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			
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years		Re-designed website last year - 2018		
Marketing	1.4.5	Social Media Channel - Twitter		@sportbarrie		changed to "N"
Marketing	1.4.6	Social Media Channel - Facebook		@sportbarrie		changed to "N"
Marketing	1.4.7	Social Media Channel - Instagram		@sportbarrie		changed to "N"
Marketing	1.4.8	Social Media Channel - Snapchat		@sportbarrie		changed to "N"
Marketing	1.4.9	Dedicated Marketing Budget	Answer "Y" if marketing budget to promote destination as a Sport Tourism destination is available	\$ 5,000.00		
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Answer "Y" if business development budget is available	\$ 5,000.00		
Marketing	1.4.11	Sport Tourism Fact Sheet	Answer "Y" if it is publicly available			
Marketing	1.4.12	Sport Tourism Branding Guidelines	Answer "Y" if brand usage for Sport Tourism elements has been identified			
Marketing	1.4.13	Sport Tourism printed materials sales pitch	Answer "Y" if you have Sport Tourism collateral elements and documents			
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	Answer "Y" if you have standing presentation(s) consistent with Sport Tourism brand			
Marketing	1.4.15	Sport Tourism video	Answer "Y" if you have Sport Tourism Video consistent with Brand		<a href="https://www.tourismbarrie.com/sport-barrie">https://www.tourismbarrie.com/sport-barrie</a>	Video featured on website home page.
Marketing	1.4.16	Sport Tourism map	Answer "Y" if you have map with host venues, accommodation and other amenities			
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			
Marketing	1.4.18	Sport Tourism promotion give away	Answer "Y" if you have promotional items consistent with sport tourism brand			
Marketing	1.4.19	Bid book (template)	Answer "Y" if you established and branded a consistent bid book content			
Marketing	1.4.20	Bid ppt presentation (template)	Answer "Y" if you established and branded a consistent bid ppt presentation content			
Marketing	1.4.21	Bid evaluation visit (template)	Answer "Y" if you established a consistent protocol for site visits			



Section	Question #	Questions	Comments to answer the questions	Current Solution or Tool	Copy or Location (URL)	Notes
<b>Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES</b>						
<b>Step 1.1 Sport tourism structure and human ressources</b>						
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			
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	Answer "Y" if these roles and responsibilities exist			
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			
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	Matt McFarlane - Sport & Business Development Officer		
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	All Staff at Tourism Barrie can provide human resources to specific sport tourism projects.		
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	\$ 60,000.00		Require breakdown of budget
<b>Step 1.2: Existing assets</b>						
Existing assets	1.2.1	International Airport Within 50 km		Toronto Pearson International Airport		
Existing assets	1.2.2	Regional Airport Within 50 km		Lake Simcoe Regional Airport		
Existing assets	1.2.3	Rail Access Within 50 km		Barrie GO Transit Station		
Existing assets	1.2.4	Divided Highway/Freeway		400 Series Highway		
Existing assets	1.2.5	Single Lane Highway		Variety of single lane highways in region		
Existing assets	1.2.6	Hotel/Accommodation Inventory	Answer "Y" if inventory current (within 1-3 years)			
Existing assets	1.2.7	Conference room / social functions rooms inventory	Answer "Y" if inventory is current (within 1-3 years)	Social Function Inventory Located in Shared Folder - Background Docs		Require map with venue location and chart with specific info on meeting rooms
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	Inventory Located in Shared Folder - Background Docs		
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	Inventory Located in Shared Folder - Background Docs		Inventory should include all sports designated by Sport Canada and have each venue listed with sports that can be played plus data re: fields of play
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	Located in shared Folder - Background Docs		To be completed, inventory should include assessments per venue (one form per venue)
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			
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			
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			
<b>Step 1.3: Financial model for bidding and hosting</b>						
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			
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			
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			
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			
<b>Step 1.4: Marketing</b>						
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		<a href="https://www.tourismbarrie.com/sport-barrie">https://www.tourismbarrie.com/sport-barrie</a>	
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	Answer "Y" if you have a dedicated and stand alone website			
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			
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years		Re-designed website last year - 2018		
Marketing	1.4.5	Social Media Channel - Twitter		@sportbarrie		changed to "N"
Marketing	1.4.6	Social Media Channel - Facebook		@sportbarrie		changed to "N"
Marketing	1.4.7	Social Media Channel - Instagram		@sportbarrie		changed to "N"
Marketing	1.4.8	Social Media Channel - Snapchat		@sportbarrie		changed to "N"
Marketing	1.4.9	Dedicated Marketing Budget	Answer "Y" if marketing budget to promote destination as a Sport Tourism destination is available	\$ 5,000.00		
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Answer "Y" if business development budget is available	\$ 5,000.00		
Marketing	1.4.11	Sport Tourism Fact Sheet	Answer "Y" if it is publicly available			
Marketing	1.4.12	Sport Tourism Branding Guidelines	Answer "Y" if brand usage for Sport Tourism elements has been identified			
Marketing	1.4.13	Sport Tourism printed materials sales pitch	Answer "Y" if you have Sport Tourism collateral elements and documents			
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	Answer "Y" if you have standing presentation(s) consistent with Sport Tourism brand			
Marketing	1.4.15	Sport Tourism video	Answer "Y" if you have Sport Tourism Video consistent with Brand		<a href="https://www.tourismbarrie.com/sport-barrie">https://www.tourismbarrie.com/sport-barrie</a>	Video featured on website home page.
Marketing	1.4.16	Sport Tourism map	Answer "Y" if you have map with host venues, accommodation and other amenities			
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			
Marketing	1.4.18	Sport Tourism promotion give away	Answer "Y" if you have promotional items consistent with sport tourism brand			
Marketing	1.4.19	Bid book (template)	Answer "Y" if you established and branded a consistent bid book content			
Marketing	1.4.20	Bid ppt presentation (template)	Answer "Y" if you established and branded a consistent bid ppt presentation content			
Marketing	1.4.21	Bid evaluation visit (template)	Answer "Y" if you established a consistent protocol for site visits			



Appendix 2 – 12-phase quarterly action plan

STAT Pro – Barrie 12-Phase Quarterly Action Plan

Note: Amounts in this document are estimations and for budgetary exercise only. Final quote for each deliverable to be given by CSTA once the full scope of work and table of contents are agreed upon with the client. Furthermore, some deliverables may be more expensive in the event that the client decides to skip development on some deliverables.

#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action							
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments	
		1	2	3	4	5	6	7	8	9	10	11	12										
1	STAT Pro produced	X																				March 2019	
	Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES																						
	1a: Sport Tourism Structure and Human Resources																						
2	Host City to confirm appointment of Tourism Barrie as Sport Tourism lead or if need be another organization		X													X							
3	Sport Tourism Governance structure (including Sport Tourism Lead and stakeholders roles & responsibilites) including VIK budget in line with new governance			X													X		\$7,500		See appendix 3 for table of contents. Full proposal can be submitted by CSTA		
4	Sport Tourism budget adjusted as per quarterly action plan				X											X							
5	Sport Tourism governance and collaboration among department approved by Sport Tourism Lead including VIK budget approval				X													X					



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action						
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
6	Sport Tourism collaboration approved by stakeholder including VIK budget approval				X												X					
7	Implementation of the sport tourism governance (political & operational structures) including hiring of new resources if need be					X												X				
8	Design / addition of the Sport Tourism services as per the governance					X												X				
	1b: Existing Assets																					
9	Sport Event history data produced			X														X	*		Part of above budget	Note*: Template to be provided by CSTA, work to be performed by lead organization
10	Sport Venue field of play and ancillary room inventory, sport venue assessment (sport requirements for all sports) and gap analysis produced						X												X		\$35,000 <sup>2</sup>	Existing inventory is very basic, requires an in-depth analysis. Full proposal can be submitted by CSTA
11	Sport organizational capacity inventory produced						X												X		\$15,000	Full proposal can be submitted by CSTA
12	Accommodation, conference room(s) & social function room(s) inventory produced													X				X				

<sup>2</sup> For a maximum of 10 venues and 30 field of plays. For a maximum of 15 venues and 45 field of play cost would be \$45,000.





#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action						
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
	1c: Financial Model for Bidding and Hosting																					
13	Determine the conditions for the implementation of a sustainable fund for sport tourism derived in partnership with tourism accommodation partners				X												X	X				
14	Develop an event policy including establishment of rules of engagement to determine when and how requests might be made to all levels of government and by whom							X											X	\$10,000	Full proposal can be submitted by CSTA	
15	Determine, in consultation with all stakeholders, the best model for Barrie to address the operational funding and financial risks associated with hosting sport tourism events and not requiring the local sport organizations to assume 100% of these risks							X											X	\$5,000		
16	Establishing a sport tourism fund/budget by the city with industry partner(s) and stakeholder(s) for bid/ hosting project(s)								X									X				
17	Hosting policy and relevant budget approved								X								X	X				
	1d: Marketing																					
18	Sport Tourism Fact Sheet		X															X	*		Incl. in template above	Note*: Template to be provided by CSTA, update to be performed by Sport Tourism Lead organization
19	Photo shoot of existing facilities to be updated on website							X		X									X	\$5,000		



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action						
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
20	Sport tourism video update									X								X	\$10,000	Amount tbc by communication firm		
21	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	\$10,000			
22	Social media strategy and implementation									X								X	\$5,000			
23	Sport tourism map									X								X	\$2,000			
24	Improvement of website in line with sport tourism tool kit										X							X	*		Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
25	Sport tourism PPT / printed material tool kit										X							X	*			
26	Sport tourism pageantry kit and give away finalized										X							X		\$5,000	Full proposal can be submitted by CSTA	
	Step 2: STRATEGY / RESEARCH / PROSPECT																					
27	Sport Tourism strategy										X							X		\$5,000		
28	Event attraction strategy factoring the sport venue inventory and the sport organizational capacity											X						X		\$10,000	Full proposal can be submitted by CSTA	
29	Align venue inventory assessment recommendation with recreational facility master plan												X					X				
	Step 3: BID ASSESSMENT																					
30	Event pro-forma (fact sheet, general program)					X												X	X	\$3,000	Full proposal can be submitted by CSTA	
31	Bid budget (cash & VIK) pro-forma					X												X				



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action							
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments	
		1	2	3	4	5	6	7	8	9	10	11	12										
32	Event Budget (cash & VIK) pro-forma (revenues/ expenses)													X					X		\$15,000	Full proposal can be submitted by CSTA	
33	Budget parameters pro-forma																						
34	Marketing plan parameters pro-format																						
35	City/venue owner VIK contribution pro-forma																						
36	Risk assessment pro-forma																						
37	Synthesis pro-forma																						
38	Capital scope of work production linked to the next major international event													X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified		
	Step 4: PARTNERSHIPS																						
39	Sport event public funding, stakeholders, business sector and community solicitation action plan template				X													*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified		
40	Ambassadors’ program finalized (airport/taxi/hotel/restaurant/retail/experience)													X				*					
	Step 5: BID																						
41	Bid Book template					X												*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified		
42	Bid tool kit (bid evaluation site visit, bid presentation to rights holder)													X				*					



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action						
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
	Step 6: TRANSITION TO HOST																					
43	Transition period coordination services			X													X				Will be included within the governance document	
	Step 7: EVENT PLANNING																					
44	Advisory function roles and responsibilities outlined			X													X				Will be included within the governance document	
45	Volunteer program finalized														X		*				Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
	Step 8: EVENT DELIVERY AND ACTIVATION																					
46	Event Activation plan & budget														X		*				Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
	Step 9: EVALUATION																					
47	Sport tourism annual report sent to CSTA				X				X					X				X				



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after 2021)	Action						
		2019				2020				2021						City	Stakeholder	Sport Tourism Lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
48	Bid/event evaluation tools finalized														X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified
49	Performance industry evaluation tools finalized														X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified
	Step 10: LEGACY																					
50	Master sport hosting filing system in place														X			X	*		\$ 5,000	Filing structure built by CSTA. Sport Tourism Lead to file existing event hosting documentation
51	Legacy program in place														X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified
52	Transfer of knowledge program in place														X				*			
53	Sport event sustainability program finalized														X				*			



## 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
<b>1</b>	<b>Legal aspects</b>	<b>1</b>	<b>Legal aspects</b>
1.1	Existing organization mandates	1.1	Designation and mandates
1.2	Sport Tourism department mandates	1.2	Articles of association
1.3	Reporting	1.3	Reporting
<b>2</b>	<b>Stakeholder</b>	<b>2</b>	<b>Political bodies</b>
2.1	Memberships	2.1	Memberships
2.2	Committee	2.2	General Assembly
		2.3	Board of Directors
		2.4	The officers
		2.5	Committees
<b>3</b>	<b>Operational structure</b>	<b>3</b>	<b>Operational structure</b>
3.1	Management	3.1	Management
3.2	Department or support organization	3.2	Department or support organization
<b>4</b>	<b>Services</b>	<b>4</b>	<b>Services</b>
4.1	Roles and responsibilities	4.1	Roles and responsibilities
4.2	Services / program to membership	4.2	Services / program to membership
<b>5</b>	<b>Budget</b>	<b>5</b>	<b>Budget</b>
5.1	Cash budget	5.1	Cash budget
5.2	Contribution in VIK from Sport Tourism Lead organisation		
5.3	Contribution in VIK from other departments / organizations	5.2	Contribution in VIK from other organizations



## Sport Tourism Annual Report (STAR) Parameters and Methodology

### Appendix 4 – CSTA Sport Tourism Annual Report (STAR)

#### 1/ Event ranking

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 launched the GSI Canada Index (Index) in March 2018. This 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. The next Index to be published in March 2019 will be the second edition.

##### 1.1 - How it Works

CSTA members complete their Sport Tourism Annual Report (STAR), which is independently analyzed by Sportcal. Results are then segmented according to CSTA membership categories.

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

##### 1.2 - Assessment Criteria

For the second edition, data for STAR is collected in the following categories:

- Event Data for National Championships hosted in 2018
- Event Data for International Competitions hosted in 2018
- Forecast Data for confirmed National Championships to be hosted in 2019 and beyond
- Forecast Data for confirmed International Events to be hosted in 2019 and beyond

The assessment is evidence-based and data-driven. 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 members and NSOs<sup>3</sup> that wish to participate. To be included as part of the Index, member cities and NSOs must complete and submit the STAR data input form by Friday, December 21<sup>st</sup>, 2018

### 1.4 - Scoring

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

- The bidding tab 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 to the rights holders before the letter of intent deadline 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 quantify 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. Preferably the CSTA member should also include the venue capacity, number of spectators, participants and volunteers. If additional data is provided event(s) will be awarded a higher score.

### 1.5 – Index Report

During Sport Events Congress, the following will be publicly announced:

- GSI Canada Index (All Events)
- Canadian Sport Event Cities 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 Canadian Sport Event Cities Index (by International Events)
- Top 5 Canadian Sport Event Cities Index overall (by National Championships)
- Top 5 Canadian National Championships Index

Note\*: See Appendix 2

The final report will be available following Sport Events Congress.

CSTA considers that the following information input into the STAR is public knowledge, not confidential and can therefore be published in the GSI Canada Index Report:

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<sup>3</sup> It is the intention this year for the first time to offer National Sport Organizations the opportunity to submit a report for their national championships as well.



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

Information/data that is considered to be confidential includes:

- Budget, public sector investments, tourism associations, venue owner contributions and STEAM data
- All information in the bidding tab.

## 2/ Data

CSTA produces the Index from the following data:

- Forms received from CSTA active members (municipalities) and NSOs; or
- Information received from Sport Canada spreadsheet via the International Single Sport Event (ISSE) program<sup>4</sup>

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.

## 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 next Index. See Appendix 1.

### 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 taken into consideration for the Index.

For the list of sports, please refer to <http://canada.pch.gc.ca/eng/1414085745696/1414086180293>.

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<sup>4</sup> 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.

Recognized sports that have additional IF recognized 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 the annual STAR 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 two<sup>5</sup> 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 Professional Pinnacle Championships (Pa) however those events must comply with clause 3.2
- International events driven via participation can be included in a new level (Ge or 4e).

#### 4.2 - National level championships

- Only national championships belonging to National Sport Federations are included in the 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 do 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 if 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 Index. For 2018 events, an additional criterion was included to incorporate TV and on-line audiences.

### 5/ Event location

CSTA members list all their events within their city geographical boundary; however, in certain cases, events outside their city geographical boundary can be included providing that:

- No other city is close by;
- That most of the accommodation for the event is provided within the city of the CSTA member;
- That financial contributions to the event are provided by the city and/or the CSTA member.

### 6/ Adjustment of the annual STAR

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

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

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<sup>5</sup> 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

## Sport Tourism Annual Report (STAR) Parameters

Levels of competitions			
	Yellow: Pinnacle category	Grey: Para events	
	Orange: Regional events	Blue: Age Group events	
Code	International level (now)	National level (now)	Code
Ga	<b>Mega:</b> Olympic and Paralympic Games	<b>National Games:</b> Canada Games	<b>NGa</b>
Gb	<b>Major Games:</b> Commonwealth, Pan Am, FISU	<b>Regional Games:</b> Western Canada Games	<b>NGb</b>
Gc	<b>Group type Games:</b> Franco, Invictus, NAIG, Arctic Winter	<b>Group type Games:</b> Franco, Acadie	<b>NGc</b>
Gd	<b>Age Group Games:</b> OYG, CYG		<b>NGd</b>
Ge	<b>Participant-based Games:</b> World Police Games, Master Games		<b>Nge</b>
Gf	<b>Para Games:</b> Special Olympics	<b>Nat. Para Games:</b> Special Olympics	<b>Ngf</b>
Pa	Professional Pinnacle Championships	Professional Pinnacle Nat. Champ. Or Professional Pinnacle exhibition events / all star	<b>NPa</b>
Pb	Professional Pinnacle Tour/Series	Not to be included	<b>NPb</b>
1a	IF Pinnacle World Championships	NSO Pinnacle National Championships	<b>N1a</b>
1b	IF Other World Championships	NSO Other National Championships and/or Canadian Trials for International championships / Games	<b>N1b</b>
1c	Para World Championships	NSO Para Championships	<b>N1c</b>
2a	Senior World Cup / Series / Tour	Not to be included	<b>N2a</b>
2b	Senior Continental Championships	NSO Regional Championships	<b>N2b</b>
2c	World Univ./ Commonwealth Championships	U-Sport National Championships	<b>N2c</b>
		CCCA National Championships	<b>N2d</b>
	<b>Age Group Games:</b> OYG, CYG		
3a	IF Age Group World Championships	NSO Age Group National Champ.	<b>N3a</b>
3b	IF Age Group World Cup / Series	NSO National Age Group Series/Tour	<b>N3b</b>
3c	IF Age Group continental championships	NSO Age Group Regional Champ.	<b>N3c</b>
4a	Continental Cup / Series / Tour Olympic Qualifiers	Not to be included	<b>N4a</b>
4b	International event Canadian Open		<b>N4b</b>
4c	International Age Group event Canadian Age Group open		<b>N4c</b>
4d	International Para event		<b>N4d</b>
4e	Participant-based International event		<b>N4d</b>

## Appendix 5 – GSI Canada City Overall Ranking 2019

2019 Global Sport Impact Canada Index (overall)														
Overall ranking	City	Prov	Overall per population				Ranking per type		Number of events			Score		
			500k +	150 - 500k	50- 150k	≤ 50k	National Champ.	Intl' events	National Champ	Intl' events	Total	National Champ.	Intl' events	Overall
1	Montreal	QC	1				1	1	37	46	83	8,885	19,733	28,618
2	Quebec City	QC	2				5	2	20	26	46	5,278	11,662	16,940
3	Edmonton	AB	3				2	3	25	16	41	8,802	7,485	16,287
4	Toronto	ON	4				3	5	23	9	32	6,399	5,201	11,600
5	Vancouver	BC	5				11	4	8	7	15	2,948	6,014	8,962
6	Charlottetown	PEI				1	4	32	21	2	23	5,877	568	6,445
7	Saskatoon	SK		1			9	8	12	5	17	3,516	2,778	6,294
8	Richmond	BC		2			19	6	8	20	28	1,951	4,085	6,036
9	Regina	SK		3			6	21	9	1	10	4,797	1,001	5,798
10	Winnipeg	MB	6				7	22	24	4	28	4,674	984	5,658
11	Ottawa	ON	7				8	12	23	10	33	3,593	1,967	5,560
12	Kingston	ON		4			12	9	17	15	32	2,920	2,594	5,514
13	Markham	ON		5			10	11	14	9	23	3,149	2,326	5,475
14	Gatineau	QC		6			20	7	11	11	22	1,941	2,975	4,916
15	Kelowna	BC			1		25	10	8	8	16	1,622	2,437	4,059
16	Windsor	ON		7			24	13	7	9	16	1,639	1,886	3,525
17	Burnaby	BC		8			18	17	10	5	15	1,986	1,284	3,270
18	Sherbrooke	QC		9			17	23	6	3	9	1,992	931	2,923
19	Brandon	MB				2	13	62	3	0	3	2,487	0	2,487
20	Lethbridge	AB			2		35	15	2	1	3	934	1,551	2,485
21	Fredericton	NB			3		14	62	10	0	10	2,315	0	2,315
22	Red Deer	AB			4		15	62	3	0	3	2,291	0	2,291
23	Halifax	NS		10			28	24	4	1	5	1,396	814	2,210
24	Victoria	BC			5		16	58	8	1	9	2,076	96	2,172
25	Leduc	AB				3	21	54	6	1	7	1,913	165	2,079
26	Hamilton	ON	8				88	14	1	1	2	177	1,644	1,821
27	Sydney	NS				4	22	62	2	0	2	1,812	0	1,812
28	Moncton	NB			6		29	36	5	1	6	1,380	405	1,785
29	Portage la Prairie	MB				5	23	62	6	0	6	1,726	0	1,726
30	Saint John	NB			7		32	34	2	1	3	1,074	497	1,571
31	Oakville	ON		11			96	16	0	1	1	0	1,480	1,480
32	Penticton	BC				6	26	62	1	0	1	1,448	0	1,448
32	Moose Jaw	SK				6	26	62	1	0	1	1,448	0	1,448
34	Laval	QC		12			39	26	3	2	5	688	718	1,406
35	Mississauga	ON	9				30	62	3	0	3	1,263	0	1,263
36	Niagara Region	ON		13			31	62	1	0	1	1,232	0	1,232
37	North Bay	ON			8		96	18	0	1	1	0	1,227	1,227
38	Surrey	BC		14			43	27	6	4	10	496	683	1,179
39	Summerside	PEI				8	38	39	4	1	5	789	353	1,142
40	Banff	AB				9	96	19	0	2	2	0	1,074	1,074
41	Aurora	ON			9		96	20	0	1	1	0	1,068	1,068
42	Wolfville	NS				10	33	62	2	0	2	990	0	990
43	London	ON		15			54	30	3	2	5	368	597	965
44	Chilliwack	BC			10		34	62	3	0	3	960	0	960
45	Medicine Hat	AB			11		46	35	2	1	3	468	442	910
46	Sudbury	ON		16			36	62	3	0	3	845	0	845
47	Grande Prairie	AB			12		37	62	3	0	3	809	0	809
48	Langford	BC				11	96	25	0	2	2	0	725	725
49	Truro	NS				12	86	33	1	1	2	213	511	724
50	Welland	ON			13		57	42	1	1	2	339	346	684
51	Oshawa	ON		17			40	62	3	0	3	676	0	676
52	Niagara-on-the-Lake	ON				13	96	28	0	4	4	0	627	627
53	Kamloops	BC			14		41	62	3	0	3	605	0	605
54	Quispamsis	NB				14	68	47	1	1	2	293	311	604
55	Milton	ON			15		96	29	0	2	2	0	599	599
56	Whistler	BC				15	96	31	0	2	2	0	590	590
57	Prince Albert	SK				16	42	62	2	0	2	579	0	579
58	Kananaskis	AB				17	47	60	2	1	3	424	86	510
59	Boucherville	QC				18	44	62	2	0	2	492	0	492

Overall ranking	City	Prov	Overall per population				Ranking per type		Number of events			Score		
			500k +	150 - 500k	50- 150k	≤ 50k	National Champ.	Intl' events	National Champ	Intl' events	Total	National Champ.	Intl' events	Overall
60	Miramichi	NB				19	45	62	2	0	2	486	0	486
61	Delta	BC			16		84	50	1	1	2	226	247	473
62	Burlington	ON		18			48	62	2	0	2	419	0	419
63	Brooks	AB				20	49	62	1	0	1	392	0	392
63	Thunder Bay	ON			17		49	62	1	0	1	392	0	392
65	Dawson Creek	BC				21	96	37	0	1	1	0	389	389
66	Lacombe	AB				22	51	62	1	0	1	376	0	376
67	Morden	MB				23	52	62	1	0	1	369	0	369
67	Winkler	MB				23	52	62	1	0	1	369	0	369
69	Nakiska	AB				25	96	38	0	1	1	0	358	358
70	St. Hyacinthe	QC			18		55	62	1	0	1	352	0	352
71	Repentigny	QC			19		90	53	1	1	2	170	181	350
72	Bonnyville	AB				26	96	40	0	1	1	0	350	350
72	Cornwall	ON				26	96	40	0	1	1	0	350	350
74	Duncan	BC				28	56	62	1	0	1	341	0	341
75	Swift Current	SK				29	96	43	0	1	1	0	339	339
76	Langley	BC			20		57	62	1	0	1	339	0	339
77	Dundas	ON				29	59	62	1	0	1	339	0	339
77	Rosetown	SK				31	59	62	1	0	1	339	0	339
79	Sidney	BC				32	96	44	0	1	1	0	332	332
80	St. Catharines	ON			21		96	45	0	1	1	0	330	330
81	Bedford	NS				33	61	62	2	0	2	323	0	323
82	Baie-Comeau	QC				34	96	46	0	1	1	0	319	319
83	Coquitlam	BC			22		62	62	1	0	1	318	0	318
84	St. John's	NL				23	87	57	1	1	2	192	122	314
85	Fort McMurray	AB			24		63	62	2	0	2	306	0	306
86	Estevan	SK				35	64	62	1	0	1	305	0	305
87	Nanaimo	BC			25		65	62	1	0	1	305	0	305
87	Sackville	NB				35	65	62	1	0	1	305	0	305
89	Bromont	QC				37	96	48	0	1	1	0	302	302
90	Stratford	ON				38	67	62	1	0	1	301	0	301
91	Shawinigan	QC			26		69	62	1	0	1	287	0	287
92	Parksville	BC				39	70	62	1	0	1	287	0	287
92	Bathurst	NB				39	70	62	1	0	1	287	0	287
94	Saguenay	QC		19			72	62	1	0	1	274	0	274
95	Osoyoos	BC				41	73	62	1	0	1	272	0	272
96	Hartland	NB				42	74	62	1	0	1	262	0	262
97	Guelph	ON			27		96	49	0	1	1	0	261	261
98	Bridgewater	NS				43	75	62	1	0	1	260	0	260
99	Dieppe	NB				44	76	62	1	0	1	259	0	259
99	Port Blandford	NF				44	76	62	1	0	1	259	0	259
101	Sorel-Tracy	QC				46	78	62	1	0	1	258	0	258
102	Dartmouth	NS			28		96	51	0	1	1	0	247	247
103	Cape Breton	NS			29		79	62	1	0	1	245	0	245
103	Pelham	ON				47	79	62	1	0	1	245	0	245
105	Drummondville	QC			30		81	62	1	0	1	242	0	242
106	St. Andrews	NB				48	82	62	1	0	1	240	0	240
107	Campbellton	NB				49	83	62	1	0	1	232	0	232
108	Prince George	BC			31		85	62	1	0	1	218	0	218
109	Paradise	NF				50	96	52	0	1	1	0	183	183
110	Collingwood	ON				51	88	62	1	0	1	177	0	177
111	Okotoks	AB				52	91	62	1	0	1	153	0	153
111	St. Thomas	ON				52	91	62	1	0	1	153	0	153
111	Woodstock	ON				52	91	62	1	0	1	153	0	153
114	Stonewall	MB				55	94	62	1	0	1	143	0	143
115	Roberval	QC				56	96	55	0	1	1	0	124	124
115	Lac Megantic	QC				56	96	55	0	1	1	0	124	124
117	Craigleith	ON				58	96	59	0	1	1	0	96	96
118	Kimberley	BC				59	96	60	0	1	1	0	86	86
119	Kitchener-Waterloo	ON		20			95	62	1	0	1	80	0	80