

TOURISM  
BUSINESS  
ESSENTIALS



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SPORT TOURISM

*The essential guide to understanding and  
developing sport tourism in BC.*

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Destination  
British Columbia™

# Sport Tourism

## Acknowledgements

This guide could not have been produced without the valuable contributions of several people. 2010 Legacies Now and Destination British Columbia partnered in its inception and subsequent updates. Hugh MacDonald, Executive Director of SportHost Victoria was responsible for creating the original framework for the guide.

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Our grateful thanks to the Canadian Sport Tourism Alliance for providing the photographs on the front cover of this guide.

This guide explains the importance of sport tourism in BC, sport event bidding and hosting, how to calculate the economic benefit of sporting events and how communities and organizations can develop sport tourism locally and across BC.

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Second Edition, June 2013

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# *Sport Tourism*

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# 1

## Understanding Sport Tourism

*“Spending associated with the Canadian sport tourism industry reached \$3.6 billion in 2010, an increase of 8.8% from 2008.”<sup>1</sup>*

### The Importance of Sport Tourism

Sport tourism is a significant element in world tourism, and has become a highly competitive niche business. As interest and participation in sport grows within the leisure industry, the desire of people to travel to compete or to spectate has grown.

British Columbia has benefited in recent years. The province’s success in marketing itself as a ski, golf and sports activity host has yielded lucrative business results. Other provinces and their cities have also been active: Ontario, Saskatchewan, Halifax, Moncton and Edmonton to mention just a few. Other countries, such as Britain, Ireland, Australia and New Zealand, have organized to compete strongly for the mobile international sport tourist. There is already stiff competition in the marketplace.

Sport tourism is about more than just hosting great events. It offers the potential for something much broader, including opportunities for BC to raise its identity as a sport destination, to generate new tourism business, and to achieve widespread international recognition for its active cities and people. It is a tourism product that is not just for celebrity or world events, but for the full spectrum of sporting opportunities.

Recognizing that hosting sport events is a stimulus to sport development as well as an economic and community development tool, Canadian Heritage worked with the provinces, territories and the sport community to examine a strategic approach to bidding for and hosting international sport events.

The result was the Federal Policy for Hosting International Sport Events.<sup>2</sup> It recognizes:

- Major international multi-sport events, such as the Olympic and Paralympic Games, Pan Am Games, Commonwealth Games, FISU Games (World Student Games), North American Indigenous Games, and the World Special Olympic Games.
- International single sport events, such as the world championships, Olympic qualifiers and world cups, which it further classifies into large and small events.

The Province also recognizes that sport events create opportunities for:

- **Sport system development** – Increasing the infrastructure of sport facilities, development of officials and coaches, as well as the capacity of athletes to achieve their potential.
- **Economic development** – The value of a sport as a tourism generator, as well as the potential to market other business and economic opportunities.
- **Social and community legacies** – Such as youth development, increased fitness levels and health, community and cultural celebration.

Having hosted a successful Olympic and Paralympic Winter Games, British Columbia continues to be a leader in sport tourism. Communities in all areas of the province have started to reap the benefits from pre and post Games hosting, training camps and sport conferences, media exposure and business development.

<sup>1</sup> Statistics Canada (2010) data commissioned by the Canadian Sport Tourism Alliance (CSTA).

<sup>2</sup> Federal Policy for Hosting International Sport Events, Major Games and Hosting Division, Sport Canada, Department of Canadian Heritage.

# A Sample of British Columbia Communities Active in Sport Tourism

The following are just a few examples of the varying strategies employed by different communities to embrace sport tourism.

## Abbotsford

When Tourism Abbotsford was created in 2003, sport tourism was immediately established as one of the organization's marketing cornerstones. After a two-year in-depth sport and community stakeholder consultation process, the city branded itself as Sport Town Canada ([www.sporttowncanada.com](http://www.sporttowncanada.com)). In 2009, Abbotsford was awarded the BC Sport Tourism Community Legacy Award for its accomplishments in this sector. Abbotsford hosts over 100 sporting events a year.

## Kamloops

The City of Kamloops has recognized sport tourism as an economic generator since the mid-80's. In order to formally embrace sport tourism, the City introduced the "Canada's Tournament Capital" brand and program in 2001 ([www.tournamentcapital.com](http://www.tournamentcapital.com)). Since that time, \$50 million has been invested in new and renovated facilities in order to support the program with first-class resources. It continues to be one of the top sectors in the City Council Strategic Plan. The City of Kamloops has built its vision for sport tourism around the Canadian Sport Policy.<sup>3</sup> By adopting the goals of this policy, Kamloops has recognized that it will enjoy increased participation, economic generation, first class facilities, and more importantly, a more active and healthier community.

## Kelowna

The City of Kelowna prepared a Sport Tourism Strategy in 1999 as part of the Canadian Tourism Commission's (CTC) initial efforts to grow sport tourism in Canada. Tourism Kelowna was contracted to implement that strategy through the Sport Kelowna partnership with the City of Kelowna and

PacificSport Okanagan. While the City is working with Tourism Kelowna to grow financial and volunteer support for sport tourism through a new Event and Festival Framework, Tourism Kelowna's goal and objectives in Sports & Events are as follows::

**Goal:** To increase the quantity and improve the quality of events in the October – June period.

**Objectives:** To pursue targeted events and develop hosting strategies with identified organizations; to position Kelowna as a preferred, progressive sport, festival and event destination.

For more information about sport tourism in Kelowna, visit [www.tourismkelowna.com](http://www.tourismkelowna.com).

## Langley

Sport tourism in Langley was originally developed in partnership by the City of Langley and the Township of Langley. It was first identified as a priority in 2004, and in 2005 both Councils endorsed a sport tourism strategy. With the formation of Tourism Langley in 2008, municipal staff and community stakeholders are working on advancing sport tourism with the following key strategies:

- Creating a supportive environment in the community
- Facilitating sport development and the promotion of athletes
- Emphasizing coaching and athlete development
- Supporting high quality local, regional and provincial events
- Creating opportunities for collaboration and networking
- Fostering community volunteerism.

For more information about sport tourism in Langley, visit [www.tourism-langley.ca/sport-tourism](http://www.tourism-langley.ca/sport-tourism).

<sup>3</sup> The Canadian Sport Policy 2012. Retrieved from: [www.pch.gc.ca/pgm/sc/pol/pcs-csp/index-eng.cfm](http://www.pch.gc.ca/pgm/sc/pol/pcs-csp/index-eng.cfm)

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## Understanding Sport Tourism

### A Sample of British Columbia Communities Active in Sport Tourism

#### **Nanaimo**

Nanaimo's world famous island-style hospitality, mild climate, creative and dedicated community members create a perfect environment to host events of all types. The City of Nanaimo and Tourism Nanaimo are committed to helping event organizers hold their best event in the Harbour City.

Nanaimo is a great place to host events and has an impressive list of satisfied hosting partners including: BC Summer Games, BC Seniors Games, U-17 World Hockey, ABA BMX World Championships, Nanaimo Dragon Boat Festival, BC Bike Race, and Masters National Swim Championship. Future events will benefit from Nanaimo's past experiences with a wide variety of high calibre events and venues. The community is committed and enthusiastic about creating the best event possible for participants, spectators, organizers and the community.

For more information on the City of Nanaimo's facilities or the community go to [www.nanaimo.ca](http://www.nanaimo.ca) or [www.tourismnanaimo.com](http://www.tourismnanaimo.com).

#### **Penticton**

Penticton has a continually growing sport resumé, from becoming a top triathlon destination in North America to being named one of the 10 best cycling destinations in Canada in 2012. The city's hockey history is just as rich, from its 1955 world cup champion Vees to the 50-year-old Okanagan Hockey School that has churned out some of the NHL's top players. Penticton has proved time and again it knows how to host memorable events that bring together top-notch facilities, like the state-of-the-art South Okanagan Events Centre, with spirited volunteers and experienced organizers.

The community's sport tourism strategy, which was completed in April 2010, is being executed with a collaborative approach that includes support from the City of Penticton, Tourism Penticton and many community groups. Penticton continues to make sport tourism

a top priority, as it works toward hosting a variety of international, national, provincial and regional events that will draw overnight stays, including the 2016 BC Winter Games, the Challenge Penticton triathlon, GranFondo Axel Merckx Okanagan and many others!

For more information about this exciting sport destination, go to [www.tourismpenticton.com](http://www.tourismpenticton.com).

#### **Port Alberni**

Port Alberni has played host to numerous provincial, national and international championships in recent history including the BC Games for Summer, Winter, Seniors and Disabled. It has successfully leveraged great investments in outdoor and indoor sports facilities, including a new multiplex, baseball fields complex and Athletic Hall, as well as benefitting from professional staff and a community of highly dedicated volunteers.

As a legacy from the 2009 World Under-17 Hockey Challenge, a touring team from Russia visited Vancouver Island in April, 2013. The team was based in the Alberni Valley and played exhibition hockey games in Parksville, Alberni Valley, Campbell River and the Cowichan Valley.

The City of Port Alberni excels in hosting a vast array of sports events at all levels. From girls' provincial softball tournaments to the 2009 World Under-17 Hockey Challenge, Port Alberni has provided memories and financial legacies to last lifetimes. The community is also proud of their BCHL Alberni Valley Bulldogs Jr. A. hockey team.

#### **Prince George**

The community of Prince George takes Sport Tourism to the next level by providing a professional level of complimentary services that offer an unequalled experience to everyone who shares our passion for sports and athletics. This is highlighted by the winning bid to welcome the nation as Prince George hosts the 2015 Canada Winter Games.

# A Sample of British Columbia Communities Active in Sport Tourism

The city is recognized as a leader in sport facilities when it comes to meeting the training and performance demands of any athlete or sports staff, as well as the viewing pleasures of spectators and family. Prince George boasts a number of excellent venues, including a 400m outdoor ice oval; 6,000 seat arena with international ice dimensions; outdoor track and field stadium; aquatic centre with a 10m high diving tower; multi-sport centre with gymnasiums, an indoor running track and artificial turf field house; plenty of baseball and slo pitch diamonds; spectacular cross-country skiing and running trails; curling rinks and meticulously-maintained soccer fields.

Organizers in Prince George look forward to helping you and your team host an unrivalled sporting experience where the focus is on you!

For more information about planning your sporting event, please email [info@tourismvg.com](mailto:info@tourismvg.com) today.

## **Vancouver**

Showcased on a world stage as host city of the hugely successful 2010 Olympic and Paralympic Winter Games, Vancouver has strengthened its reputation as a premier sports events destination. From the Olympics to grass-root competitions, the city provides a world-class sports experience for athletes and spectators alike.

Vancouver has a long history of hosting premier events. For several years, Vancouver has aggressively pursued sporting events and has hosted many international competitions, including the 2001 World Figure Skating Championships, 2006 World Junior Hockey Championships, 2008 Vancouver World Triathlon Championships, 2009 World Police & Fire Games, 2009-10 FIS Snowboard World Cup, and 2010 World Wheelchair Rugby Championships. Hosting these events, in addition to welcoming the world for the 2010 Olympics, resulted in Vancouver being named

by SportBusiness Group as the top sports city in North America in 2010, and among the world's top destinations to host a sporting event.

Vancouver is home to Canada's largest multipurpose sports, exhibition and entertainment venue – BC Place Stadium – and boasts numerous other venues that can accommodate nearly any type and size of sporting event, from hockey and baseball to aquatics, biking and skiing. BC Place Stadium's renovation and new retractable roof was completed in 2011, just in time for the arrival of British Columbia's first and only Major League Soccer club, the Vancouver Whitecaps. Since then, BC Place has also played host to major events like the Canadian Football League's annual Grey Cup, which returns to the city in 2014.

Vancouver has developed a one-stop shopping approach to bidding for and organizing events, thanks to close cooperation between Tourism Vancouver, the City of Vancouver, the Vancouver Convention Centre and the Vancouver Hotel Destination Association. Tourism Vancouver provides a range of services, including bid placement, site inspection and selection, facility and accommodation bookings, travel and excursion planning, and attendee-building strategies and promotions. Through strategic partnerships, Tourism Vancouver also offers a range of services like comprehensive online event-management tools (visit [www.tourismvancouver.com/meetings/sport\\_tourism](http://www.tourismvancouver.com/meetings/sport_tourism) for more information).

As part of implementing the Vancouver Sport Strategy (part of Canadian Sport for Life), the City of Vancouver has worked with stakeholders to develop a Sport Hosting Grant Program that is focused on achieving lasting legacies in the areas of economic and sport development, as well as community building. For more information on Sport Tourism opportunities in Vancouver, visit [www.tourismvancouver.com](http://www.tourismvancouver.com).

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## Understanding Sport Tourism

### A Sample of British Columbia Communities Active in Sport Tourism

#### Victoria

SportHost Victoria was founded by PacificSport Victoria and Tourism Victoria and was registered in 2001 as a non-profit society under the name “The Greater Victoria Sport Tourism Partnership”. The “Partnership” currently has more than 40 members actively supporting SportHost Victoria, representing the community of Greater Victoria as a sport tourism destination with a mission to attract sport-related events, meetings and conferences to the region.

For more information please visit [www.sporthostvictoria.com](http://www.sporthostvictoria.com).

#### Whistler

With a spectacular mountain setting, fresh air and amazing vibe, Whistler is a dream venue for any sporting event. Olympic-class amenities like the Whistler Sliding Centre, Whistler Olympic Park and Whistler Olympic

Plaza are some of the most scenic sport venues in Canada and offer an exceptional experience for both athletes and spectators.

Whistler gained international attention as the Host Mountain Resort for the 2010 Olympic and Paralympic Winter Games, and although the Games have come and gone, the spirit and energy still live on.

Recently announced as the new host town for the formidable Ironman Canada, Whistler adds this high calibre event to a long list of annual international, national, provincial and local sporting events held in-resort like the FIBT Bobsleigh and Skeleton World Cup, RBC GranFondo, BC Bike Race and the Whistler Half Marathon.

Visit [whistler.com/event\\_toolkit](http://whistler.com/event_toolkit) for more information on how to host the perfect sporting event in Whistler.

### Who are Sport Tourists?

Within the sport tourism industry, we can identify various people who are sport tourists. We can distinguish them by activity, by demographic group, by the characteristics of their sport and by their performance level.

Sport tourists can be either participants or spectators. Different events have different ratios from each other. A NHL hockey game will have many more spectators than participants, while at a Bantam Hockey tournament the participants might outnumber the spectators. And of course, the spectators at many community level events are the family members of the participants.

The demographics of the sport and event also determine the number of people involved and their spending preferences and patterns:

- **Age** While we often think of adult-oriented sport events, there are a great number of sport participants
- **Gender** Many sports have tournaments for both men and women, and indeed the fastest growing segments of some

who are children and youth. Any youth tournament will have parents in attendance as they are there to support their kids. For the parents of many young athletes, following the team becomes a year-round travel and tourism activity. High school sport events such as the BC AAA Basketball Finals, held over the spring break weekend every year, are major tourism events. At the other end of the spectrum, “Masters” sport is among the fastest growing demographic. For example, BC Rugby has tournaments for all ages up to the over-70s.

Tournaments such as the Golden Oldies focus on the needs of seniors in a variety of sports.



## Who are Sport Tourists?

traditionally male sports, like soccer, hockey and rugby, are for women. Research also shows that parents more often travel with their teenage girls to tournaments than their teenage boys. Other niche markets include gay and lesbian sport events such as the World Out Games, North American Gay Volleyball Association Championships, and the International Gay and Lesbian Football Association's Championships (soccer).

- **Income** The relative value of different events to a community and the income levels of participants are important. Equally, age influences spending patterns: sport tourists in their 20s and 30s spend more than those in their teens, for example.
- **Culture and ethnicity** Sport crosses all cultures. Prince Rupert is the host of an annual First Nations Basketball tournament. A Kabaddi tournament will draw great crowds if marketed to the South Asian communities who understand it. Kabaddi is a team sport which combines the characteristics of rugby and wrestling. One of the largest soccer

tournaments in the Lower Mainland is organized by the Filipino community which draws teams from across North America, every second year.

The nature of the sport itself will also determine the number and characteristics of its sport tourists. The largest events tend to be for mass individual participation such as marathons, triathlons and cross-country ski loppets; or for team tournaments with lots of teams such as hockey, soccer and softball. Less popular sports, where the contest is between individuals, have smaller tournaments: fencing, boxing or wrestling, for example.

Performance level also influences the number and nature of the sport tourists involved. A high performance baseball tournament will have fewer teams involved than minor ball or a recreational softball tournament.

## How are Sport and Tourism Organized?

Sport and tourism are sectors of our society and economy that have different purposes, values and organizational structures, yet they offer tremendous partnering opportunities.

- Sport is both a community activity and major part of the entertainment industry. At the local level, it is a social activity run primarily by volunteers, and is very much not-for-profit. At its highest levels of performance, it is a multi-million dollar industry. However, these two different levels of activity

are vertically integrated – there are international, national and provincial organizations to which local clubs and leagues are affiliated. This structure makes for easy marketing; it is “narrow-casting” rather than “broadcasting.” If your community is hosting the national fencing championship, you will need very little marketing since the people who need to be there, will likely be aware of the event. Likewise, a regional volleyball tournament only requires communication with a couple of dozen clubs in the region.

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## Understanding Sport Tourism

### How are Sport and Tourism Organized?

On the other hand, horizontal, cross-sport integration is much weaker, although a few communities have developed community sports councils.

- Tourism is a commercial activity. At the community level, small business owners and operators run hotels and restaurants, or distribute specialized tourism products from t-shirts to trail rides. These entrepreneurs are necessarily very focused on their activity, although they often get together at the community level to form a community tourism organization, either as a stand-alone body, or as part of an organization such as the Chamber of Commerce or municipal government. Upward organization, to the provincial, national or international levels is of much less importance to them than to the sport organizations. Major corporations such as airlines and major hotel chains have an interest in fostering niche markets such as sport tourism.

Understanding the objectives and modus operandi of the partners in each sector is critical to finding the common ground of sport tourism. There is a crucial role that can be played by local government in bringing these groups together, and the greatest potential for synergy can be found in making sport events the focus of attention.

There are many other players in the sport tourism industry besides sport groups and tourism operators. Examples include municipalities, facility operators, schools, including colleges and universities, and local business groups. These all need to be included

as partners as you move your community sport tourism strategy forward.

Sport tourism is a fairly new concept, and as a result, it is expected that organizational structures will continue to evolve as communities adjust their organizational models to meet their needs.

There is no “best” organizational structure for a community’s sport tourism body. The decision should be made based on the particular circumstances of each community and the structure that would best enable all groups to work together.

It is important to engage the three pillars of community sport tourism: the municipality, the tourism organization and local sport organizations. Each of these should have a meaningful role in the sport tourism body.

The *municipality’s* support is essential for larger events and bids, and is often the funding source for those sporting events requiring financial guarantees; municipal parks and recreation departments control a large portion of the sporting facilities in the community. The *tourism organization* can help optimize the economic benefits of sporting events across the larger community. *Local sport organizations* often lead a bid for a sporting event, especially with provincial sport organizations. A sport tourism body cannot operate successfully without the active and ongoing engagement of all three pillars.

## How are Sport and Tourism Organized?

### *Sport Development – The Canadian Sport for Life Model*

Sport organizations become involved in sport hosting as part of their activities to promote their sport, increase participation and help their athletes attain excellence. First and foremost, sport bodies are motivated by sport development, and they are involved in sport hosting primarily to help them achieve this development goal.

Sport development in Canada is increasingly becoming guided by the “Canadian Sport for Life” model, (CS4L) also referred to as “Long Term Athlete Development” (LTAD).<sup>4</sup> About thirty sports have, or are working on, an LTAD development program for their sport, all of which are built on the same principles, primarily that a strong sport system:

- a. promotes healthy living through “active for life” involvement, and
- b. promotes excellence and high performance achievement for those who strive to attain it.

While this model is still being developed for over 50 sports funded by Sport Canada, and local sports groups may not yet be familiar with the program or applying for support, awareness and adoption of its principles are increasing, especially among provincial sport organizations (PSOs) or club technical staff. An understanding of this model is useful for discussions with sports groups, and can be a requirement for hosting grants.

The foundation of the CS4L model is that development is athlete-centred, with seven stages corresponding to children’s and athlete’s physical and mental development. It is a training, competition and recovery program based on developmental age – the maturation level of an individual rather than chronological age.

At the youngest ages, children need to develop “physical literacy” to give them fundamental skills important for all sport, health and life. Sporting events up to about age ten (different sports vary) are likely to be non-competitive participation “festivals,” rarely with overnight travel. In the early teenage years, competitive events are introduced, but the purpose is still development, using competition to help hone skills.

A very tiny fraction of athletes will then progress to the *Training to Compete* and *Training to Win* stages, terminology which involves national team calibre athletes and those preparing for this level. This is designed to produce competitors and gold medals for Canada at Olympic Games and world championships.

Almost all adult and most youth sport tournaments and events fall under the *Active for Life* segment, which focuses on health, fitness, recreation and personal growth among participants who are not on a “national team” track.

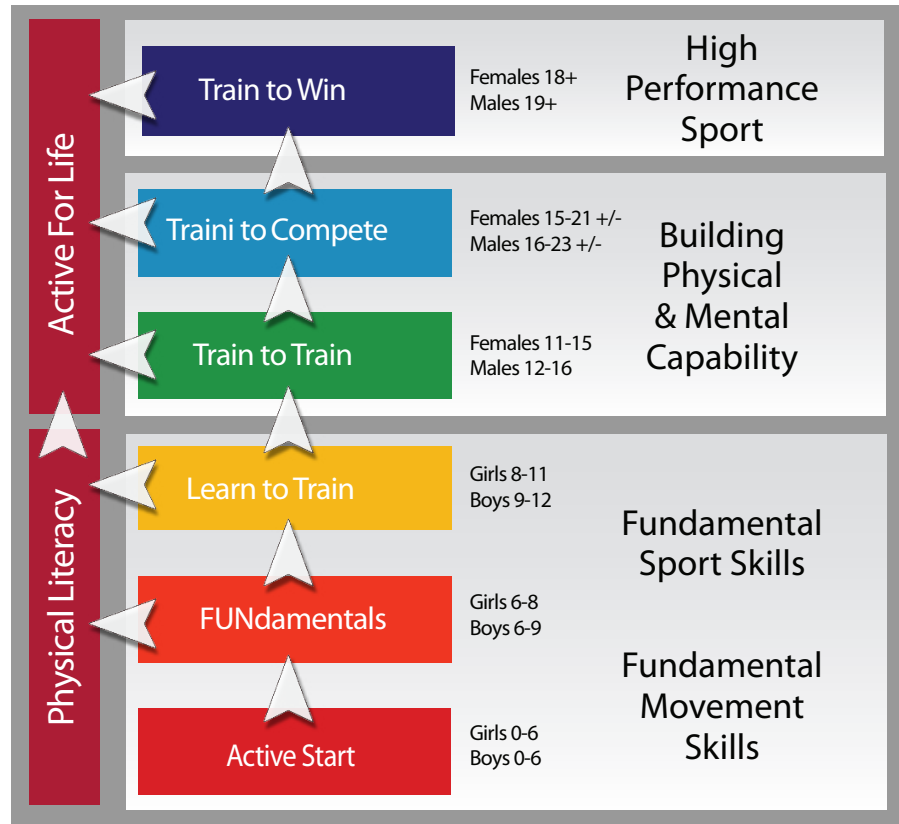
However, this national sport-planning framework does not mean that the millions of sport participants are not as focused on playing and winning their events, just as the hundreds of Olympic athletes are.

<sup>4</sup> Canadian Sport For Life – CS4L Moving Forward Collaboration Paper 2010 - 2011.

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How are Sport and Tourism Organized?



What are the Benefits of Sport Tourism?

A focus on sport tourism and sport events can bring economic value, social benefits and civic pride to a community. Some of these benefits occur at the time of the event, but most are legacies and will return value to the community over many years.

Economic value can be generated and increased in many ways:

- Recognizing the value that existing tournaments bring to the community.
- Identifying the community's sport strengths and expanding the number and size of existing events.
- Identifying the events that create the greatest economic value, such as masters sport, and focusing on those events.
- Providing more leisure opportunities so that family members are encouraged to join participants, and everyone is encouraged to stay an extra day.

- Valuing volunteers, converting volunteer jobs into paid employment.
- Linking with corporations that have an interest in the demographics of the sport event.

Social benefits of sport tourism are closely linked with the social benefits of recreation and sport.

These benefits can be leveraged as follows:

- Volunteering keeps people connected, and connected people are usually healthier.
- A focus on events will encourage participation for young people and adults.
- Sporting events offer ways of bringing people together from many different regions.
- Sport tourism can offer opportunities to re-invigorate depressed parts of an urban area.

## What are the Benefits of Sport Tourism?

- Event revenues can be reinvested in community facilities and programs.

Sport tourism can also bring civic pride and a greater sense of identity:

- Communities are known by their involvement in sport. At the international level, Manchester and Madrid conjure up images of football. In British Columbia, Kamloops means “Canada’s Tournament Capital,” Trail is “Home of Champions,” and Abbotsford is “Sport Town Canada.”
- Branding is key to civic marketing and economic development. It speaks to “quality of life,” which is what industry and entrepreneurs are seeking.
- Media coverage, from your local newspaper to a national TV station, is priceless: Victoria could not have paid for the TV coverage that the 1994 Commonwealth Games provided; the Australian Tourism Commission valued the earned media in the 4-year period preceding the Sydney 2000 Olympic and Paralympic Summer Games at \$6.1 billion (AUS).
- Athletes are ambassadors and can tell the world about your community.

The legacy of sport events can be found in:

- Facilities that serve the community for many years
- Volunteers with improved skills and greater interest in helping their communities
- Greater awareness of the community in the wider sport and tourism world
- More sustainable communities
- Healthier people.

### **The Social and Economic Impact of Sport Tourism**

British Columbia recognizes that sport events create opportunities that combine economic development for the tourism and sports sectors as well as social legacies.

- **Economic development**

Tourism-related revenue is usually the largest portion of the economic impact of an event. This includes accommodation, food and beverage, and other related spending. Direct event revenues include admission fees, sponsorships, on-site sales and, for the largest events, television rights. Indirect and induced economic activity includes people and businesses re-spending revenue from an event in the community. Sport tourism can stimulate participants and their families to return for a future vacation or future event. Sport events also offer the potential for regional identity enhancement, in which a successful event links the host community with imagery of healthy living, achievement or the outdoor environment.

- **Sport system development** Increasing the infrastructure of sport facilities, officials and coaches, as well as the capacity of athletes to achieve their potential.
- **Social and community legacies** These include youth development, increased fitness levels and health, community and cultural celebration. Sport links cultures and countries. Hosting international sport tournaments is not only good for tourism, but also good for cultural relations, our place in the world and positive community relations. Sporting events can also be designed to be environmentally and socially sustainable.

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## Understanding Sport Tourism

### What are the Benefits of Sport Tourism?

#### Aligning the Goals of Sport Organizations, Tourism Businesses and Others

The partners required to host sports events and build sport tourism include various people and groups in the community. All may be interested in sport hosting, but have different goals; aligning these is important for success. In most cases, there will be three or four different viewpoints:

- The **tourism community** is business and revenue focused, e.g. “heads in beds.” This sector is keen to support ventures that will bring more business to the community and to develop new tourism niche markets.
  - The **sport community** is largely volunteer-run by people interested in developing their sport. It includes local clubs, provincial or national sports bodies, schools/colleges and sports for persons with a disability. The sport community is interested in great tournaments from a technical viewpoint and in sport development, especially for youth. They are interested in better facilities and equipment as well as their community’s image and profile within their sport. In most sport events, the efforts and the expenditures are made by the sport sector and the revenues flow to the tourism sector. The sport community often does not see itself as part of the tourism industry and may not know how to share in the revenue generated.
  - The **business community** wants to bring more people into the community and to enhance its image and potential to host more events. Local businesses can benefit from sport events in and around their community.
- The **municipal government** aims to achieve a balance between the recreational needs of local citizens with the social and economic benefits of sport event hosting. It is important that the benefits from each event are communicated to the general public.

**Sport is very important to tourism and tourism is very important to sport.** Sport events can play a significant role in generating tourism activity, with positive economic and social benefits for a community. Sport tourism is increasingly being recognized as a productive focus for tourism and general economic development.

Events have traditionally been organized by sport organizations for purely competitive purposes and maximizing the tourism benefits has often not been a major consideration. Sport tourism benefits are sometimes lost or not maximized because the linkages between the sport and tourism sectors are not well established.

A similar challenge faces the tourism sector. Many of the benefits of sport events accrue to tourism businesses, accommodation providers, transport operators, retail outlets and restaurants. Many groups do not know they can benefit significantly from sport event activity.

Educating sport and tourism organizations on the benefits that each can attain through sport tourism is critical, as is establishing alliances, sharing information and identifying the opportunities for tourism and sport when they form strong partnerships.

# Sport Tourism in BC: Strengths, Weaknesses, Opportunities and Threats (SWOT)

While any community interested in developing sport events for their tourism benefits should do their own SWOT analysis (see the [worksheet](#) and [example](#) on pages 38 and 39), we have provided analysis of the province as a whole.

British Columbia has many **strengths**:

- All regions of the province have strong tourism resources.
- The province's climate offers four seasons of sport.
- Most communities have municipal sport facilities.
- The natural environment gives opportunities for those sports where the "facility" is a lake, mountain or the great outdoors.
- Many BC communities are already active in sport tourism and offer models for others to follow.
- Destination British Columbia, the Ministry of Community, Sport and Cultural Development, Sport BC, and the provincial sport organizations are committed to developing sport as part of the tourism industry.
- BC's universities and colleges offer both good sport facilities, and housing opportunities for the summer months.

- BC's population is very active in a wide range of sports, and has some of the highest rates of volunteering in Canada.
- BC is at the leading edge of sport development for persons with disabilities, which has great growth potential.
- The size range of cities in the province means that almost any event of any size can be hosted.
- Vancouver International Airport brings the world to our door; type and size of many of the province's communities are within an easy drive or a short connecting flight.
- BC has a national and international reputation for hosting great events.
- Successfully hosting the Vancouver 2010 Olympic and Paralympic Winter Games enables BC to remain in the sport limelight for years to come.

BC also has **weaknesses**:

- BC has few corporate head offices; most decisions on major sponsorships are made outside the province.
- The same is true for federal support. Sport Canada is based in Ottawa, as are the majority of national sport governing bodies.
- The process of event bidding is often approached on a "one off" basis.

## *Sport Tourism for Persons with a Disability*

**Whistler Adaptive Sports Program** – Brings disabled skiers from all over the world to Whistler to learn to ski. The adaptive program makes skiing accessible to all, whatever their level of ability. The goal is to provide the thrill of an outdoor activity when some may have thought that was not possible. Based on the success of this program, training sessions are being added to help athletes, coaches and officials prepare for higher levels of success.

**The Kimberly Adaptive Skiing Program** – The community of Kimberly considers itself the home of disabled skiing in Canada, and has developed its infrastructure and honed the skills of its local personnel to make it the major venue for national and international competitions.

**BC Wheelchair Sports Association** – BC is the home of Rick Hansen, and has developed hosting abilities in many sports, such as basketball and athletics. The 1994 Commonwealth Games were the first major international multi-sport event to include events for the disabled within their program.

# 1

## Understanding Sport Tourism

### Sport Tourism in BC: Strengths, Weaknesses, Opportunities and Threats (SWOT)

- Air access outside the Lower Mainland can be problematic. Apart from Vancouver, only Abbotsford, Victoria and Kelowna have regular, frequent flights to international destinations.
- Hard data on the market is lacking. Indeed there is little consistent data within the sport system about the size of events and a lack of evaluative tools. Once again, the CSTA is developing some of these tools, but they focus on national rather than provincial needs.
- BC's multicultural community makes hosting different cultures an easy task.
- Our image as a province with clean cities, pure water and unpolluted air enhances our reputation as a great place to compete.
- When funding for sport and recreation increases, there is an opportunity to leverage this renewed investment in the provincial sport and recreation system.
- In 2010, more than 13.3 million people – accounting for 47% of Canadians aged 15 and over – did volunteer work.<sup>6</sup>

There are, however, lots of **opportunities**:

- Canada is in 2nd place overall in the annual Global Sports Nation Index rankings. This is due to a strong period of landing world championships in curling, swimming and ice hockey, as well as the upcoming 2015 Pan American Games and the 2015 FIFA Women's World Cup.<sup>5</sup>
- The Vancouver 2010 Olympic and Paralympic Winter Games focused the attention of the world on BC's sport tourism and business communities leading up to and beyond 2010.
- A national framework for sport tourism is emerging through the CSTA. It provides a means to learn from other communities; as well as to get more access to national sport and tourism organizations.
- Technology continues to make personal interaction less essential; however, there is no electronic substitute for participation in sport events.
- Canada's international reputation makes BC an attractive venue for international competitions.

But there are **threats** too:

- Amateur sport, which offers the majority of sport competitions, gets little media coverage.
- The highest profile events are becoming very expensive to bid on, win and host. Deep pockets are needed, and often bid organizers require government support.
- A focus on the major international multi-sport events, such as the Olympics and Paralympics, obscures the value of smaller, regional events, and those in lesser-known sports
- The economic impact of sport events must flow back to the sport sector if organizers are going to be persuaded to continue running these events.

Without question, however, the strengths outweigh the weaknesses, and the opportunities outweigh the threats making sport tourism a worthwhile investment for British Columbia.

<sup>5</sup> Global Sports Nation Index. Retrieved from: [www.sportcal.com/news/release\\_article.aspx?articleid=93092&pageno=3](http://www.sportcal.com/news/release_article.aspx?articleid=93092&pageno=3).

<sup>6</sup> *Volunteering in Canada*, Statistics Canada, 2010, [www.statcan.gc.ca](http://www.statcan.gc.ca)



# 2 Categorizing Sport Events

Sport events are often categorized in numerous different ways, each of which can be useful at different stages of planning. This includes segmentation by type of event, scope and prestige, size/complexity, location policy and bidding process.

To be successful, community hosting strategies almost always include a mix of various events. Rarely can a community focus only on a few larger high-profile events. For every very large event, there are hundreds of smaller sport events. Committees evaluating bids will often look for experience hosting smaller events before granting a community a larger, more prestigious event. Given the benefit of event hosting, many community sport groups will want to host events for their sport. Multi-sport events may require local experience in hosting numerous different sports. Annual sport events also grow from small beginnings becoming major events over time.

Events can, of course, simply be categorized by size and scale. In [Section 2 Event Bidding](#), a four-level classification is described from Level 1 (local) to Level 4 (International). A small local event can usually be created and handled by a small community group without any assistance. A larger, higher profile event will require more money and time from a broader set of stakeholders and greater resources to prepare.

Another useful method of classification focuses on the character and purpose of events. Sport tourism activity can be classified by:

## a. Mega Events

Very large and high profile games and events such as the Olympic and Paralympic Games can yield billions of dollars' worth of media coverage, prestige and economic impact for the host, but require a significant capital investment. The Federal Policy on

International Sport Events identifies three types of international events eligible for support, the larger of which would fall into the "mega" category:

- **International Major Multisport Games**  
Large multisport games governed by an international sport franchise holder with links to sports' International Federations, for example: the Olympic and Paralympic Summer and Winter Games; the Commonwealth Games; and the Pan American Games.
- **International Single Sport Events**  
These events are governed by a sport's international federation or regional/continental counterpart e.g. World Championships and World Cups. Events may range in size and complexity from small to large.
- **International Multisport Games for Aboriginal Peoples and Persons with a Disability.**

## b. Games

Games are multi-sport events. These can be very large due to the number of sports being hosted at one location at the same time, directed by governments (e.g. Canada Games and BC Games), or by separate organizations e.g. the International Olympic Committee or the North American Indigenous Games.

Relatively few events are games, although their size makes them attractive targets. In BC, the BC Games Society helps arrange Winter Games, Summer Games, Seniors Games, Disability Games and Northern Winter Games every year or second year. Other games can be for specific groups e.g. the Police and Fire Games or social/sport events for cultural groups. The World Masters Games is one of the world's largest participation sport events.

# 2

## Categorizing Sport Events

Hosting games often requires a wide range of suitable venues, as many sports featured are “mandatory”; given the size, experience in hosting major events and a breadth of sports may be advantageous.

### **c. Championships**

These are single-sport events with rights held by the respective sport organization; a championship tournament is often the culmination of a season’s sport activity. Often referred to as “the provincials” or “the nationals,” the winner of the championship may qualify for the next level e.g. the BC girls’ softball champions qualifying for the nationals or the Canadian national curling champions qualifying for the world championships.

Many championships are arranged by school and university/college sports associations. Adaptive/ disability/ wheelchair sport events are growing in importance in BC’s sport calendar.

The format of the event and the location will be decided by the provincial, national or international sport governing body. Securing such events may be very competitive, or a Provincial Sport Organization may have difficulty each year finding willing host communities. There is usually a preference to hold the championships in different regions from year to year, to stimulate interest in the sport and access new host community volunteers and resources.

Community groups will be very familiar with all of the championships for their sport. They will also have an understanding of the priorities of the organization responsible for awarding hosting rights.

### **d. Tournaments**

Tournaments are another type of event, usually for a single sport. Whereas a championship is “owned” by a sport

governing body, tournaments can be held by any organization choosing to initiate them. Many are arranged by local sport organizations, but they may also be sponsored by a school, church or temple, or a pub, for example. They are generally held in the same place at the same time every year and can become a familiar part of the sport’s and a community’s annual calendar. Thousands of annual bonspiels, Canada Day weekend ball tournaments and other events have become regular fixtures in their respective communities.

Tournaments may be competitive, but are often as much about participation and recreation, as the results. Participation-focused events can be very attractive tourism generators, as high participation equals high visitation. While some youth events may involve lower yield “four to a room” accommodation or even billeting, they can also bring the families of participants and pre/post event vacation opportunities. Adult participation events can also be the stimulus for longer trips, e.g. adding a fishing trip onto a ball tournament stay. Some events are traditionally marked by extensive after-hours entertainment opportunities.

Sport organizations may arrange an annual tournament as a fundraising initiative, to help subsidize its year-round sport program. Tournaments may be scheduled on holiday weekends, when regular league competition is on hiatus and players are available for travel and sport. Examples include Christmas hockey tournaments, Labour Day softball invitationals or Thanksgiving soccer tournaments. These can be attractive tourism opportunities, as these weekends may have less business travel.

### **e. Training Camps**

Championships, tournaments and games are often competitive events, preceded by athlete development and training. National or provincial teams with athletes living in different cities are often brought together on regular schedules to train and work with each other and with coaches. In addition to training arranged by technical directors of governing bodies and high performance teams, training camps may be more individual. Commercial summer hockey camps may offer additional training for youth players, and these can be packaged as part of a vacation for the whole family. Such camps may take advantage of good facilities during the off-season when their capacity for special events may be greater.

Most sports have regular training camps at the provincial and national level. The location of training camps is dependent on services and facilities available, costs, the location of the coach, and the number of athletes in a particular community. For example, if the coach and a large proportion of athletes are located in northern BC, it is likely that the training camp would be located there as well.

### **f. Development Courses**

Sport organizations train athletes, coaches and officials of all levels. While many of these courses happen locally, especially for entry-level, courses for higher performance athletes and coaches may involve travel and overnight stays. “Out of town” coaches may travel to a larger centre for courses, or an instructor may travel to another area to train local coaches.

### **g. Conferences**

Sport organizations arrange many meetings and conferences, sometimes in conjunction with major events. Annual General Meetings of Provincial Sport Organizations or National Sport Organizations bring sport leaders and organizers from across the province or across Canada, as do meetings of sport technical staff. Trade shows or exhibitions may be involved with these meetings. In addition to the immediate tourism benefit, these can also be opportunities to introduce decision-makers to facilities and future hosting opportunities in the community. The selection of a community for a conference is often connected to where the sporting event is taking place or where the sport’s leadership resides.

### **h. Professional Sports**

Very much part of sport tourism, professional sports teams tend to primarily serve a local market with spectator entertainment. They also bring visiting teams to town, balanced by their nights spent on away games. While visiting team fans may accompany their team, they are generally limited in numbers, apart from major events, the Grey Cup, for example.

Professional sports may have more impact in attracting visitors from smaller markets without a franchise to the larger community, similar to arts and culture events attracting visitors to a major city for concerts or museum exhibitions.

Professional sports attracting major spectator audiences are currently limited in BC, especially outside the City of Vancouver. Communities need to think about their involvement with professional sports, which may support other aspects of a sport hosting strategy rather than being its centre-piece.

# 2 Categorizing Sport Events

## *World Police and Fire Games in BC*

The World Police and Fire Games is one of the largest sporting events in the world, with over 60 events, more than 40 venues, 10 days of competition, over 10,000 athletes from more than 70 countries, and over 20,000 family, guests, and officials. In 2009, they were held in the Lower Mainland and Sea to Sky region in BC from July 31 to August 9. While such events are rare and the competition to host them is stiff, the principles associated with running a successful event can be applied to many other events.

The **vision** for the World Police and Fire Games: In the spirit of eagles – community, comradeship and competition.

The **mission** for the World Police and Fire Games: To successfully attract the most athletes and visitors, that they have an ultimate competitive and travel experience and generate lifelong memories, world-wide recognition and lasting legacies.

Some **basics** about the World Police and Fire Games:

- Open to all full time, professional law enforcement officers, firefighters, customs agents, and corrections agents
- Held every two years
- Masters-style event with age, gender, and skill brackets
- 2,100 gold medals to be awarded
- Up to 2,500 volunteer hosts
- Sport venues in 2009 included Lower Mainland and Sea to Sky regions
- Nightly live entertainment featured in the Games villages of Vancouver, Burnaby and Whistler sport hubs
- Net proceeds from the 2009 Games went to three BC-based charitable organizations: Law Enforcement Torch

Run for Special Olympics, Professional Firefighters Burn Fund and KidSport

- 2009 was the second time the event has been in the Vancouver area (previously in 1989) and the first time it has returned to a site
- Held in Calgary in 1997 and Quebec City in 2005
- The 2011 event was held in New York City and the 2013 event will be held in Belfast, Northern Ireland.

World Police and Fire Games **objectives**:

- Deliver a friendly Games, inclusive to all
- Deliver a first-class experience for participants, volunteers, sponsors and spectators
- Deliver a fiscally-responsible Games
- Deliver a diverse and exciting BC experience for our visitors
- Provide a legacy to local communities, children's sports, and participants
- Deliver a culturally-rich experience for local centres and our communities.

**Marketing activities** to reach participants:

- E-marketing to over 20,000 previous participants
- E-newsletters every two weeks
- Attendance at emergency services sporting events
- Exhibits at industry events, conferences, and trade shows.

**Awareness campaign** to community:

- Official media partnerships and advertising campaign (TV and print)
- Advertorials in BC Business magazine
- Games poster and printed materials
- Street banner and official venue signage program
- Exhibits at public events such as Abbotsford Air Show, PNE, etc.

*World Police and Fire Games in BC*  
Awareness Campaign continued

- Make accommodation bookings
- Find general Games information
- Search sport schedule and sport venue listing
- Interactive map of Metro Vancouver with venues and hotels
- Find out more about sponsor partners and supporting agencies

- Online official merchandise store
- 2009 Games blog
- Facebook link and page
- Twitter link and page

**Website features:**

- [www.2009wpfg.ca](http://www.2009wpfg.ca)
- “Ask Jill” information email address for FAQ

Sports-related events may be very useful tourism opportunities, even though sports competition or sports development are not their prime purposes. The categories following may overlap with the above classification and with each other.

**i. Cause Related**

Sports events may be designed primarily to promote a charity or to raise money for a specific cause. Examples include the Ford Wayne Gretsky Classic Golf Tournament and the Altamira Golf Classic, or a 24-hour relay race. Although many major events can have a fund-raising or charity component, be it a 50:50 draw or the charitable activities in every PGA tour stop, this category is for events where charity is a primary purpose, often accompanied with participant enjoyment and entertainment.

**j. Media Events**

A few events are created mainly for broadcast audiences and derive their main income from broadcasting rights. Examples include boxing events, the X-Games or “Skins” golf. Although spectators will be present, this category is designed to appeal to TV audiences. They can have a positive influence on awareness and image as a sport destination, depending on the size of the audience. Awareness of the quality of golf courses, the scenery, or other attractions of an area could be communicated to a wide golf tourism target audience through two days of TV coverage.

**k. Showcases**

Sport showcase events would be designed to highlight the profile of a sport and improve a community’s image and influence in that sport, e.g. internationally. Examples include the World Gymnaestrada and World Disability Athletics. Such showcases might increase interest in a sport, or show a community is suitable for hosting future high-level championships.

**l. Spectator Events**

Sport tourism involves tourists watching events as much as it does playing in them. Professional sports are driven by spectator revenue and media broadcasting rights, and the sponsor interest thus generated, with very few participants. These events are very similar to major music concerts, and may be “sport-based entertainment” rather than sport, of which *Wrestlemania* events are perhaps a classic example, as are celebrity sport events. Relatively few amateur events draw large spectator audiences, with school basketball finals being one of the most prominent.

Such spectator events are only potential tourism activities if they attract visitors who stay overnight or travel from over 80 kilometres. The tourism potential is for out-of-town visitors to travel to the city from nearby communities to watch a specific spectator event, as they may for a regular professional sports team league game.

# 2 Categorizing Sport Events

## **m. Created Sport Events**

Many events fall into a general category of “created events.” In addition to events held for other purposes, a sport event may be created by a community, facility or corporation primarily for commercial or tourism purposes. A large venue or facility may find it has a quiet period, or it regularly has unused capacity at one time of the year, and might create an invitational sports tournament to fill that capacity, or arrange with a promoter to stage a sports event or a hockey club to hold an off-season training camp. An event might be conceived ahead of a championship as a test event to prepare and train for the championships.

A community or tourism body could initiate events to fill hotel capacity during the off-season. A hotel or pub could sponsor an adult tournament to drive business to its rooms and bars. In this sense, a created sports event can be part of a commercial or city economic development plan.

A sport club or body could host a tournament or series of games connected with a major professional event. For example, the annual Funtastic Slo-Pitch Tournament in Vernon, Armstrong and Enderby. The organizing committee is dedicated to *Building a Better Community*. More than \$1,200,000 has been invested back into the community in Funtastic’s 26-year history. Over the years Funtastic Sports Society has helped support and pay for numerous improvements within the community including defibrillators in the three local arenas, upgrades to Riverside Park in Enderby, funds for the new Armstrong arena and spray park, scholarship endowments for both Lumby and Vernon students and numerous other donations.

## **n. One-Off Events**

These events are created for one-time staging, usually linked to a special celebration and/or created to leverage a current issue. Examples include the Canada/Russia Hockey Series in 1972 or the Bobby Riggs vs. Billy Jean King tennis match. Sport event organizers might plan such an event to mark a community’s 100th anniversary, a sport club’s 50th anniversary, the opening of a new facility, or to accompany a major non-sport or cultural event.

Within an overall tourism plan, sport tourism can be used to strengthen lower demand periods. Sport is year-round and sport tourism can build low or shoulder seasons, depending on the sports pursued, or stimulate demand in quieter weeks or weekends.

Sport tourism can produce significant room bookings during event periods, although it may be lower yield (i.e. lower revenue per person), especially for youth or local or provincial level events. International and professional events can be decidedly high yield. Within the bounds of the priorities (which are often youth focused) of sports organizers, one can encourage the types of sports and events that attract similar types of people that are identified as “target groups” for the tourism sector.

Many sport events require some kind of bidding process. A bid committee will plan the event in its early stages. The *Bid Book* or *package* explains the plans for hosting (to include technical information about facilities, hosting athletes, coaches and officials, security and transportation) and information about the community, its hotels, and attractions.

### *Created Event – Karate Championship*

In this Canadian community, there were a number of karate clubs that ran local tournaments and had a dedicated fan base for the sport. Local and regional tournaments took place in these clubs in which the winners would represent their club or region at tournaments in the U.S. or overseas. There was interest from the local clubs to see if there might be potential for an event based in this community where participants could perform in front of a home town crowd and not incur costs for travel.

The sport tourism manager did some research into other karate championships and met with all five local clubs and determined that there was potential to create a new karate championship that would draw participants from all over North America. Two of the key factors included providing enough prize money to draw the participants to the community (as this was a key motivation for participants) and ensuring all the sanctions were in place from provincial and national karate organizations.

The community secured a venue and then started to seek out corporate sponsorship (in cash) to build up a solid revenue base to allow for a large amount to be awarded to the winning participants. It then targeted a prize amount that would be competitive with other competitions in North America and added some unique features in terms of discounted accommodation costs, discounted restaurant vouchers, and a banquet with entertainment.

Once the targeted amount of prize money was secured, the community began planning to create awareness for the event. It used the network of local karate clubs to promote the event in Canada and in the US. It spent about \$10,000 in promoting the event and set a deadline for registration approximately 3 months in advance of the event. The target was to draw 200 participants.

Due to the targeted promotion of the event to karate clubs across North America that highlighted the prize money that would be available, the event drew approximately 250 participants from all over North America. Many came to the community early and stayed longer as the age categories started at 12 and as a result, many participants travelled with parents and family.

The event was held just prior to US Thanksgiving so the community could draw on families taking a vacation as part of their trip to the competition. The event made approximately \$15,000 which went back to the five local karate clubs in the community.

The objective was to make this an annual championship. However, many of the leaders from the local clubs who were instrumental in putting on this event had moved on to other positions and the sport tourism manager left. As a result, the event did not continue.

Key points to consider:

- There were significant numbers of participants in karate organized into clubs in this community.
- The community already had experience hosting local and regional tournaments.
- Sufficient financial support was obtained as one of the first steps.
- The event was scheduled close to a holiday period to make it easier for participants to travel.

Large, first-time events can over-burden the volunteer community and cause burn-out. Ensuring there is enough organizational depth to facilitate hosting future events is an important consideration.

# 2 Categorizing Sport Events

## Event Bidding

How can events be encouraged in your community? Most sport championships require some kind of bidding process. At the higher competitive levels, this is a very sophisticated process. The Vancouver bid to be the Host City for the 2010 Olympic and Paralympic Winter Games started years before the event. For provincial and even national events, the host location is likely decided only one or two years before, and the process is considerably less sophisticated. If your community is to be successful, some advance work is necessary.

**The Bidding Process.** Most large sport events, especially championships and games, involve some kind of bidding process. Rights holders use this approach to be transparent in its awarding of events and to be fair to all interested communities. In most cases a rights holder will have a set of bid guidelines that outlines the necessary requirements of hosting its event including facility infrastructure, the financial and human resource requirements, and the length, competition format and number of participants to be expected. A community bid committee will be required to respond to the request for proposals, and to meet these bid guidelines.

It is important to understand the size and type of events that are realistic to bid for and host in a community. Which sports have the best fit with the community? What age or demographic? Which events bring the best opportunities for sport development? Which ones fit best with a long-term strategy of building toward a major single or multi-sport event bid? This will be achieved with an event database that can be cross-referenced and compared to an infrastructure and capacity inventory of the community.

There are a variety of events and costs associated with bidding on each event. From a tourism perspective, there may be as much or more value in hosting larger regional/provincial events as there is in hosting some

smaller national and international events (as national and international events may not be necessarily larger than some regional and provincial events). Events geared toward younger participants may result in travel with parents and family members, yielding greater economic impact. At the other end of the scale, there are obvious benefits that come from many larger events. A breakdown of the bid classifications indicating the realm of opportunities, costs and commitments required for bidding on various classifications follows:

**Bid Classifications.** Bids are classified into four “levels” ranging from local to international events. This often does not correlate with size or even economic benefit. A World Championship for a small sport, for example, may generate less economic benefit than a provincial hockey tournament, but the higher the level, the more prestige, and the greater the breadth of media coverage and attention that will likely accrue to the host community. As a community progresses from lower levels to national and international events, issues such as transportation, sponsor expectations, security, and protocol become much more important.

**Level 1 Bids. Local/Regional.** A local/regional event can be competitive or non-competitive. Almost all local events would not need a bid, simply being hosted by a local sport group. A provincial sport organization may look for bids for the regional playdowns for its provincial championships, e.g. BC Figure Skating’s Division Sectionals Competition. A regional event can vary in its size and scope depending on the sport.

**Level 2 Bids – Provincial.** A provincial championship is the next step up the ladder in progressing to larger events. The size of the event again depends on the sport. The event could be a single-sport championship, such as the BC Minor Hockey Provincial Championship, or multi-sport Games



## Event Bidding

such as one of the BC Games. A provincial championship may be much larger than some national championships with greater economic benefit to the community. The size will depend on the number of divisions, male and female, different ages and participants per group, which vary widely.

**Level 3 Bids – National.** National championships range from very large and high-profile events such as our country's only multi-sport event, the Canada Games and the well-televised Scotties Tournament of Hearts women's curling championship, to much smaller sporting events at adult and junior levels. National championships, range in size and spectator draw. The size and prestige of some events can make them hotly contested, and their scale can make them large undertakings. In some cases, a fee for bidding and sanctioning is required, and host communities may be required to make financial guarantees. For example, the Canadian Figure Skating Championship requires the host to provide up to \$75,000 towards the event in cash or in-kind services. In such cases, a letter of intent and guarantee of funds may be enough to secure an event. Most other national championships have less hosting competition, with lower budget requirements and less media attention.

**Level 4 Bids – International/World.** World or international events can be multi-sport or single sport. These can be huge or very small, and bring major exposure to the city, including major TV and media coverage. Correspondingly, the costs associated with some of these events at the bid stage can be very high. For example, a World Junior Hockey Championship bid can require a guarantee at the bid stage of up to \$12 - \$15 million, requiring substantial financial assistance from municipal, provincial and federal governments. The rights holder must receive its full amount of funding, regardless of the financial outcome of the event, even if

the event runs at a deficit. An international or world bid can range anywhere from \$10,000 to \$30 million for an event such as the Olympic Games, and in most cases the dollars to host the event must be guaranteed at the time the bid is submitted.

**Calendar, Rotation and Timing.** Not every event is available to a community every time it is held. Determining which events are available is required to focus attention on those a community has a realistic chance to win the rights to hold. Some events are *permanent calendar*, i.e. they are always held in the same location and timing. Part of the international calendar for a particular sport, for example, Wimbledon, the Kentucky Derby or the Masters Golf event are not available to anywhere else.

Other events are on a *circulating calendar* schedule. They are held at specific times on a regular schedule, but the location circulates between different communities. Examples include the Olympic and Paralympic Games, FIFA World Cup, BC youth provincial baseball championships or a school sport association's regional playdowns.

In some cases, the event is on a predetermined rotational cycle. A Canada Games is awarded to a province/territory on a fixed rotational schedule. There may then be a competitive bid process to select which city within that province will be awarded the Games. The Sport Leadership Conference awards its event by selecting a city traditionally on a rotation from east to central to western Canada.

Other games and tournaments may be available to any community each time it is held. A provincial championship may be open to any municipality in BC. A bid evaluation committee will review all submitted bids and then determine which community wins the rights to each games. While the event may be open to any community each year, some

# 2 Categorizing Sport Events

## Event Bidding

governing sport bodies may have a preference to circulate games between regions every few years, to ensure that the benefits of hosting, promotion of the sport and access to different volunteer groups can be shared across the jurisdiction. A capable community in a region which has not hosted a championship for the sport in a few years might enjoy an advantage if it decides to throw its hat in the ring.

Finally, different rights holders solicit bids and decide on a host community at varying lengths of time ahead of the event itself. Larger events tend to solicit bids earlier than smaller: international further ahead than local events.

Enquiry to the responsible sports body will yield the bid schedule for games and championships. Timelines vary from the Olympic Games schedule being set seven years ahead to less than a year for some provincial events. Even a national sport organization may have available opportunities for some championships within the next year or two.

- **A bid committee** Getting the right people involved is essential. The bid committee is the group who will be doing the work of planning the event in its early stages. Having the right people on the bid committee also reassures the event owner that your community knows what it is doing.
- **A “Bid Book” or package** This explains your plans for hosting the event. This must include all the technical information about facilities, how you are going to host the athletes, coaches and officials, and make the event a technical success in such areas as security and transportation. It also needs to include information about your community: its hotels, attractions and why everyone who comes to the event will have a great time. Much of this information already exists in your tourism office, and can be assembled in

a format that can be easily adapted for different event bids. Make sure that all the information printed is accurate and can be delivered as promised.

- **A bid presentation** This will be needed by the bid committee to present the bid to the sport governing body. Its degree of sophistication must be matched to the expectations of the sport governing body. There are three critical components to every presentation: the quality of the presentation itself, the team or person presenting and the right people attending. With a laptop computer, some great photos, presentation software, and some technical know-how, a great presentation can be produced. Having the right people to create the presentation is critical. In addition, if the event is going to inject a million dollars into your economy, it is worth spending a few extra hundred dollars to get the best person(s) to deliver the bid presentation. Finally, you must ensure the right people are in attendance at your bid presentation. These decisions are normally made during AGMs of the sport organizations, so it is likely that the sport people will be attending. Can the Mayor attend? How about the local MP or MLA? How about some of your young athletes? Above all, the sport’s decision—makers have to feel that you will go that extra mile to make it a really great event.

There are lots of events for which bidding is not necessary:

- **All tournaments and invitational events which are “owned” locally** While many of these are primarily for local participants, some assistance provided to the sponsors could bring in out-of town teams/athletes, making for a more interesting event and generating economic impact. For example, moving from an eight-team, two-day event, to a 16-team, three-day event takes only a small increment of work. Invite

## Event Bidding

teams from across the border and it becomes an international event.

- **Training camps, courses and conferences** While these often have some

technical requirements, the key is having someone in your community who is well-networked within the sport. These people are often your best resource.

*“Moncton was bidding on the Canadian National Hockey Championships. The decision was to be made at the Canadian Hockey Association AGM in Ottawa. Winnipeg was the other bidder, and the Canadian Hockey Association President was from there so they felt it was in the bag. The two cities’ presentations were set for 11:00 a.m. The board were just into asking questions at about 11:45a.m. when the door opened and in comes Frank McKenna, then Premier of New Brunswick. He just went round the table saying ‘Hi’ to everyone, telling them how much he was looking forward to the event coming to Moncton....and then left. Needless to say, we won the bid. Someone on the bid team had heard that he was going to be in Ottawa that day, and someone knew someone in his office. He was happy to do it.”*

Ian Fowler, President, Sport Moncton

### *Information Sources for Events*

The best source of information for potential events for your community is the sport volunteers in the community. They will know their sport and what is available and appropriate for the size of community. The magazines and websites of individual sport organizations will also list their events. Some other websites and sources that will help stimulate ideas:

#### **ViaSport British Columbia**

ViaSport is a not-for-profit organization responsible for providing strategic leadership to amateur sport in British Columbia.  
[www.viasport.ca](http://www.viasport.ca)

The **Canadian Sport Tourism Alliance (CSTA)** has an event database of over 300 sport events that are open and available for bidding (accessible to members only).  
[www.canadiansporttourism.com](http://www.canadiansporttourism.com)

#### **Sport Information Resource Centre (SIRC)**

SIRC’s goal is to collect and archive educational sport information and to ensure individuals and organizations involved in sport are aware of and have access to it.  
[www.sirc.ca](http://www.sirc.ca)

**SportsTravel** magazine serves the sports-related travel and event industry and the people who organize and manage sporting events of all types at all levels.  
[www.sportstravelmagazine.com](http://www.sportstravelmagazine.com)

**Sport Business** Group supplies information, media and B2B marketing services to the international sports business community.  
[www.sportbusiness.com](http://www.sportbusiness.com)

**HostingBC.ca** is a valuable legacy from the Vancouver 2010 Olympic and Paralympic Winter Games and showcases BC’s expertise and readiness to host sport events.  
[www.HostingBC.ca](http://www.HostingBC.ca) Twitter [@HostingBC](https://twitter.com/HostingBC)

# 2 Categorizing Sport Events

## Event Bidding

### **World Police and Fire Games in BC:**

#### **Advice from event organizers**

**How to choose the right sporting events for your community.** To increase your community's chance of being awarded a sporting event, decide what events are the right fit for the community. To determine this, ask:

- *What assets do we have* – good facilities, skilled and well-connected sport people, local athletes, volunteers, sponsors, media, spectators?
- *What kind of sport community are we* – a soccer community, a hockey community, etc.? This is an indicator of the number and quality of volunteers that might be available.
- *What level of competition can we do well for a particular sport* – provincial, national, international? What have we successfully hosted before?
- *How many teams or competitors can we accommodate* in hotels, sport facilities, transportation systems, restaurants, entertainment options?
- *What time of year is best to host an event* – when are sport facilities and accommodations available?
- *Can the event be profitable* in our community?
- *How strong is our community's will to host this event?*
- *How does this event fit in with our community's long-term tourism plans?*

**How to plan for the event once your community has been awarded it.** These might have already been addressed in your bid but are important to keep in mind as your community starts to put plans in place to host the event.

- *Determine what your event goals are.* Are they to raise money, provide entertainment for your residents, raise the profile of the community, create awareness for new facilities, host a higher level of competition, attract international competitors, etc.?
- Know that your *community's event can be two of: fun, fast or cheap* – pick two.
- *Know the difference* between “doing things right” and “doing the right thing.” Sometimes they are the same and sometimes not.
- In creating the event organizing team, *surround yourself with a great team from committee members to staff to volunteers.* Make sure they “fit” together and there is no “class” system.
- *Break the project down into pieces* – and then concentrate on each manageable piece.
- *Make the event fun for all involved,* from athletes to volunteers to spectators to sponsors. This means giving real value to those paying to participate and treating athletes like the stars they are.
- Ensure clockwork execution where *nothing is left to chance.* This means the leadership team has contingency plans and has thought through every detail.

#### **Budget philosophy.**

- When planning the budget, *be conservative with revenue and generous with expenses.*
- Revenues include concession revenue, athlete fees, sponsors, government partners and fees for social and cultural events. For major events such as the World Police and Fire Games, *government funding assistance is essential.* Expenses include \$750K sanctioning fee and professional staff.
- However, when operating the event, *try to get everything for free or minimal costs.*

**Organizational philosophy.** For a sporting event, an “instant” organization is formed where the organization goes from zero to many staff in a matter of months.

Some things to keep in mind:

- *Volunteers* provide a great community connection and are the true spirit of any event. However, they are not free and are not there for event organizers to exploit or to be treated as free labour.
- Volunteers need to be *respected* for giving their time and have a purpose by integrating them with staff.
- Volunteers need to be *recognized and praised for their work* and need to receive some benefits (that could include training sessions, recognition programs, privileges at the event, high quality uniforms, merchandise, etc.).

#### **Post-event activities.**

- *Survey your staff and volunteers.*
- *Draft a report* on the “good” and the “bad” and identify best practices so there is a knowledge transfer to ensure your community becomes even better at hosting sporting events.
- Remember to *give post-event reports to sponsors* so they will return.
- *Complete economic impact calculations* after the event.

#### **Key points to consider:**

- A major sporting event can generate *significant economic benefits to a community* and significant financial and other legacies for community and sport groups.
- A *potential sporting event should be chosen with care* to ensure a good fit with the community's assets and interests.
- *Volunteers need to be cared for and recognized* to ensure a positive experience not only for a particular event but to build a volunteer corps for future events.
- *Post-event reporting is important* for knowledge transfer and to encourage sponsors and partners to participate in future events.

# Event Hosting

There are already lots of people in your community who have hosted events before and know what to do.

These are the sport event organizers as well as others who have organized the community's pancake breakfasts, lobster suppers, Santa Claus parades and many more.

Two things that can make your event organizers' lives easier are:

- **Partners** Sport organizers are used to "just doing it!" They tend to get on with the event organization with a focus on their goal which is to put on a great technical event. They do not think that they are in the tourism business, nor do they want to be – they have enough on their plates just getting the technical event to run smoothly. However, they will be open to working with partners if it means they need to do fewer things, but not if it means doing a few more! The tourism industry in the community needs to step forward and be a true partner, leading with the question *what can we do to help?* Arranging the hotel accommodation, setting up food concessions, arranging the art work for the programs and T-shirts – these are the kinds of things that the sport organizers will be glad to have someone look after, especially if they get to share in the room commission

and the profit from the shirt sales. And the earlier that the tourism industry gets involved, the more creative the partnership can be. Conventions always have a *spousal program*, but sport events seldom do. Why not? Because there is no one to organize them.

- **Financial and in-kind resources** A partnership between tourism and sport groups can expand the scope and potential of sport events, but there is also a critical need in every event for resources. This can take the form of financial resources (a little seed money goes a long way). It can also be in-kind resources, providing what the event organizers would otherwise have to buy. This could include any of the following:

- administrative support loan of a staff person, loan of or access to a copier or computer, office space or meeting room
- event technical equipment from cell phones or radios to road barriers and fluorescent vests for marshals
- specialist skills such as a treasurer
- and many more.

Tourism agencies and municipalities can facilitate access to these resources through their community networks which tend to be broader and different from those of the sport community.

# 2

## Categorizing Sport Events

### Event Hosting

#### Community sport event hosting grants

##### Hosting BC Grant Program

Since 2004, the Ministry of Community, Sport and Cultural Development has been investing in event hosting and the Hosting BC Grant Program to facilitate sport, economic, social, and community development. In September 2010, expanded funding for event bidding and hosting was announced. With support from the 2010 Sport Legacy Fund, the Hosting BC Grant Program has expanded its guidelines to include an allocation for provincial, regional and invitational events. For more information visit [www.viasport.ca](http://www.viasport.ca) or [www.hostingbc.ca](http://www.hostingbc.ca).

##### Kamloops' Grants

The City of Kamloops offers Tournament Capital Grants to groups hosting tournaments involving out-of-town participants. The grants are specifically for amateur sport organizations/ individuals. Grants range from \$200 to \$1500 depending on the type of tournament (from regional to invitational). For more information, visit the City of Kamloops website [www.tournamentcapital.com](http://www.tournamentcapital.com).

##### Burnaby Grants

Tourism Burnaby has launched a Sport Burnaby Hosting Grant that offers financial support of up to \$5,000 to local, provincial, national and international sport organizations that host a sporting event in Burnaby. The grant will also provide support for non-profit organizations to bid, host, promote and administer new sporting events in the city. The Sport Burnaby Hosting Grant includes a variety of funding levels for events ranging from collegiate and provincial events to international competitions. For more information visit [www.tourismburnaby.com](http://www.tourismburnaby.com).



## Community sport event hosting grants, *continued*

### City of Vancouver

The Vancouver Sport Hosting Grant provides financial support for sporting events that have the potential to bring significant direct and/or indirect economic, social, health and community development benefits to Vancouver. A total of \$55,000 is available for the year. For more information, visit [vancouver.ca/people-programs/sporting-event-grants.aspx](http://vancouver.ca/people-programs/sporting-event-grants.aspx).



# 3 Understanding the Event's Balance Sheet

## Direct Economic Impact of the BC Games

DIRECT SPENDING				
GAMES	By Participants	By Organizers	Other Economic Activity	Total
<b>Victoria</b> Summer 2000	\$1,410,000	\$817,000		\$2,227,000
<b>Quesnel</b> Winter 2000	\$784,000	\$306,000		\$1,090,000
<b>Nanaimo</b> Summer 2002	\$1,467,876	\$562,901	\$540,727	\$2,571,504
<b>Kimberely and Cranbrook</b> Winter 2008	\$1,128,000	\$658,000		\$1,786,000

Source: BC Games Society: [www.bcgames.org/dotnetnuke/Portals/0/Documents/Economic%20Impact/Kimberley%20Cranbrook%20Economic%20Impact.pdf](http://www.bcgames.org/dotnetnuke/Portals/0/Documents/Economic%20Impact/Kimberley%20Cranbrook%20Economic%20Impact.pdf)

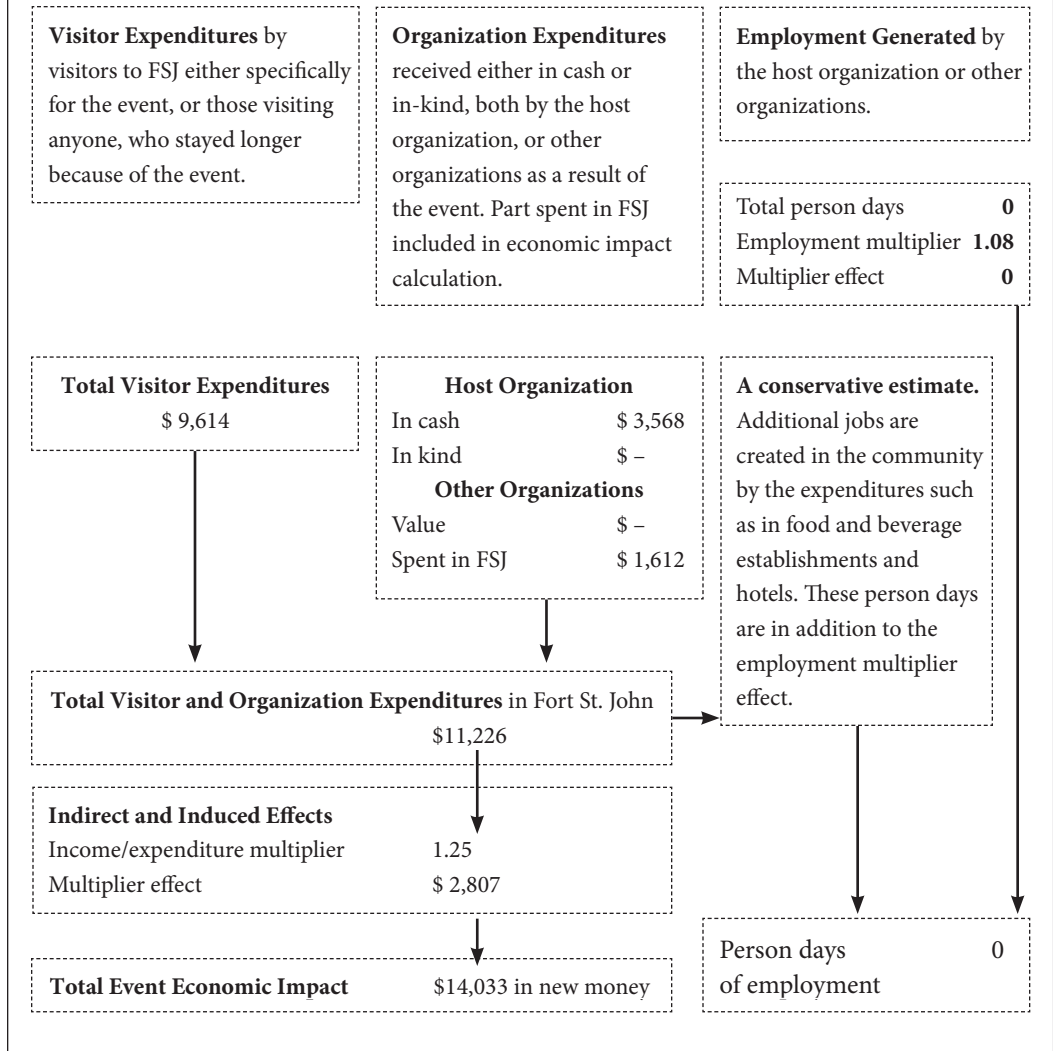
Sport becomes tourism when people are drawn to a community by an event or activity and spend money which they would not otherwise have spent. Events that only cause local people to spend their money in a different fashion are not as valuable to the local tourism industry as visitors from out-of-town.

*Another example:* The Zone 8 BC Gymnastics Championships are being held in Fort St. John. They last two days and most of the 60 athletes arrive on the Friday night. Most come with one or more parents, sometimes with siblings. They stay two nights. The economic impact on the community is significant.

*Let's look at an example:* Kamloops Blazers are playing the Medicine Hat Tigers in the WHL. No supporters come from Medicine Hat. The Kamloops arena is full of people from the Kamloops region. The only people bringing new money to Kamloops are the Medicine Hat team and coaches, and they are leaving straight after the match to drive home. Certainly the restaurants and bars in downtown Kamloops will do good business, but this is money that would otherwise have been spent elsewhere in Kamloops.



### Event Economic Impact Report for the City of Fort St. John (FSJ)



Source: Yates, Thorn & Associates. (2001). *Event Economic Impact Report for the City of Fort St. John*

From the two preceding examples we can identify certain key factors in determining the value of sport tourism events to the community:

- **Spectator events versus participant events** While events which draw spectators are great for increasing community profile and as attractions for tourists who are already visiting a community, they largely serve a local market and thus bring little new money to the community. In contrast, even small

one day participant events require the participants to stay overnight and to eat well to be ready for their competition.

- **Mass events rather than individual sports** Some events easily attract many participants, such as road races and cross-country skiing loppets, or you can change the format of other events to attract more participants, such as creating a 3-on-3 basketball tournament versus the traditional format.

# 3

## Understanding the Event's Balance Sheet

- **More isolated communities have greater potential to leverage dollars** People are more likely to stay an extra night or two at an event that is a greater distance from their homes. While obvious, this offers significant opportunities for communities for which other forms of tourism are problematic. Sport tourists are the best tourists: they turn up rain or shine, at a pre-arranged time, even if it is in the middle of winter, since they have to be there to compete.
- **Length of event is a critical variable** A hockey match brings less tourism benefit than a hockey tournament. Indeed, increasing the scale of a tournament (its length or the number of teams involved) becomes a key strategy in developing sport tourism opportunities.
- **Demographics** As noted earlier, youth sport is important because it brings parents and siblings along too. Finding ways to bring additional family members, such as spousal programs or matching a small youth competition alongside the main adult event, again become sport tourism strategies.

### Event Revenues and Expenditures

A closer look at the different types of revenues and expenditures associated with sport tourism will also give a better idea of strategies that communities can adopt to maximize their benefits.

#### Expenditures

- **Capital construction costs** Each sport has technical standards which determine where and how they can be staged. The Vancouver 2010 Olympic and Paralympic Winter Games required the construction of several major facilities such as those for ski-jumping, luge and a cross country ski venue. Other events can be staged in community-level facilities such as an arena or gymnasium. The capital construction costs necessary to host an event should be factored into the decision on which events to bid on, not figured out after the bid has been won. This is not to say that capital construction should be avoided, rather that it should be part of the plan. The capital facilities are a major part of the legacy for the event and should be planned with the hosting of many events in mind, as well as the service that they can provide to local sport and recreation development.
- **Event direct hosting costs** Each event will have an organizing committee that will have expenditures for staffing, administration, accommodation, insurance and a plethora of other categories. Some of these expenditures can be reduced by partnering as noted earlier. In the long run, it should be recognized that these costs and activities are the same for most events, and there is the potential to adopt new ways of doing business, such as by sharing these costs across several events and thus capturing certain economies of scale. This may also allow several volunteer jobs to be consolidated into one paid position, thus reducing the load on over-stretched volunteers.
- **Event indirect hosting costs** Some sporting events may have an adverse effect on some residents. For example, the Molson Indy was a great tourism attraction, a revenue generator and showcased Vancouver across the world via TV. But it was also noisy for local residents, bringing lots of traffic and other congestion, and required considerable additional policing costs. Another example may be when a regular hockey

## Event Revenues and Expenditures

game gets rescheduled while an Old Timers or Peewee tournament takes that time slot; so someone phones the Mayor, and she phones the Recreation Director; then it is harder for the next tournament to get the ice time they need, so they move to a new location next year. Sport tourism needs to be planned and managed for the long term, with all parties, especially Council and the public, being involved in the planning. The long-term benefits must be understood and the plan must not get swayed off course by short-term issues.

### *Vancouver's "One Stop Shopping"*

The City of Vancouver has a Festival Expediting Staff Team (FEST) that meets with event organizers to provide "one stop shopping" for events that use city streets in some way. It includes representatives from various municipal departments and other levels of government: Vancouver Park Board Event Planning, Police Planning, Fire Planning, Engineering Planning, Health Department, Social Planning, Risk and Emergency Management, Transit and BC Ambulance. [www.vancouver.ca](http://www.vancouver.ca)

### Revenues

- **Participant and other visitor spending**  
One of the main reasons that those involved in sport events do not see themselves as being part of the tourism industry is that they are not involved with visitor spending, which is normally the largest portion of the economic impact of an event. Calculations about per capita spending vary, but it is likely between \$75 and \$125 per day on average. Thus a 16 team, weekend hockey tournament with 12 teams from out of town can easily inject \$100,000 into the local economy in visitor spending. Youth events will have lower per day spending, but may bring larger numbers of other visitors such as parents.

Events which encourage families to join in the fun will occupy more hotel rooms than ones that involve participants sharing four to a room.

- **Direct event revenues** Revenues that sport organizations actually see passing through their hands and books such as admission fees, sponsorships, food and beverage sales and for the largest events, television rights are direct event revenues. Every effort should be made in sport tourism to ensure that more of the funding from visitor expenditures gets channeled into the organization's coffers. Any profits that can then be fed back into community sport are a great incentive for putting on another tournament next year.

### Multipliers

Multipliers can be included in any economic impact assessment. The multiplier effect occurs when money spent on goods and services is at least partially re-spent on other goods and services in the community by the individuals or businesses receiving the money. There are two streams of re-spending that are triggered: *indirect* and *induced*.

- **Indirect economic activity** Occurs in a community when a business or other organization that receives money re-spends some of that money on goods and services provided by other businesses and organizations in the community. A prime example is the hospitality industry, which spends some of the money it receives from visitors on a variety of goods and services provided by local businesses (e.g. food and beverage wholesalers).
- **Induced economic activity** Occurs in a community when people who earn income spend some of that income on goods and services provided locally. Where they earn the money (i.e. from within the community or outside of it) is irrelevant. The important consideration for the local

# 3

## Understanding the Event's Balance Sheet

### Event Revenues and Expenditures

economy is that these income earners spend as much of their money locally as possible.

This spending and re-spending activity creates both income (for businesses and individuals) and employment.

#### Other Non-Monetary Benefits

There are many other ways in which sport tourism can contribute to a community's economy:

- **Return visitors** Sport often takes participants and their families to places that they have not been before and would not normally visit. In many surveys, visitors to sports events have noted that they would return to the host community for a vacation or to participate in the same event the following year. Sport event participants are often seeing the community at its best; they have been having fun and they leave with good feelings about the community. This state of mind is clearly what sport tourism event organizers should plan to achieve.
- **Regional identity enhancement** Major cities have recognized that sport events put their cities in the news in a way that nothing else does – and the news is almost always positive, accompanied by phrases like “successful championship”

and “great event.” The image of success is linked with quality of life, health, fitness and activity. With outdoor sports, from field sports to outdoor recreation-based (canoeing, skiing, etc), the image of “green” and “environmentally sustainable” is also included. In a world of industries and workers who can telecommute from anywhere, these are very positive images for economic growth.

- **Cultural and multicultural development** Sport links cultures and countries. In the first sport event in post-war Iraq, a local Basra team beat a British Army team 5 -2 (as one British army player noted “... *but they had proper soccer boots!*”). Closer to home, the Surrey Filipino Soccer Invitational brings to the Lower Mainland over 30 teams from around North America. Field Hockey links Canada to South Asian countries, rugby to Australia and New Zealand, baseball to the US and to Japan, and soccer to the world. Hosting international sport tournaments is not only good for tourism, but good for cultural relations and establishes BC's place in the world.

Sport tourism can be an enormous catalyst for both economic growth and positive community change.

### Calculating and Tracking Economic Impacts

It is important, both before and after the event, to be able to report about the economic impact of a sport event. Before the event occurs, Council members will want to know what impact the event will have on the economy, while after the event, it is important that this message be reported back to both Council and the general public. In summary, the following four step process will achieve a good estimation.

#### Step 1 – Calculate Visitor Expenditures

Visitor expenditures can be estimated from the following data:

- The number of people at the event
- The percentage of these people who are from outside the community and attending or participating in the event was the main purpose of their visit
- The expenditure per person, per day
- The length of the event in days

# Calculating and Tracking Economic Impacts

## Step 2 – Calculate Organization Expenditures

The total amount of “new money” from organization expenditures can be estimated from the following data:

- The event direct hosting cost, which could include any contributions that come in-kind as well as in cash, since these in-kind donations may contribute to the value of the event.
- The contributions of other organizations which are involved in funding the event.
- The proportion of the total organization expenditures spent in the community.

## Step 3 – Calculating Employment

The number of days of paid employment created by the event should be calculated. It is helpful to identify the types of employment since this makes any supplementary assessment of the value of the employment easier to undertake.

## Step 4 – Multipliers

An expenditure multiplier can be applied to the total of visitor and organization expenditures that are “new money” to the community.

A similar multiplier effect must be applied to the paid jobs that are created.

These calculations will yield two measures of the economic impact of the event:

- Total Economic Impact, and
- Total Employment created in person/days

### *STEAM model*

The Canadian Sport Tourism Alliance has recognized the challenges associated with generating credible and cost-effective economic impact studies. Therefore, in association with Sport Canada, the Canadian Tourism Commission, the Canadian Tourism Research Institute (CTRI), and the Canadian Association of Convention & Visitors Bureaux (CACVB), the Sport Tourism Economic Assessment Model (STEAM) has been developed.

The objective of this undertaking was to develop a tool that was both easy to use and easy to access. STEAM meets the first criteria, ease of use, as the only information needed to generate results from the model are a basic knowledge of participant and spectator demographics, augmented with information contained in the event’s business plan.

The second criterion, ease of access, has been met through the hosting of the model on the internet. STEAM is the world’s first web-based economic impact model specifically designed for sport events.

### *STEAM PRO*

STEAM PRO has been designed to empower organizers of sport events with the tools and technology to conduct surveys on-site at events in their communities.

For a full list of costs and services email: [research@canadiansporttourism.com](mailto:research@canadiansporttourism.com)

Source: [www.canadiansporttourism.com](http://www.canadiansporttourism.com)

# 4 Trends in Sport Tourism

Strong trends are changing sport tourism:

- Global recognition of sport tourism as a valid industry segment.
- Increasing organization of this industry segment – In Canada, in BC and in its communities, sport tourism is becoming more organized and structured.
- Recognition of the sector’s potential for growth, while some other sectors face decline.
- Demographic growth in the baby boomer and echo generations.
- Rising women’s participation in sport, a dramatic change over the last 20 years.
- Globalization, sponsorship, and technology. At its highest levels, sport is now truly global, with major sponsorship revenue.
- Created events. Communities with sport tourism experience are recognizing the potential for creating their own events, designed to fill gaps in a calendar or capitalize on a specific opportunity.
- Social and environmental values. Sport events can make a statement and build partnerships with social causes and environmental stewardship.

## *Canadian Sport Tourism Alliance (CSTA)* **CSTA Membership Benefits**

- CSTA Events Database
- STEAM – Sport Tourism Economic Assessment Model
- Sport Tourism Planning Template
- Business Plan Template for Staging a Sport Event
- Industry-related domestic and international market research
- Economic impact reports on major Canadian sport tourism events
- Industry-related academic research
- Links to industry-related organizations
- Networking opportunities
- Preferred rates to Annual Conference
- Sport tourism industry tools and best practices
- Newsletter
- Membership directory
- Access to selected provincial and national marketing programs
- Opportunity to participate on CSTA planning committees and task forces
- Access to Canada bid template for multi-media bid presentations and Canada promotional items
- Regional workshops/training and education sessions.

Source: [www.canadiansporttourism.com](http://www.canadiansporttourism.com)

### *Educational Opportunities*

Sport tourism and related recreational programs are gaining momentum as a chosen field of study in BC.

**go2™** – A resource for people in tourism that provides information on educational institutions located in BC that offer sport tourism related courses and programs. [www.go2hr.ca](http://www.go2hr.ca)

**LinkBC** is a tourism/hospitality education network. Education partners from around BC work together to promote best practices in tourism education, share research findings, tourism knowledge and resources. [www.linkbc.ca](http://www.linkbc.ca)

UNIVERSITY/COLLEGE	COURSES
British Columbia Institute of Technology	Tourism Marketing Management
Camousan College	Hospitality Management Golf Management Hospitality, Tourism & Golf Management Travel Counselling
Capilano University	Tourism Management, Outdoor Recreation Management Business in Tourism, Wilderness Leadership Mountain Bike Operations Professional Scuba Dive Instructor Program
College of the Rockies	Adventure Tourism Business Operations Mountain Adventure Skills Training Tourism & Recreation Management
Douglas College	Hospitality Management
Native Education College	Aboriginal Tourism Operations Aboriginal Tourism Management
North Island College	Adventure Tourism Management Coastal Adventure Tourism Tourism & Hospitality Management
Okanagan College	Business Administration (Hospitality and Tourism Management Specialty)
Royal Roads University	Golf Club Operations Resort and Hotel Management Ski Resort Operations and Management
Selkirk College	Golf Club Management and Operations Ski Resort Operations and Management
Simon Fraser University	Resource & Environmental Management (Tourism Planning & Development)
Thompson Rivers University	Adventure Studies Tourism Management Canadian Mountain & Ski Guide Events & Conventions Management Resorts & Hotel Management Sports Event Management Adventure Sports
University of Northern BC	Outdoor Recreation and Tourism Management
Peter B. Gustavson School of Business at the University of Victoria	Bachelor of Commerce (Service Management Specialization)
Vancouver Community College	Hospitality Management Sport Management
Vancouver Island University	Sustainable Leisure Management Tourism Management (Recreation) Hospitality Management Recreation and Sport Management Tourism Studies Event Management

# 5 Organizing to Develop Sport Tourism

In the preceding sections of this guide we have looked at what makes up the market sector of sport tourism and some of the key issues and trends impacting it. In this section, we will look at some of the steps necessary to grow sport tourism in your community, as well as providing some simple tools and worksheets to help you get started.

## Understanding What Already Happens in Your Community

Sport tourism may already be happening in your community. Research the activities that take place on most weekends:

- Who is arriving in town on a Friday night or Saturday morning?
- Are there groups of people of similar age and gender carrying large bags of equipment checking into the local hotel?
- Are there school buses from out-of-town districts parked by the high school gym?
- Count the vans and station wagons heading for the first ferry with a bag of 20 soccer balls in the back.

It is likely that most of these people, and the folks at the hotels and restaurants, do not think of themselves as being involved in sport tourism, but sport tourists they are.

The first step in building this niche market is to recognize that it is already there. The next step is to conduct an inventory on what is happening, what resources are involved and who are the key people.

### In your community...

<i>What sports are attracting out-of-town participants?</i>	<i>What facilities are being used?</i>	<i>Who are the key people?</i>



# Assessing Strengths, Weaknesses, Opportunities and Threats (SWOT)

Now that you have identified that sport tourism is already a part of your community, the next step is to gather together those key people. A meeting or workshop can be held to build a picture of the community's strengths, weaknesses, opportunities and threats. It might look something like this:

## **Our Community's Strengths for Sport Tourism**

For example:

- Keen sport community
- Lots of volunteers
- College has good facilities
- Outdoor recreation opportunities
- Canadian dollar attractive to sport participants from the US
- Low accommodation costs relative to other parts of the province
- Etc.

## **Our Community's Weaknesses for Sport Tourism**

For example:

- Lack of hotel rooms
- Hotels already full in the summer
- Lack of regular flight service
- No local industries to be sponsors
- Sports are not linked together
- Poor quality of municipal facilities
- Events often happen on the same weekend
- Etc.

## **Opportunities for Sport Tourism**

For example:

- Use college residences in the summer
- Find winter events when hotels are not full
- Focus on outdoor sports
- Use the college's facilities, especially the large gymnasium
- Market to sport clubs in Washington State
- Find ways to get sport groups to work together
- Etc.

## **Threats for Sport Tourism**

For example:

- College will not be supportive
- No one is prepared to put up the seed money we need to get started
- Etc.

# 5 Organizing to Develop Sport Tourism

## Setting the Community's Mission and Goals

It is always essential to agree on what you are going to do and why you are doing it. It is also important to understand that different people and groups in the community, all of whom may be interested in sport tourism, may have different things they want to achieve. In most cases, there will be three or four different viewpoints:

- **Sport community** – Sport people are interested in great tournaments, judged from a technical viewpoint. They are also interested in sport development, especially youth development. They are interested in better facilities and equipment for their sport. They are interested in improving the image and profile of their community in provincial and national sport affairs.
- **Tourism community** – Tourism people are interested in “heads in beds.” They are keen to support ventures that will bring

more business to the community, and they are interested in developing new tourism niche markets. They are revenue focused.

- **Business community** – Business people want to bring more people into the community and to enhance the image of the community along with its potential to host more events.
- **Municipality** – Council wants to see all these things happen, and to ensure that there is a positive message from each event that gets back to the general public.

Success will only come if these disparate goals are merged at the beginning of the process.

It is essential to consciously build a win-win philosophy. Start with a mission and goalsetting which might read as follows:

<b>MISSION</b>	<p>To establish (our community) as a recognized location for hosting top quality sport events.</p> <ul style="list-style-type: none"> <li>• By supporting and strengthening existing sport events, and</li> <li>• By expanding our capacity to bid on and host additional events.</li> </ul>
<b>GOALS</b>	<p>To develop an organizational framework to support both bidding and hosting.</p> <p>To promote the concept of sport tourism so that all residents and decision-makers know the value of sport events, in economic terms, in their capacity for sport and community development, and their ability to enhance the community's image.</p> <p>To develop a marketing strategy that will focus on the community's strengths.</p> <p>To develop the tools, resources and facilities that are necessary for event organizers to stage top quality events.</p>

Your community's mission and goals will be different, but they should span the interests of all partners, and should focus on the work that has to be done to move sport tourism forward.

# A Broad Vision of Sports

It is easy to make statements such as “we are a hockey town.” But you will find that there are a lot more sports represented in your community than just the two or three that come immediately to mind. Take a moment, preferably with a group of people who know sport in the community, to review the following list – check the sports that are active.

Alpine Ski	
Archery	
Athletics – Marathon	
Athletics – Track and Para-athletics	
Althletic – XC	
ATV Club	
Badminton	
Baseball	
Basketball	
Biathlon and Para-biathlon	
Bobsleigh – Skeleton	
Bocce	
Bowling	
Bowls - Lawn	
Bowls - Carpet	
Boxing	
Broomball	
Canoe – Flat Water	
Canoe – Adaptive	
Cerebral Palsy Sports	
Cricket	
Cross Country Skiing and Para-cross Country Skiing	
Curling/Wheelchair Curling	
Cycling - BMX	
Cycling - Mtn. Biking	
Cycling - Road and Handcycling	
Cycling - Track	
Dirt Biking	
Diving	
Dodge ball	
Dragon boat	
Equine	
Fencing	

Field Hockey	
Figure Skate	
Floorball	
Football	
Freestyle Ski	
Gaelic Football	
Goalball	
Golf	
Gymnastics - Artistic and Adaptive	
Gymnastics - Rythmic and Adaptive	
Handball	
Hiking/Back Country Touring/Skiing	
Hockey	
Hockey - Sledge	
Hockey - Ball	
Judo	
Kabbadi	
Karate	
Kayak - Flat water and Adaptive Kayak	
Kayak - White water and Adaptive Kayak	
Kite Surfing	
Lacrosse - Box	
Lacrosse - Field	
Lifesaving Society	
Luge	
Luge - Naturbahn, Volksrodel	
Mixed Martial Arts	
Netball	
Nordic combined	
Orienteering	
Outrigger Canoe	
Pickleball	
Pole Walking, Nordic Walking	

Polo	
Raquetball	
Ringette	
Rock Climbing (Bouldering)	
Rodeo	
Roller Skating/Blading	
Rowing and Adaptive Rowing	
Rugby	
Scuba Diving & Snorkeling	
Shooting	
Skateboard	
Ski Jumping	
Snowboard and Para-snowboard	
Snowshoeing	
Soccer	
Softball - Fast Pitch or Slow Pitch	
Special O	
Speed Skating	
Sport Parachute	
Squash	
Stand-up Paddle Boarding	
Swimming	
Synchro Swimming	
Table Tennis	
Taekwondo	
Team Handball	
Tennis	
Trail Running	
Triathlon	
Ultimate (Disc sports)	
Volleyball - Indoor	
Volleyball - Outdoor	
Volleyball - Sit	

Water Polo	
Water Ski, Wakeboard & Wake Surfing	
Weight Lifting	
Wheelchair Basketball	
Wheelchair Rugby	
Wheelchair Tennis	
Wrestling	
Yachting	
Yachting - Windsurf	

# 5 Organizing to Develop Sport Tourism

## Looking at Facilities and Venues

Each of the sports that have been identified as having a base in your community will have their own facilities and venues. There are a number of considerations regarding facilities and venues:

- **Ensuring that the owners are represented in the planning process for sport tourism** Sport event facilities are owned and managed by a variety of organizations. Examples of sport event facilities that are found in communities include:
  - Municipal facilities, such as arenas and pools.
  - School facilities, such as high school gymnasiums
  - College or university facilities, such as gymnasiums, running tracks, artificial and quality grass turf fields
  - Private facilities, such as gymnastics and martial arts clubs, shooting ranges or ski hills
  - Non-profit clubs, such as tennis, squash or lawn bowling clubs
  - Public outdoor facilities, such as lakes, rivers, and parks.

An overall sport tourism strategy for the community must include the appropriate decision makers for each of these facilities in the process. Some may not want to be full members of any planning committee, but should still be kept informed and given the opportunity for input on issues or ideas for events that would involve their facilities.

- **Assessing the level of competition that can be hosted** Each sport will know the competition requirements for their sport, and which of the community's facilities meet those standards. This may yield surprising results, especially where it concerns sports with limited requirements for national or international competition. Sports that use a gymnasium, for instance, could indicate that a world championship may be hosted in your community. The potential for sport tourism will rapidly

open up once you consider the implications of this: you could be the host community for the Commonwealth Fencing Championships (held in Whistler, at the top of Blackcomb Mountain, in 1994); or the World Wrestling Championships (held at BCIT in Burnaby in 1987); or the Asia Pacific Orienteering Championships (held in Merritt and Kamloops in 1989); or the World Disabled Ski Championships (held in Kimberley in 2001)

- **Thinking about other opportunities that these facilities provide** Look at, and talk to, the facilities in your community and get sport people involved. This may also open up other avenues for sport tourism in your community. These might include summer skill development camps, coaches and officials training, or sport meetings and conferences. It might also start you thinking about created events that could fill a niche for a facility owner: for example, making better use of the arena at the beginning and end of the regular season in September and April.
- **Assessing capital upgrading possibilities** It is always attractive to dream of what events could be hosted. The "if only we..." possibilities are endless. This requires both a word of caution and a word of encouragement:
  - **Caution** Sport tourism can be levered off the facilities that exist in your community. Sport tourism makes better use of what exists, by bringing a new revenue stream to the facility owner and the benefits of tourism to the community. It very seldom makes economic sense to build community sport facilities with events as their primary purpose.
  - **Encouragement** If new facilities are being planned, then make sure that they can serve the widest possible range of sport events, and that they are not compromised by penny pinching over the design in ways that exclude event hosting.

## Human Resources

Goals for sport tourism in a community can include: getting more *tourism benefit* out of existing events, and hosting more sport events. Both must involve using human resources in new and more creative ways, since the existing model for sport event hosting, which is a volunteer-based model, will not stretch much farther. Communities that want to get into sport tourism need to be prepared to think creatively around these issues. They need to consider using their volunteers in different ways, as well as managing them better. They need to think of how paid employment can be created, and where the people with these skills will come from.

A sport event is generally managed in a fashion that involves the following steps:

- A group of volunteers is brought together as the event hosting committee.
- Skills are assessed and committee members take on certain portfolios. A person whose day job is as an accountant often becomes treasurer; someone else takes on ground transportation, security, etc.
- The matching of skills is not perfect. The accountant may audit companies or work for the provincial government. He knows little of event management.
- They all do a great job and the event is a success. They attend the banquet and are thanked. They have learned a lot, but are burned out.

And the next event starts the process all over again with new people. There is little shared learning between events.

If sport tourism is to succeed in a community, it must move from a single event focus to a focus on a stream of events. There are two elements to this:

- The learning from one event must be passed to the next. The learning of the accountant must be gathered in the form of both written materials and by persuading volunteers to work across several events.
- The similarities between events is in their non-technical aspects: accommodation planning, food and beverage, ground transportation, security, etc. All sport events are quite similar and information on these topics can be shared, as opposed to the technical aspects which differ between sports.

The other key realization in finding new ways to do business is that the volunteers are interested in the technical aspects first, and are doing the non-technical things in order to make the event a success. Most would rather the non-technical things looked after themselves.

The potential for converting volunteer to paid positions can be found on these non-technical issues. There is a growing profession of event managers, and many community colleges have courses which include these skills. There is potential to adapt or develop your community's approach to sport tourism so that these human resources are provided to a range of events, thus relieving the volunteers of some of their responsibilities and freeing them to focus on this event and to do another one next year (as opposed to in five years' time).

# 5 Organizing to Develop Sport Tourism

## Assessing the Tourism Linkages

The tourism industry in the community has a tremendous amount to gain from working closely with the sport organizers to host more, and better, sport events. Several key points can be made:

- **Sport tourism planning can assist the tourism industry to overcome low capacity periods.** A community assessment will show that the tourism industry has high and low seasons. Sport events occur year-round and an effective sport tourism strategy will be designed to boost events that occur at low season.
- Event planning can work to match the **demographics of sports and events with the desired demographic profile of the local tourism industry.** The choice of sports and niches within those sports can also be segmented by demographic profile as well as by time of year. Thus, a sport tourism strategy could focus on, say, curling and rugby, and on masters level competition, since these tend to have higher per capita spending levels. However, tourism partners will need to recognize that youth development is important to the sport community, who will want to see youth competitions given equal billing in any sport tourism strategy.
- **The biggest benefit of bringing together sport and tourism is in the addition of the tourism dimension to sport events.** Sport events often have little tourism content; adding this information to the package, and marketing events as tourism experiences, will encourage participants to bring their spouses and families, to come earlier and to stay later. It is likely that the visitor expenditures associated with a sport event could be doubled through these kinds of initiatives.

- **The accommodation and food/beverage sectors are the major beneficiaries of the economic impact of sport events.** Sport tourism must be a partnership between the sport sector and the tourism sector. In any partnership, there has to be a degree of equity between the partners in terms of both effort and expenditures to create the product, and sharing the revenues from the product. In most sport events, the efforts and the expenditures are made by the sport sector and the revenues flow to the tourism sector. However, expanding the tourism component must also mean renegotiating the financial arrangement.

More of the revenues from sport events must be made to flow back to the sport event organizers. The sport sector can be proactive in this regard. The tourism sector works on a commission basis, and will not be averse to paying commission on hotel rooms and restaurant meals consumed. Event organizers must develop ways of working smarter in order to make this happen.

- **Encourage the linkage with local businesses.** Local businesses can benefit from sport events, both when they happen in the local community and by identifying markets through them, as shown by the stories on page 45 of the Kootenay Knitting Company and Edible BC.

Working together, sport and tourism partners can achieve considerable success.

## Assessing the Tourism Linkages

**The Kootenay Knitting Company** seized an indirect Olympic opportunity. They won a high-profile contract to provide the CBC with sweaters and vests for the 2002 Salt Lake City Winter Games. The exposure they received has had a huge impact on sales.

### **Edible British Columbia: Finding Hidden Opportunities**

As a sort of tour guide for the palate, Edible BC wanted to capitalize on opportunities in 2010 when thousands of visitors converged on the Lower Mainland – it just wasn't sure exactly how.

The small Vancouver company was launched in 2005 by Eric Pateman to offer local expertise to visitors looking for the ultimate culinary experience. Pateman realized he didn't have the budget to be an official 2010 sponsor, but he did bank with one. *"The first step to the Olympic Games was talking to RBC,"* said Pateman. *"I told them I would like to be part of the 2010 Winter Games, but I wasn't sure how. I knew I needed to go out and find business for us."*

Through networking and attending events connected to Games planning, Pateman created his own opportunity; providing Edible BC's expertise to a US-based corporate hospitality firm that would be in town entertaining clients during the Games. *"It's just huge networking,"* he said. *"You've got to get your company out in front of people."*

Pateman worked as a sub-contractor to SportsMark Management Group, which helps large corporate clients build their brand through sports marketing and event planning. Leading up to, and during, the 2010 Winter Games, Edible BC arranged special dinners for SportsMark's clients with the idea of providing them with an experience they will remember long after 2010.

One idea was to offer after-hours tours of Granville Island Market for international visitors, which would include a meal made from market ingredients. *"The idea was to keep it small"* Pateman said, noting that it's very easy to over promise. *"We aim to blow people away..."*

Source: [www.2010commercecentre.gov.bc.ca](http://www.2010commercecentre.gov.bc.ca).

# 5 Organizing to Develop Sport Tourism

## Tourism British Columbia Sport Tourism Initiatives

Destination British Columbia works on various sport tourism programs and initiatives aimed at helping communities leverage the benefits of this rapidly emerging sector. Below you will find information on ways that BC communities, in various stages of development, can participate in these programs.

### **BC Sport Tourism Network**

Facilitated by Destination BC, the BC Sport Tourism Network is made up of over 70 communities across BC who share information and ideas, and work cooperatively to support sport tourism in BC. The Network meets quarterly via conference call or in person to discuss industry updates, new developments, and share information between members. An e-newsletter is distributed to the network and keeps members up to date on BC Sport Tourism Network activities as well as relevant sport tourism industry news.

Contact [Sport.Tourism@gov.bc.ca](mailto:Sport.Tourism@gov.bc.ca) if you are interested in joining the BC Sport Tourism Network, or to determine if your community is already represented on the Network.

### **HostingBC.ca**

HostingBC.ca showcases British Columbia's expertise and capacity to host world-class sport events. The website provides a sport hosting portfolio for BC communities, including an inventory of over 300 sport facilities, sport hosting experience, photo galleries, maps, technical venue information, support services and key contacts.

Hosting BC Calendar of Events is available on [www.HostingBC.ca](http://www.HostingBC.ca). The Calendar of Events is a comprehensive listing of both competitive and recreation sport events happening in BC. From marathons to athletic competitions, you can find it here.

Check out [HostingBC.ca](http://HostingBC.ca) to see if your community is already listed. If not, post

your community's sport facility information on the website by visiting the site and clicking the Contact Us link. Follow us on [Twitter@HostingBC](https://twitter.com/HostingBC).

### **Advanced Sport Tourism Workshop**

This workshop is offered to communities that have some experience in sport tourism and could benefit from the latest industry research and a brief assessment of their sport tourism assets and experience in order to continue to grow sport tourism locally.

Topics covered include:

- Sport Tourism industry overview
- Sport Tourism resources
- Why grow sport tourism locally?
- Community benchmarking
- Community sport event hosting
- Community inventory
- Local sport event hosting experience
- Community sport club organizational capacity
- Community SWOT
- Goals and recommended actions for the next 12-18 months.

Book a Sport Tourism workshop for your community by emailing [Sport.Tourism@gov.bc.ca](mailto:Sport.Tourism@gov.bc.ca).

### **BC Sport Tourism Community Legacy Award**

The BC Sport Tourism Community Legacy Award is one of the BC Tourism & Hospitality Industry Awards presented annually at HOST. The award recognizes a BC community that has illustrated the beneficial partnership between sport and tourism in the past three years. The inaugural award was presented on February 16, 2006 to Sport Kelowna; the award was presented in 2007 to the City of Kamloops; in 2008 to Initiatives Prince George; in 2009 to Tourism Abbotsford; in 2010 to City of Richmond/ Tourism Richmond, and in 2011 to Penticton and Wine Country Tourism.



Tourism  
British  
Columbia  
Sport Tourism  
Initiatives



**Sport Tourism Image Partnering Program**

Communities that are interested in having images of their sport facilities on HostingBC.ca can participate in the Sport Tourism Image Partnering Program. Communities will be provided with a photographer on a cost-share basis to obtain shots of their sport facilities/events. The images will be featured in photo galleries within each facility page on HostingBC.ca and can also be used by communities to create sport tourism related marketing materials of their own.

Contact [Sport.Tourism@gov.bc.ca](mailto:Sport.Tourism@gov.bc.ca) for more information.

# 5 Organizing to Develop Sport Tourism

## Getting Organized to be a Sport Tourism Community

Arrange a meeting with the key people in your community to talk about the potential for developing a sport tourism strategy. Make sure that you have representation from the municipality (Recreation Director), the tourism agency and one or two key sport groups. Email a PDF version or print out copies of this publication to provide to them ahead of the meeting.

Getting started may be as easy as wandering around your community on a weekend and talking to sport event participants. This simple

sampling will tell you where they are from, what they like about your community, what information they got before they came and what would draw them back. By the end of the weekend you will have a good idea of some sport tourism strategies that will work for your community.

Use the Resources section in [Appendix 1](#) of this guide for further information, as well as support, as you move forward in the development of a sport tourism strategy for your community.

# Appendices



# Appendix 1 Resources

## Recommended Reading

Economic Growth Solutions Inc. (2001). *Ontario Sport Tourism: Competing to Win*. Prepared for the Ontario Ministry of Tourism, Culture and Recreation.

Pealo, W. and Redmond, G. (2003). *Canadian Sport Tourism: An Introduction*. Cowichan Press. This book is designed as a course text for college students.

Ross, Stephen D. (2001). *Developing Sports Tourism; An eGuide for Destination Marketers and Sports Events Planners*. National Laboratory for Tourism and eCommerce, University of Illinois at Urbana-Champaign.

Wilkinson, David G. (1988). *The Event Management and Marketing Institute*. Still the best “how to” on event hosting.

Yates, Thorn & Associates Consulting Services (1998). *The Proceedings of the First Canadian Conference on Sport Tourism, Ottawa, February 5-7 1998*. Prepared for the Canadian Sport Tourism Initiative.

Yates, Thorn & Associates Consulting Services (1999). *The Proceedings of the Second Canadian Conference on Sport Tourism, Ottawa, November 4-6 1999*. Prepared for the Canadian Sport Tourism Initiative.

Yates, Thorn & Associates (1999). *Sport Tourism in Canada – An Overview of Activity and World Trends*. Prepared for the Canadian Sport Tourism Initiative.

Yates, Thorn & Associates, with Vance, Eric (2001). *Event Economic Impact Report for the City of Fort St. John*. This report is available through the BC Recreation and Parks Association, and includes a template for assessing the economic impact of sport events.

Yates, Thorn & Associates (2002). *Tournament Capital Program Review*. Prepared for the City of Kamloops.

Yates, Thorn & Associates, with Vance, Eric (2003). *Tournament Capital Facility Proposals – Economic Impact Study*. Prepared for the City of Kamloops.

Yates, Thorn & Associates (2002). *Recreation – Tourism Master Plan*. Prepared for the District of Logan Lake.

## Websites of Interest

There are many websites that offer information and ideas for communities interested in developing sport tourism. A few suggestions are listed below.

### Examples of City Websites Focused on Sport Tourism:

Kamloops [www.tournamentcapital.com](http://www.tournamentcapital.com)

Kelowna [www.sportkelowna.com](http://www.sportkelowna.com)

Prince George [www.eventspg.com](http://www.eventspg.com)

Victoria [www.sporhostvictoria.com](http://www.sporhostvictoria.com)

### Other Resource Sites:

Hostingbc.ca

[www.hostingbc.ca](http://www.hostingbc.ca)

Destination British Columbia

Corporate: [www.destinationbc.ca](http://www.destinationbc.ca)

Consumer: [www.HelloBC.com](http://www.HelloBC.com)

Sport BC [www.sportbc.com](http://www.sportbc.com)

British Columbia Recreation and Parks Association

[www.bcrpa.bc.ca](http://www.bcrpa.bc.ca)

Canadian Sport Tourism Alliance

[www.canadiansporttourism.com](http://www.canadiansporttourism.com)

Canadian Sport Policy

[www.canadiansporttourism.com](http://www.canadiansporttourism.com)

International Olympic Committee [www.olympic.org](http://www.olympic.org)

International Paralympic Committee [www.paralympic.org](http://www.paralympic.org)

National Association of Sport Commissions

[www.sportscommissions.org](http://www.sportscommissions.org)

Spirit of BC Community Committees [www.spiritofbc.com](http://www.spiritofbc.com)

Sport Canada [www.pch.gc.ca/sportcanada](http://www.pch.gc.ca/sportcanada)

SportWeb™ [www.sportweb.ca](http://www.sportweb.ca)

VolWeb.ca™ [www.VolWeb.ca](http://www.VolWeb.ca)

# Appendix **2** Sport Organizations in British Columbia

There are over 100 sport governing bodies in BC, as well as many other sport related organizations. Many of these are members of Sport BC, the provincial umbrella organization for sport. The Sport BC website, [www.sportbc.com](http://www.sportbc.com), lists the websites and telephone numbers of their members, and other organizations.

National sport governing bodies contact information can be accessed through the Sport Canada website at [www.pch.gc.ca](http://www.pch.gc.ca).

Information about the international sport organizations can be accessed through the International Olympic Committee website at [www.olympic.org](http://www.olympic.org).

The General Association of International Sports Federations (GAISF) also has a website at [www.worldsport.com](http://www.worldsport.com).

**Sport BC Members** (See [www.sportbc.com](http://www.sportbc.com) for the most up-to-date listing)

- Aboriginal Sport & Recreation Association of BC
- Badminton BC
- Basketball BC
- BC Alpine Ski Association
- BC Amateur Baseball Association
- BC Ball Hockey Association (Street Hockey)
- BC Colleges Athletics Association
- BC Disability Sports
- BC Disc Sports Society
- BC Diving
- BC Fencing Association
- BC Floorball
- BC Freestyle Ski Association
- BC Games Society
- BC Rhythmic Sportive Gymnastics Federation
- BC School Sports
- BC Snowboard Association
- BC Soaring Society
- BC Speed Skating Association
- BC Sports Hall of Fame and Museum
- BC Summer Swimming Association
- BC Table Tennis Association
- BC Waterpolo Association
- BC Weightlifting Association
- BC Wheelchair Sports
- BC Wrestling Association
- Biathlon British Columbia
- Bowls BC
- Bowling Proprietors' Association of BC
- Boxing BC
- British Columbia Amateur Athletics Association
- British Columbia Amateur Hockey Association
- British Columbia Amateur Softball Association
- British Columbia Archery Association
- British Columbia Blind Sports & Recreation Association
- British Columbia Deaf Sports Federation
- British Columbia Golf Association
- British Columbia Lacrosse Association
- British Columbia Ringette Association
- British Columbia Soccer Association
- Rugby Union
- British Columbia Sailing Association
- Canadian Sports Centre Pacific
- CanoeKayak BC
- Coaches Association of BC
- Cricket BC
- Cross Country British Columbia
- Curl BC
- Cycling BC
- DanceSport BC
- Disabled Skiers Association of BC
- Field Hockey BC
- Football BC
- Gymnastics BC
- Horse Council of BC
- Jiu-Jitsu BC Society
- Judo BC
- Karate BC
- Lifesaving Society, BC & Yukon
- Orienteering Association of BC
- ProMOTION Plus
- Premier's Sport Awards Program
- Rowing BC
- Skate Canada – BC/YT Section
- Special Olympics BC
- SportAbility (CP Sports)
- Squash BC
- Swim BC
- Synchro Swim BC
- Tennis BC
- The Pacific Institute of Sport Excellence (PISE)
- Tourism Burnaby
- Tourism Vancouver
- Triathlon BC
- 2009 World Police & Fire Games
- Vancouver Board of Parks and Recreation
- Vancouver Women's Floor Hockey League
- Volleyball BC
- Water Ski and Wakeboard BC
- Whitewater Kayaking Association of BC
- WTF British Columbia Taekwondo Federation

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