

**Prince George
10-Year Sport Tourism Strategy
December 31, 2016**



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Acknowledgements

The following ten-year sport tourism strategy was developed with extensive input from the many tourism stakeholders of the City of Prince George. The community's willingness to come together to share ideas for enhancing sport tourism is acknowledged and appreciated.

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Laura Plant Consulting team,

Laura Plant

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Executive Summary

Prince George successfully hosted the 2015 Canada Winter Games, receiving the CSTA *Canada Sport Event of the Year Award*, thus proving their ability to be a major sport tourism player in British Columbia. Looking forward to the next ten years, the question became *how can Prince George take their sport tourism efforts to the next level?*

The City of Prince George and Tourism Prince George jointly commissioned the development of a ten-year sport tourism strategy. To determine the ideal steps forward the consulting team required an understanding of the sport hosting goals from various stakeholders. Ten stakeholder consultations were conducted revealing that many felt a strategy to coordinate efforts could increase the economic impact from hosted sport events.

The consulting team also researched eight sport tourism communities and determined these transferable lessons:

- A sustainably funded sport tourism strategy is an important part of successful event hosting
- Event hosting grants provide funding for targeted events based on strategic timelines
- Formalizing the roles and responsibilities of the various stakeholders assists in coordination
- Engaging local volunteer groups can assist with addressing event assistance and required training
- Local event organizers can benefit from the development and sharing of resources and tools
- Measuring and communicating the benefits of sport hosting is critical for on-going support
- Accommodation stakeholders can be engaged in sponsoring events and/or coordinating streamlined booking process for event participants/organizers
- On-going sport venue reviews and capital planning processes are required to ensure a strong facility inventory which is up to current athletic standards for competition
- A formalized sport hosting group can ensure local expertise is engaged in event hosting and that municipal funding is supported, managed and monitored

An analysis of Prince George's current situation highlights a strong history of successful sport event marketing and hosting alongside excellent sport venues and a supportive City Council. There is however, a lack of sport event hosting grant funds to support events and a need for stakeholders to share information. Potential increases in hotel tax funding may provide additional marketing dollars to further promote Prince George, while several upcoming scheduled events offer opportunities to coordinate efforts for maximizing economic impact.

The accompanying implementation plan outlines seven strategies:

1. Develop Sport Event Hosting Grant
2. Create Sport Hosting Calendar
3. Host an annual local sport group meeting
4. Identify Prince George's sport hosting capacity
5. Identify Prince George's event classification
6. Create a Sport Tourism Action Team
7. Develop a business directory

Each strategy has the rationale outlined along with the action steps, responsibility, partnerships, timing, budget and measurements.

Introduction

The following ten-year sport tourism strategy for Prince George is founded on an engagement process with the city's tourism stakeholders including local government, and sport groups to both secure the benefit of their knowledge and experience and to build support and ownership for plan implementation. To ensure a diversity of viewpoints and a variety of times/formats for participation, the following engagement strategies were employed:

- 10 stakeholder consultations (October 2016) – consisting of Tourism Prince George Staff, City of Prince George staff, sport venue owners, operators as well as local sport stakeholders (see Appendix C for complete list)
- October 24, 2016 workshop with local sport groups – 21 people in attendance representing 15 sport groups

In addition to the wealth of ideas and knowledge offered by participants in these sessions, the consulting team spent two days (October 24-25) in Prince George experiencing the community from a visitor's perspective and meeting with sport facility management. The recommendations are additionally informed by a review of best practices from across Canada.

Stakeholder interviews and input from the October 24th workshop identified the opportunity for Prince George to take the next step in sport tourism development. It was widely recognized that Prince George hosted a successful 2015 Canada Winter Games, among many other sport events, and that there is more success to come. However, to ensure the best returns from event hosting efforts, a stronger collaboration between stakeholders was stated as a need from the participants.

Part of the success of the 2015 Games was the festival atmosphere that was created in the center of town. This sense of community was noted many times in the interviews as a strength that sport tourism can bring to Prince George. However, stakeholders also expressed concern with a general lack of coordination when it comes to event bidding and hosting and a sense of urgency to capitalize on the upgraded facilities in Prince George.

The following Guiding Principles were considered by many to be foundational to any sport tourism initiatives moving forward in Prince George:

- collaborative and inclusive Sport Tourism Action Team (STAT)
- measurable economic benefits to Prince George
- Prince George tourism brand enhancement
- targeted events make effective use of Prince George's upgraded sport facilities
- targeted events strengthen local sport development, athlete development, community volunteerism, and incorporate a culture component

The resulting ten-year sport tourism strategy for Prince George is structured as follows:

- Competitive Analysis
- Situation Analysis
- Recommendations
- Implementation Plan

Competitive Analysis

A series of eight case studies were examined to showcase the range of options that are available to Prince George. While each is structured differently, every one of the following cities are considered successful in their destination. Many of these destinations are similar in population size to Prince George and some of the destinations are located long distances from major urban centers. Others provide event hosting efforts that Prince George can use as a guide/template.

- Vancouver, BC
- Brampton, ON
- Kamloops, BC
- Regina, SK
- Lethbridge, AB
- Grande Prairie, AB
- Nanaimo, BC
- Whitehorse, YK

Community Name	Population	Hotel/Motel rooms	Sport/Event Committee	Sport Event Hosting Grant(s)
Vancouver, BC	603,502	24,000 in Metro Vancouver; 10,400 in downtown core	Yes	Yes
Brampton, ON	523,911	1,400	No	Yes
Kamloops, BC	98,754	3,000 Note: 80 more rooms joining in 2017	Yes	Yes
Regina, SK	241,422	3,800	Yes	Yes
Lethbridge, AB	96,828	1,000	Yes	Yes
Grande Prairie, AB	68,556	3,000	Yes	No
Nanaimo, BC	83,810	945	No	Yes
Whitehorse, YK	26,028	1,100	Yes	Pending
Prince George, BC	76,000	1,956 Note: two new hotels opening in 2018; additional 267 rooms	No	No

Various sport event hosting services provided by communities:

- bid preparation and support
- site-visit coordination and/or assistance
- local sport group coordination
- one-stop shop services for event organizers
- accommodation and equipment logistics
- transportation logistics
- volunteer management
- assisting with identifying available funding sources at the federal, provincial and local levels
- promoting the event; maximizing the number of participants and spectators
- welcome strategy for event participants
- visitor services before and during the event
- destination marketing materials (maps, promotions, etc.)
- calculating and communicating the economic impact of an event

Highlights of each case study are as follows: (further details can be found in Appendix D)

Vancouver

Transferable Lessons from Vancouver

A one-stop shop, funded through partnership dollars, can be created to assist Prince George event organizers and assist with bid prioritization.

Events grants hosted by the City, and matched with funds from partners, can be set up for different size events.

In December 2015, Vancouver created [Sport Hosting Vancouver](#) - a one-stop shop designed to assist event organizers. It is a partnership between the City, Tourism Vancouver, PavCo, the Vancouver Hotel Destination Association and UBC. The creation of *Sport Hosting Vancouver* has provided solutions to issues, such as a lack of coordination that existed in Vancouver when it came to executing and pursuing sporting events. The partnership is meant to provide one point of contact for event organizers as well as put together bids for major sports events that are a good fit for the city in terms of facilities, timing, interest and branding.

The *Sport Hosting Vancouver* Action Plan has received City Council funding for the Sport Tourism Development Fund. \$1M over two years is the City of Vancouver's contribution, which will be matched by \$2.15M in partner funding (\$1.5M to the Fund and \$650K to marketing and related sport hosting initiatives), which will be used to attract, grow or create Vancouver sport events that advance Sport Hosting Vancouver Action Plan goals.

The \$138,000 Vancouver Sport Hosting Grant provides financial support for sporting events that have the potential to bring direct or indirect economic, social, health, and community development benefits to Vancouver.

Vancouver's Major Sport Event Operating Grant is intended for large-scale events with influence on national or international sport. The Major Sport Event City Service Offset Grant is intended for large-scale events that require numerous city services, such as police, engineering, and parks. The Community Sport Event Operating Grant supports community-based events.

Brampton

Transferable Lessons from Brampton

Creation of a Sport Tourism Action Team, made up of the DMO, City Staff, private venues, sport groups, can facilitate collaboration and communication around bidding and hosting roles and responsibilities.

Endorsed sport hosting plans are important to solidify and legitimize direction and ensure continuity through potential changes in local government. This Sport Tourism Strategy could be endorsed and funded by both Tourism Prince George and the City of Prince George.

Prince George's on-going municipal sport facility reviews and capital planning process should continue to ensure strategic maintenance of facilities for both resident and event use.

Accommodation providers in Prince George could assist event organizers with a process to book sport related (meetings, clinics, tournaments, banquets) accommodation.

Marketing Brampton as sport tourism destination is managed by the City of Brampton ([Tourism Brampton](#)) in partnership with Tourism Toronto and the province of Ontario.

There are several stakeholders involved in sport tourism delivery in Brampton:

- City of Brampton - Tourism Brampton/Sport Brampton
- Volunteer MBC (Mississauga, Brampton, Caledon)
- [Brampton Sport Alliance](#)

The City of Brampton is currently developing a Parks and Recreation Master Plan that will guide the delivery of parks and recreational facilities over the next 15 years. Brampton undertook the creation of a Parks, Culture and Recreation Master Plan in 2006-08. Ultimately the plan was received but not endorsed by council and since 2008 the staff have used the plan as a guide only. The absence of a council-endorsed Master Plan is limiting and does not incorporate the big picture and several important aspects are missing including absence of recommended service levels, absence of a long-term financial plan, and lack of clarity around long-term objectives like parkland supply, major facilities' development and redevelopment. The anticipated outcomes of the master plan process include identification of facility shortfalls and long-term capital delivery plans.

Brampton's Sport Priorities are developing a Sport Policy and a Sport Tourism Strategy, Promoting Brampton as a sport event destination, establishing a Sport Tourism Action Team (city staff) and Sport Ambassador Program, and establishing a Sport Council/Sport Tourism Network.

The City of Brampton has partnered with Volunteer MBC (Mississauga, Brampton, Caledon) to assist event organizers in recruiting, training and recognizing volunteers for their events.

Municipal funding is available to Brampton community groups, sports clubs, neighbourhood volunteer groups, and festival and event organizers -- and activities funded by Community Grants must align with the City's Strategic Plan priorities.

Minor Project Grants may be awarded up to a maximum of \$12,500 and Major Capital Grants support large projects with estimated eligible expenses of \$25,000 or more. Minor Capital Grants help organizations acquire minor capital items such as program or office equipment up to \$20,000 in value.

Kamloops

Transferable Lessons from Kamloops

Even communities that market themselves as the Tournament Capital still have a need for more coordination. The group that seeks events to fill sport facilities (Tournament Capital Program) and the DMO who markets the destination have created *Host Kamloops* to increase communications, and to work together to secure events (sport, arts, and culture events) that fill key periods while also filling sport facilities. This same opportunity exists for Prince George – the efforts of the DMO, which is marketing to sport tourism audiences can be combined with supporting local event organizers who are offered municipal grants for bidding and hosting.

Successful events that generate revenue in Prince George can provide seed funding for Legacy Funds - set up to support local athletes, coaches, officials and sport organizations.

The City of Kamloops has long recognized sport tourism as an economic generator for the City and to that end has made Canada's Tournament Capital one of its top goals in City Council's Strategic Plan. With close to \$50 million invested in new and renovated facilities Kamloops brands itself as the premier host centre for tournaments, cultural events, high performance training camps, and national and international competitions.

Sport hosting efforts involve the local destination marketing organization, Tourism Kamloops and the not for profit society Kamloops Sports Council, an advocate for local sports groups.

Kamloops offers a Tournament Capital Grant that provides funds for amateur sports organizations/individuals hosting events utilizing services/facilities within the City of Kamloops.

Provincial Tournament (participants from BC) - \$500

Western Canadian Tournament (participants from BC, AB, SK & MB) - \$1,000

National Tournament (participants from Canada) - \$1,500

Invitational Tournament (participants from out of town) - \$1500

In 2014, Kamloops' tournament capital economic impact was \$12M and consisted of 110 events and 26,000 out of town participants. This same year the sport event funding was \$56,251.

Event Category	Grant Funding
Provincial	\$5,593
Western Canada	\$1,900
National	\$6,000
Invitational	\$42,758
TOTAL	\$56,251

Source: City of Kamloops, Annual Report 2014

BC Summer Games Sport Development Grant – a legacy of \$100,000 remains in the community because of a budget surplus from staging the BC Summer Games in July 2006. The BC Summer Games Sport Development Grant is available to local coaches, officials and sport organizations interested in furthering their knowledge in their respective areas.

Winter Games Legacy Fund Grants are to cover circumstances where a person or group advances beyond local competition, or is recruited to a provincial or nationally ranked team.

Regina

Transferable Lessons from Regina

Hosting grants at both the provincial and municipal levels can complement one another. Prince George sport hosting grants could be tailored to assist with events, which are outlined in a strategic plan. Timing of grant deadlines could consider Hosting BC grant timelines and requirements to ease workload of local event organizers.

Accommodation stakeholders in Prince George could be encouraged to become involved in financially supporting events as a collaborative. Sponsor funds can be tailored to encourage events of particular sizes, times of year, etc. This would not have to preclude individual accommodation properties from sponsoring events.

Tourism Saskatchewan is responsible for the marketing of Saskatchewan as a tourism destination and has a focus on supporting major sporting and cultural events. Their strategy to host national and international events involves assisting stakeholders to attract and host events through promotion, collaboration, advice and financial support.

Events Regina is a collaborative venture of founding partners including Tourism Regina, Regina Hotel Association, City of Regina, Tourism Saskatchewan, Wascana Centre Authority and the University. This collaborative venture of industry partners assists local organizations with bidding, site inspections, economic impact assessment and promotions.

Like Prince George, Saskatchewan has a community events grant program. In addition, they also support Marquee Annual Events and National and International Events. Marquee Annual Events attract national and or international participants and spectators and typically have an operating budget of over \$100,000. The National and International Events are one-time events of a size and scope sufficient to

draw significant visitation to the province, and to showcase Saskatchewan's communities nationally and globally.

The City of Regina offers a hosting grant of up to \$10,000 for sanctioned amateur championship events at the provincial, Western Canadian, national or international level.

In addition, the Regina Hotel Association (RHA) sponsors over 50 events and conventions. To be eligible, the events must generate a minimum of 200 hotel room nights in RHA member properties.

Lethbridge

Transferable Lessons from Lethbridge

The City of Lethbridge has recognized the importance of sport events to their community and has formalized the sport tourism roles and responsibilities for themselves and the local sport council. As more communities recognize the benefits of sport tourism and work toward stronger collaborations, the competition for sport hosting will get even stronger. The time for Prince George to further their sport hosting efforts, is now.

A local sport hosting group should work with Volunteer Prince George to assess local volunteer capacity, conduct volunteer training, and ensure adequate support for events.

Tourism Prince George and/or City of Prince George could develop toolkits for sport organizations – organizational development, volunteer management, etc.

Hosting grants could be provided to encourage Prince George organizations with bidding and/or hosting sport events.

Coordinating all the various partners required to host the best sport events will provide best practice examples that could be shared with those hosting arts, culture and other community-themed events.

Visit Lethbridge is an association of Lethbridge accommodation properties working to increase overnight stays for member properties. Lethbridge Sport Council (LSC) was incorporated as a non-profit sport organization in 2008 and exists as an independent body to support the enhancement and development of sport within Lethbridge. The LSC provides leadership and a collective voice for sport, offering quality sport experiences to all and attracting, creating and retaining sport tourism opportunities for Lethbridge.

Roles and Responsibilities:

City of Lethbridge	Lethbridge Sport Council
Facilitate implementation of the Sport and Recreation Policy mandate	Provide leadership for the enhancements and development of sports in Lethbridge
Coordinate long term sport and recreation planning	Advocate for sport and promote sport in Lethbridge
Develop, negotiate and manage contractual agreements and partnerships	Attract and promote sport events that have economic and other benefits to Lethbridge and region
Coordinate space allocation and facility booking processes to provide optimal use of sport and recreation facilities	Assist sport organizations and individuals by linking them to, or providing them with, sport-related education and support services (e.g. bidding process, resources, etc.
Manage the operation and maintenance, including life cycle requirements, of sport and recreation facilities	Provide benefits to members including and not limited to: Training, Volunteer Organization Assistance, Research & Information Sharing and Media Awareness
Provide business development support to sport and recreation organizations	Provide input to the development of sport and recreation needs addressed in the Municipal Capital Improvement Program and the Operating Budget
Coordinate sport and recreation marketing and information	To communicate to City Council any issues, challenges or initiatives related to sport on an as required basis
Coordinate municipal sport and recreation funding/grant initiatives	
Consult with the Lethbridge Sport Council	

The City of Lethbridge provides a Civic Hosting Grant to provide funds to help organizations bid and/or host conferences, conventions, meetings, cultural events or sport events. Support for bidding and event sponsorship may come in the form of one or more of the following: direct grants, gifts in kind (city services), minor capital investment in facilities, and/or equipment that provides a legacy that can be utilized for other events.

Grande Prairie

Transferable Lessons from Grande Prairie

A sustainably-funded Sport Tourism Strategy is an important part of a successful event hosting program for Prince George. Grande Prairie's strategy addresses important priorities that Prince George is also wishing to address, such as marketing the community as a sport hosting destination, creating a stable base of event funding, and improving sport hosting coordination.

Successful sport hosting involves partners from many areas – local government, DMO, local business, sport and volunteer groups, event management and marketing. A formalized sport hosting group in Prince George, like the one in Grande Prairie, could assist in ensuring local expertise is engaged in event hosting and that municipal funding is supported, managed and monitored.

The Grande Prairie Regional Tourism Association is involved with promoting the Grande Prairie region as a visitor destination. The City of Grande Prairie works closely with the Grande Prairie Sport Council to implement the *Sport Tourism Strategy* and maintain the *Sport Facilities* guide. The *Setting the Stage* manual is a tool created by the Alberta government for community-based festivals and events planning.

In 2012 the City of Grande Prairie published the Grande Prairie Sport Tourism Strategy. The Priorities/Goals include:

1. Improve communication and coordination
2. Increase the number of sporting participants in Grande Prairie
3. Develop a stable, on-going base of funding for sport
4. Develop, manage and use facilities efficiently to increase sporting events
5. Promote sport and tourism in Grande Prairie

The strategy outlines a \$105,000 budget that includes \$30K for a resource person, \$30K for office space/supplies, \$10K sport promotion, \$20K for sport funding and \$15K for increasing sport participation.

Part of the strategy includes a City of Grande Prairie Sport Bid Committee - a committee of council created to support community groups undertaking major sporting events. The 9-member committee has one council-appointed representative, two city staff (recreation & sport supervisor and EDO), and 6 public participants from the following areas: sport, business, marketing/communications, large event planning/games background, and volunteer management. The committee meets a minimum of three times per year.

Nanaimo

Transferable Lessons from Nanaimo

In addition to successful bidding and hosting of events, measuring and communicating the benefits of sport hosting is critical for on-going support in Prince George. Residents need to understand why/how their local sport facilities are being used, local government needs to be able to measure return on investment, sport groups need to be able to see growth in their sport, and the DMO needs to meet key performance indicators.

As Prince George develops a sport grant program, eligibility requirements should be tailored for specifically the goals that the Sport Tourism Strategy is attempting to accomplish (times of year, length of stay, etc.)

The January 2013 *Nanaimo & Region Tourism Strategic Plan: Summary Report* outlines that the City of Nanaimo recently completed a Sport Tourism Strategy, which is aimed at attracting more tournaments and sports events to the community. The first key product listed is Festivals and Events (sports, art, culture, education). In 2014, the City passed the implementation of the sport tourism strategy to Tourism Nanaimo.

Tourism Nanaimo is the first point of contact for event organizers, assisting with bid package development, grant funding and budget templates. The organization does not however have a full-time position dedicated to sport or events.

Tourism Nanaimo has a \$20,000 budget to assist groups hosting sporting events and tournaments. Local Sport Grants are primarily intended to support sport organizations hosting smaller-scale events at local, regional and inter-regional level that are hosted in Nanaimo and region. Provincial, inter-provincial or national level events are assessed by the DMO on a case-by-case basis. Applicants must be able to demonstrate that the event will generate at least one overnight stay and that a significant proportion of participants/officials will be staying in paid accommodation.

Whitehorse

Transferable Lessons from Whitehorse

Partnerships are key whether that is territorial and municipal or municipal and local sport groups. Prince George should maintain efforts to stay engaged with any provincial sport tourism coordination efforts, and ensure any provincial grant opportunities are shared with local event sport groups and event organizers.

It was mentioned throughout the interview process with Prince George stakeholders that guidance for sport groups is required to assist with bid evaluation and successful event hosting. Prince George's membership with the Canadian Sport Tourism Alliance should be maintained to provide access to resources for local event organizers.

The government of Yukon and City of Whitehorse work together to implement the Yukon Sport Action Plan. Sport Yukon provides consultation and guidance to event hosts to evaluate potential bids and conduct business planning required to bid and host events. Through their Canadian Sport Tourism Alliance (CSTA) membership, they provide access to many template tools.

The City of Whitehorse has established a Festival and Special Event Policy that offers grants and in-kind support to community groups and organizations for festivals and special community events.

The Yukon Government has various funding programs for athlete assistance and sport governing body development. Based on the recent 2015-2022 Yukon Sport Action Plan, a sport hosting policy and funding mechanism is forthcoming.

Prince George Situation Analysis

Existing sport tourism planning

In December 2008, the *Prince George Event Hosting Strategy and Action Plan* was prepared for the City of Prince George by Yates, Thorn & Associates. This report outlined the organizational structures and roles of key sport tourism stakeholders, highlighted the necessity for local sport groups to clarify their hosting goals and infrastructure enhancement needs, outlined the need for an event assessment tool and a strategic plan for the Prince George Sports Council, suggested the demand for more hotel rooms and an increase in the current event tourism budget. Since this time, much has changed: there is no longer a Sports Council, new rooms have been added to the hotel inventory with more coming online shortly, and major events have been successfully hosted requiring capital improvements that have increased the facility inventory substantially since 2008.

In October 2010, Tourism BC presented the *Advanced Sport Tourism Workshop Report*. This process brought together key stakeholders to assess the current situation and create a 12-18-month action plan. The report included a Local Sport Event Hosting Capacity directory that highlighted the sports found in Prince George, the respective facilities and the sport club's hosting capacity. Tactics included creating a Sport Tourism Council, developing a brand and hiring a sport tourism staff position within Tourism Prince George, seeking on-going funding initiatives, creating an event calendar and generating awareness of Prince George as a sport event destination through marketing and communications. Again, in the six years since this report, much has changed: Tourism Prince George now has a full-time Manager of Sport & Event Development and *This is SportPG* branding is in play.

Since 2008, Prince George has made great strides with marketing the community as a sport event destination, hosting major events and improving facility infrastructure.

What remains outstanding is a structured committee or group that can assess hosting opportunities, make recommendations on facility requirements and assist with event hosting logistics. This one-stop shop or Sport Tourism Action Team acts as the first point of contact for both local sport groups and event rights holders who are interested in researching, bidding or hosting a sport event in Prince George.

Sport Facility Inventory

Prince George is home to an impressive ratio of facilities per capita with a healthy mix of both new, recently renovated and soon to be upgraded infrastructure. The recent Canada Winter Games provided some exciting upgrades and additions to the sport facility inventory. The premier indoor hosting facility is the CN Centre and it's very well positioned as both a home for WHL Hockey as well as a concert venue and the largest seating option for all ice sport events. The other highlights include the Northern Sport Centre, Tabor Mountain and the Otway Nordic Centre. Facilities like Otway provide unique sport hosting opportunities, as there is less supply of these facilities, at Olympic regulations, in Western Canada so they tend to stand out and attract events with less marketing to those groups required.

There are also facilities that are either in a state of renovation for scheduled to undergo renovations in the near future. This includes the Aquatic Centre as well as the pitch and track at Masich Place Stadium. As the primary owner and operator of the majority of the sport hosting facilities, the City of Prince George remains very up to date in the review of their current facilities and commissioning studies to determine projected user group usage to ensure that there is enough capacity for their local leagues and recreation users. Privately owned facilities such as Tabor Mountain also continue to expand their product to modern sport trends as well as expanding beyond what was their traditional sport season to transition to activities for all four seasons.

The current list of facilities, which is maintained by Tourism Prince George, can be found on the viaSport site below: www.viasport.ca/events/facilities?field_term_city_tid=1581&field_term_sport_tid=All

Stakeholders

Tourism Prince George

As the local Destination Marketing Organization, Tourism Prince George plays an important role in the Sport Tourism Strategy. As a marketing entity Tourism Prince George is tasked with increasing visitation to Prince George and maintaining positive working relationships with the accommodation sector and other tourism products, which help to provide sport groups with additional incentive to host their events in the community.

City of Prince George

The City of Prince George plays the role of sport facility owner/operator, is the primary source for any large sport funding and is the primary decision maker on committing to bid and host large external events. In this Sport Tourism Strategy the City of Prince George continues to play the above roles and dedicates some key staff members to be a part of the Sport Tourism Action Team.

Local sport groups

The local sport groups play the role of event lead generators and local hosts for sporting events. It is these local groups and teams that are encouraged to host their regional or Provincial championships at home in Prince George. These groups are also in direct contact with the Provincial Sport Organizations and are aware of future event opportunities.

Private venues/Businesses

The private venues and businesses, including accommodations, play a strong supporting role when it comes to sport hosting. As these are privately owned and for profit entities, their willingness to provide competitive rates and corporate sponsorships can make the difference between an event choosing Prince George or another more accommodating city. Keeping this group engaged and in tune with the community's benefits of sport hosting is important as it ensures their awareness and willingness to work together.

Volunteer Prince George

Helping volunteers find opportunities with local events, offering sport event specific training workshops and assisting with event promotions are key roles for Volunteer Prince George in this Sport Tourism Strategy.

Strengths, Weaknesses, Opportunities, Threats (SWOT)

The following Strengths, Weaknesses, Opportunities and Threats were gathered from pre-existing strategies, stakeholder interviews and the October 24, 2016 meeting with local sport groups in Prince George.

Strengths
Strong hosting experience in a variety of sports
Media exposure, awards, and national reputation as sport hosting destination as a result of hosting the 2015 Canada Winter Games (CWG); new contacts and relationships established throughout CWG
Facility legacies from CWG (able to attract more sports) – able to host national/international level events
Climate offers four seasons of sport; proximity to outdoor recreation
The natural environment provides outdoor sport
Prince George Airport offers direct flights to Vancouver/Victoria as well as regional connections - proven success during CWG; central regional location
<i>This is Sport PG</i> – sport tourism branding
Full-time Sport & Event Development Manager at Tourism Prince George
Proximity of sport venues and downtown – particularly important to high-level athletes with limited time for travel between training, cross-training, eating and sleeping.
High quality local athletes
City Council supportive of sport tourism; strong provincial political support
1,500 accommodation rooms available – including affordable dorms at CNC and UNBC
Volunteers – high number, knowledge, Volunteer PG database
Great facilities – fields, arenas, trails, conference centre, gymnastic centre
Corporate support and sponsorship; civic support - Rotary, Chamber, sport groups, fundraising efforts
Leadership and experience
Education facilities with accommodations and sport event hosting capabilities and experience
Regional support from other northern communities and sport groups
Friendly and welcoming community
Good expertise and skills in health care, officials, finance and coaching; strong, supportive medical community
Great restaurants
Access to transportation: airport, highway junction, bus system
Affordable cost of living for coaches and athletes
Local Engage Sport North representative

Weaknesses

Event sponsors have not always been provided with enough value
Previous sport tourism planning processes / sport councils did not gain traction
Lower per capita sport participation than other northern BC communities such as Smithers and Terrace
<i>Yates, Thorn Associates, 2008 report:</i>
Geographic location – considerable distance from PSOs/NSOs and not a central location for athletes to congregate
Lack of 5-star hotels - while Prince George has a good range of mid-quality hotels (2, 3, 4 star), it has no 5 star hotels. While not a major impediment for most events, this may limit the city’s ability to bid on and host some national and international events
Sports groups comment about the lack of service provided by hotels: for instance, a buffet style breakfast (included in the room price) is not the standard in Prince George as it is in other communities. These small things detract from the quality of experience, which is so necessary if sport participants and families are to become repeat business
Sport groups also noted the high prices that hotels charge, even as ‘sport rates’. Their comment is that they can get accommodation in the Lower Mainland for the same cost
Some facilities aging and it negatively impacts bidding process
Conflict between event requirements for access to facilities for pre-training and local user group requirements
Where tournament quality facilities are the home of one group, access to them by other groups can appear to be limited. The City policies in this regard need to be clarified and communicated to all sports
Many sports have event potential but lack adequate facilities for them: ultimate, which uses a regular soccer field, has event potential but cannot access top quality fields – their regular field is the Ron Brent School field; various horse sports have access to the Exhibition Park facility but it is not of an adequate standard for much in the way of events; various water sports could host events if there were better facilities such as at West Lake or at Cottonwood Park
<i>DBC Advanced Sport Tourism Workshop Report 2010:</i>
Elimination of hosting grant funding
Unaware of what tools exist at Tourism Prince George to assist with event planning and hosting
No defined roles: sport technical delivery and event logistics
Lack of ice surface during prime practice/game times
Aging structures – Rolling Mix Concrete Arena, Roll-a-dome
No refrigerated ice surface at outdoor oval
Negative perception of Prince George
Sport teams are seeking more warm-up and cool-down areas that current facilities often don’t have (e.g. at arenas)
Spectator seating is lacking in some facilities (e.g. Prince George Aquatic Centre)

Opportunities

Potential for more marketing dollars becoming available when application for increase to 3% Municipal & Regional District Tax (MRDT) is approved
Prince George is in the after-glow of the 2015 Canada Winter Games – new facilities, strong reputation, etc.
Transfer of knowledge to other sporting groups after events
Upcoming events such as 5-day snowmobile race in 2017 (largest in Canada)
Campground being proposed – could support mountain bike park guests
Opportunity to create more hosting opportunities in some of the smaller and less traditional sports
Ensure all sports, that are part of sport tourism strategy, create and maintain strong linkages with their provincial organizations
Share human resource skills needed for event hosting
Volunteer database
Refurbished Track and Field facility in late 2017
Baseball Diamond review/audit underway could lead to future improvements
One-stop shop / committee
Guidance, education, templates for sport groups hosting events
Re-education of the value / opportunities of sport tourism
<i>Yates, Thorn Associates, 2008 report:</i>
Incorporate cultural components into sport events – e.g. host sport and arts festival at complimentary times to encourage participation at both
<i>DBC Advanced Sport Tourism Workshop Report 2010:</i>
Working with other cities that have hosted games
Build on strengths of geographic location
Build Aboriginal capacity – North American Indigenous Games
Facility development thorough provincial and national funding

Threats
Local government elections - potential change of focus/support
Climate change and unpredictable snowfalls may impact future winter outdoor events
<i>DBC Advanced Sport Tourism Workshop Report 2010:</i>
Change in City Council – new direction away from sport tourism
Economic downturn
Lack of funding for facility upgrading
Inclement weather impacting travel and sport competition
Decreasing and aging population
Lack of competition locally to build high level athletes
Competition from other BC sport tourism destinations
Number of certified / paid coaches
Volunteer burnout
Competing interests for limited resources

In summary, the analysis of Prince George’s current situation highlights a strong history of successful sport event marketing and hosting alongside excellent sport venues and a supportive City Council. There is however, a lack of sport event hosting grant funds to support events and a need for stakeholders to share information. Potential increases in hotel tax funding may provide additional marketing dollars to further promote Prince George, while several upcoming scheduled events offer opportunities to coordinate efforts for maximum impact.

Recommendations

Based on the findings outlined in the SWOT, five recommendations are proposed:

1. Expand on current Sport Tourism best practices

It is imperative that Prince George continues to market itself as a premier sport hosting destination in Canada. The positive energy and awareness generated from the Canada Winter Games has provided momentum in the community to pursue large sporting events. Prince George can benefit from this momentum but also needs to continue with the practices that have been successful in the past as well as new recommendations. This includes:

- Remaining a member of the Canadian Sport Tourism Alliance
- Relationship building with local sport groups, PSOs and NSOs
- Maintaining an accurate sport facility inventory and keep facilities up to athletic standards
- Working in partnership with local sport groups, PSOs and NSOs for event bids
- Coordinate an annual local sport group meeting, including a City of PG sport tourism representative
- Become a leader on the Sport Tourism Action Team

2. Establish Funding

Discussions with key City of Prince George staff have revealed that there is no established funding amount designated for sport hosting. It is important that Prince George develop an annual sport hosting fund. This fund would be annually distributed and allow for local sport groups, as well as external events, to apply for hosting grants. These grants would be based on the scale, size, and scope of the event as well as be available for bidding on external events. Setting an annual amount allows for the accurate measurement on the growth of sport tourism in the community in respect to resources supplied annually. This is a program best led by the City of Prince George, as the majority of Tourism Prince George's budget comes from Municipal and Regional District Tax (MRDT) Program funding and the organization is unable to contribute funds that aren't applied directly to tourism marketing. Thus, Tourism PG cannot serve as a matching partner in this funding program and the City of Prince George would serve as the sole contributor, unless a suitable partner organization could be found. Tourism Prince George has committed \$140,000 of the increase in MRDT to contribute to the growth of sport tourism in Prince George.

3. Facilitate sport group networking

The City of Prince George's local sport groups play a very crucial role in event lead generation and initiating support for hosting sport events. It was made clear that this group can benefit from an increase in communication and interaction with the key sport hosting decision makers (City of PG) and support providers (Tourism PG) within the community. This group also stated that since they are comprised of a grouping of independent sport leagues, they also do not have any opportunities to network and share ideas with each other as regularly as they would prefer. Setting up opportunities for an increase in communication with the City of PG and Tourism PG can give these groups the information, support and confidence to pursue hosting an event. This can range from assistance in applying for local sport hosting funding as well as learning if other financial support opportunities are

available through corporate and provincial channels. Networking with each other provides this group the ability to learn best practices for event hosting, share resources and cross promote their events. Tourism PG and the City of PG can establish the platform which brings this important, and currently fragmented, group together and into a stronger position for initiating sport hosting opportunities.

4. Identify local sport hosting capacity

To ensure that resources are not stretched and that a calculated bidding model can be installed, the first step is to identify what Prince George's annual capacity is for event hosting. This can include the following metrics:

- Funding spent on bids, grants
- Volunteer usage
- Hotel Room Blocks
- Facility usage
- Local corporate sponsorship

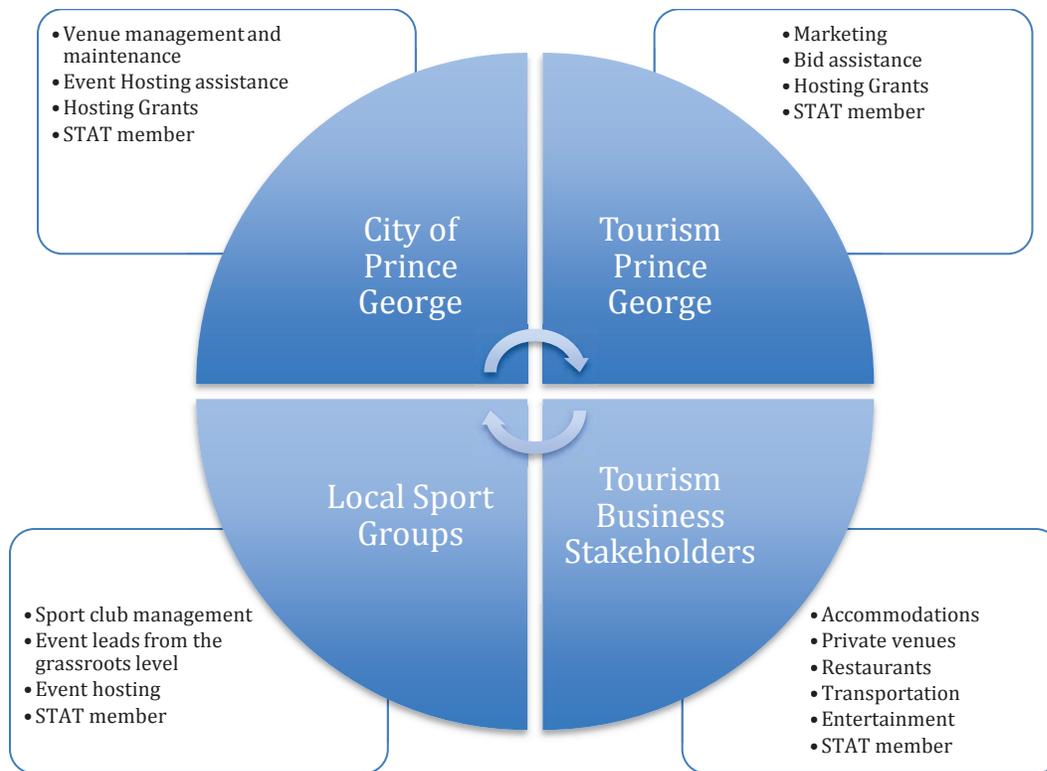
Once these numbers are identified, the next step is to use the same metrics above to classify 4 levels of events:

- Level A – International and National events such as the Canada Winter Games
- Level B – Western Canadian or large Provincial events
- Level C – Provincially regional events
- Level D – Local sport group events

Once events are secured they are classified as to what level they fall under, based on their needs of Prince George's resources. Once all booked events are recorded the community will have a clear picture of what their gaps are each year as well as how close they are to reaching the city's sport hosting capacity. This also provides clear direction for Tourism PG and the City of PG in regards to any future bidding as they can better forecast when to pursue a large Level A event and when they might not have the capacity to do so. This creates a smarter bidding environment where events are targeted to fill the gaps in the community and prevents negative sport hosting factors such as burnout of the community's volunteers as well as its corporate sponsorship base.

5. Create a Sport Tourism Action Team (STAT)

The creation of a Sport Tourism Action Team provides an effective way for the City of Prince George, Tourism Prince George and their sport stakeholders to efficiently handle all aspects of effective sport hosting. This team ideally consists of leadership professionals from the City of Prince George, Tourism Prince George, local sport groups and tourism business stakeholders. Together this group has access to all the key factors in bidding for a sport event as well as connecting with all pertinent sport hosting stakeholders in the community. The diagram on page 24 describes what each sector brings to the STAT and how all four are needed to create an effective model. This group essentially becomes a one-stop shop for everything sport hosting. From the top end this is the group that the City or Tourism Prince George would consult when considering to bid on a specific event. From the grassroots level, this is the team that local sport groups contact when they are interested in hosting an event and need the insight and support to follow through with it.



Implementation Plan

A Vision for Sport Tourism in Prince George

Vision statements are forward-thinking and create a goal for future achievement. During the extensive stakeholder interview process and the workshop held on October 24th, participants identified and agreed on many elements of a vision for sport tourism in Prince George. These key vision elements include:

- Capitalizing on the high-quality facilities found in Prince George
- Providing a coordinated approach to ensure Prince George provides the best quality experiences for event participants
- Ensuring local stakeholders understand the value of sport hosting

A proposed vision statement for further consideration for this sport tourism strategy is:

“The people of Prince George value the social and economic impacts of sport hosting and warmly welcome visitors participating in regional, provincial, national and international events. Sport event bidding and hosting are strategically focused and strongly supported by local government, sport groups and businesses. Sport tourism is recognized as a key component of the Prince George economy.”

If successfully implemented, this vision will require:

- On-going measurement to ensure local understanding of the social and economic impacts of sport tourism. Understanding of the value of hosting sport events will help to ensure support for municipal facility infrastructure maintenance and upgrades as well as hosting grant support
- On-going support of volunteers and a customer-service culture in Prince George to ensure a warm welcome for all visitors
- An understanding, and appreciation for, the capacities of Prince George’s sport clubs and volunteers. Although the current facility inventory and sport club programming justifies seeking out regional to international level events, it is imperative to ensure they are hosted when the community at large can most successfully welcome them
- Partnership at many levels for bidding and hosting and a strategic focus that results in more effective use of resources
- An appreciation of sport tourism’s economic value therefore securing it within the economic development portfolio of the city, safe from changes in local government leadership

Mission Statement for the Sport Tourism in Prince George

In 2001, the City of Prince George approved a mission “To host new events while continuing to support and strengthen existing events, which add to the sustainability of tourism and the enhancement of the city’s image.” This mission still applies and the partnership of the City of PG and Tourism PG can lead this initiative each managing their respective role and responsibility, based on the following three goals, nine objectives and seven strategies.

Sport Tourism Goal Statements

Goal Statement #1 – Marketing

Prince George will be marketed as a sport tourism destination in the highest return target markets to:

- secure sport events for Prince George
- leverage 2015 Canada Winter Games
- increase visitation
- lengthen visitor stays
- increase occupancy levels and higher average daily rates in paid accommodation
- encourage greater visitor spending in all local businesses

The recommended tourism objectives (the outcomes to be achieved) associated with this goal statement are as follows:

- growth in baseline MRDT revenues of 5% per year (as an indicator of occupancy/rate improvements at collecting accommodators)
- increase in average length of stay
- improvement in shoulder season occupancy rates
- growth in the overall value of the visitor economy in Prince George

Goal Statement #2 – Coordination

Tourism Prince George and the City of Prince George will work together to:

- ensure local sport groups are supported during the process of exploring, bidding and hosting events
- assist stakeholders to better understand the value of sport tourism and the impact of sport event hosting
- coordinate all sport tourism stakeholders to ensure optimal success of event hosting
- develop and steward the Sport Hosting Calendar
- ensure transfer of knowledge post-event

The recommended tourism objectives (the outcomes to be achieved) associated with this goal statement are as follows:

- *Sport Hosting Grant Program* to assist with the hosting of sport events in Prince George
- *Sport Event Hosting Grant Program* guidelines that ensure events are pursued that align with Prince George's hosting capacity and event calendar

Goal Statement #3 – Strategy

Tourism PG with support from the City of PG (when applicable) will formalize and adopt this Sport Tourism Strategy to:

- clarify roles and responsibilities for marketing, bidding, hosting, and measuring impact of events
- provide guidance on event bidding based on identified gaps and availability in the Sport Hosting Calendar

The recommended tourism objectives (the outcomes to be achieved) associated with this goal statement are as follows:

- administer sport hosting grant program for local sport groups to be able to access
- measure the annual sport hosting revenues, room nights, economic spend when possible
- record annual event hosting data to see if there is any correlation between increases in sport hosting grant funding and increase sport hosting returns

Strategies

- 1. Develop Sport Event Hosting Grant**
- 2. Create Sport Hosting Calendar**
- 3. Host an annual local sport group meeting**
- 4. Identify Prince George's sport hosting capacity**
- 5. Identify Prince George's event classification**
- 6. Create a Sport Tourism Action Team**
- 7. Develop a business directory**

Description	1. Develop Sport Event Hosting Grant
Rationale/Objectives	<p>The case studies examined as part of this strategy showed that many sport tourism communities are providing a sport event grant opportunity. Grants can be tailored to assist with events that align with Prince George’s hosting capacity and event calendar. Grant eligibility could include some type of event impact assessment to enable on-going measurement of the value of sport tourism.</p> <p>The City of Prince George would contribute \$50,000 to create a Sport Event Hosting Program to ensure strategic events are bid on and hosted. Ideally this program would continue to be evaluated for growth in future years.</p> <p>Tourism Prince George would provide marketing support for this program and assist with eligibility requirements, selection, and review, as requested.</p>
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Develop eligibility requirements of the grant • Launch program in 2017 • Review all local sport hosting grant applications and distribute funds to successful applicants • Evaluate program in late 2017
Responsibility	City of Prince George
Partnerships/Leveraging Opportunities	Tourism PG, local sport groups, PSOs, NSOs
Timing	Program ready for launch in early 2017
Budget	<p>\$50,000 CPG</p> <p>Marketing dollars committed by TPG</p>
Measuring Success	After 2017, the City of Prince George can gauge if sport event hosting activity has increased with the addition of this grant program as well as measure if increases in funding directly relate to increases in sport hosting revenues.

Description	2. Create Sport Hosting Calendar
Rationale/Objectives	A Sport Hosting Calendar is the platform upon which Prince George can monitor all its booked sporting events and then use that information to identify gaps in its booking schedule as well as identify when any of its sport hosting sectors are approaching capacity and therefore react accordingly.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Develop a calendar (e.g. Google calendar) which can be populated to show all events that are booked and confirmed • Ensure access to this calendar is shareable and reports can be printed and distributed to hotel partners and other businesses
Responsibility	Tourism Prince George staff to work with the City of Prince George staff as required
Partnerships/Leveraging Opportunities	N/A
Timing	2017 – calendar shared with stakeholders for input
Budget	\$0 – If developed in house
Measuring Success	Once all items are input, success is measured through the ability to identify key gaps in the Sport Tourism Calendar and target those events efficiently. Success is also measured by the reduction in labour required to justify targeting certain events and being able to adequately inform council of sport hosting decisions.

The design of the sport tourism calendar is specific to what Tourism Prince George feels provides the most ease of use. See Appendix C for an example of a Sport Tourism Calendar from another community. This calendar was created from Google calendar as that community felt that it was easily shareable amongst their teams and accessible anytime by anyone who was provided a sign in name. The two screen shots are of the regular input viewing mode as well as an agenda view, which provides a summary of events and can be then printed and shared accordingly.

Below is another simpler example for the capacity chart where the letters A,B,C,D (which represent the different event classifications) can be placed in the month where there is either a confirmed group of that class in that month. This provides a snapshot, which can be easily shared or printed and displayed for all to see.

		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Bids	January										
	February	A			D						
	March										
	April		D								
	May	D									
	June	B,C		A		A					
	July	C,D									
	August										
	September		B								
	October	D,D									
	November										
	December			B							
Events											
	January										
	February										
	March										
	April										
	May										
	June										
	July										
	August										
	September										
	October										
	November										
	December										

Description	3. Host an annual local sport group meeting
Rationale/Objectives	Throughout the year, Tourism PG and the City of PG can seek updates from the local sport groups on potential event bidding/hosting opportunities. However, to foster networking, collaboration and relationship building, there is a need to bring together local sport groups on an annual basis. This forum provides the Tourism PG and the City of PG with the opportunity to update the local sport group and sport-tourism related businesses on the strategy implementation. It also provides the sport groups with the opportunity to update Tourism PG and the City of PG on event bidding/hosting opportunities and goals. In addition, it can provide an opportunity for local sport-tourism related businesses to learn more about hosting requirements particularly related to accommodation and meals.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Connect with all the local sport user groups and identify a date range that provides the highest participation potential • Send out invitations in advance and ensure that there is a culinary component and opportunity for some networking to occur among the groups as well as the scheduled programming. • Ensure local sport groups start to add this to their calendars annually so that participation remains high • Prepare a summary of Tourism PG’s sport strategy’s annual progress and an overview of the calendar – any additions/edits to the calendar can be highlighted by the attendees
Responsibility	Tourism Prince George staff to work with the City of Prince George staff as required
Partnerships/Leveraging Opportunities	Local sport groups, local sport-tourism related businesses, Volunteer Prince George
Timing	Annually in October or November, first event in 2017
Budget	\$500 (catering costs)
Measuring Success	<ul style="list-style-type: none"> • Annual meeting hosted • Number of sport groups attending

Description	4. Identify Prince George's sport hosting capacity
Rationale/Objectives	By proactively identifying the capacity for the key factors that are critical for successful sport hosting, this exercise sets the foundation to begin the process of smart bidding and reducing event hosting fatigue in any of those key sectors.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Work with City of Prince George sport facilities to identify their usage capacity • Identify Prince George's volunteer capacity • Connect with Prince George local businesses to discover the corporate sponsorship capacity • Meet with local sport groups to understand their parameters for resources to host an event; primarily staff/volunteers and any equipment requiring purchasing • Meet with Prince George accommodation providers to discover their capacity for discounted room blocks for sport groups
Responsibility	Tourism Prince George staff to work with the City of Prince George staff as required
Partnerships/Leveraging Opportunities	This is a great opportunity for these sectors to be brought together by Tourism Prince George to begin to create an all-encompassing approach to sport hosting.
Timing	This can begin right at the implementation stage of the sport tourism strategy. As this is a longer procedure that requires consulting with stakeholders across multiple sectors (accommodations, facility managers, volunteers) it will likely be effective to begin this process right away.
Budget	\$0 (staff time)
Measuring Success	Success is measured through consistent years of sport hosting growth with a reduction in any sector recording fatigue or capacity being exceeded.

Description	5. Identify Prince George's event classification
Rationale/Objectives	Separating the events into a class structure helps to identify what the impact that event will have on the identified sport hosting capacity of Prince George and selecting events based on this model allows for better measurement of resource usage and providing selected events a greater chance for success.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Identify the numbers which separate the four classes • Geographical event types work most effectively as the larger the size (i.e. national event) the greater the number of participants, spectators and resources are required
Responsibility	Tourism Prince George staff to identify the four classes and work with the City of Prince George staff as required
Partnerships/Leveraging Opportunities	N/A – as this is an exercise in classifying existing events
Timing	Begin in mid-2017. Ongoing once the class parameters are identified
Budget	N/A
Measuring Success	Success can be measured eventually once events begin to be booked through this method and Prince George does not exceed capacity in any of the listed metrics.

Description	6. Create a Sport Tourism Action Team (STAT)
Rationale/Objectives	Several other successful sport hosting destinations have implemented a one-stop shop to address coordination issues that arise when pursuing and hosting sporting events. These committees, made up of representatives from the DMO, local government, sport groups, etc., are meant to provide one point of contact for event organizers. Event bidding is coordinated to ensure that the required capacities are in place to best host the event. Event hosting can benefit when the committee ensures marketing and volunteer coordination are addressed early in the planning process.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Identify key sport personnel currently employed at the City of Prince George operating in a leadership role • Representative from Tourism Prince George would ideally be involved in Sport Tourism and events • Representatives from the City and DMO meet and identify key personnel from the remaining sectors of local sport groups and tourism business community to complete the STAT • Terms for the non-Tourism PG and City of PG members can be set to allow rotation of these individuals every few years • Develop Terms of Reference for the group (meeting frequency, etc.)
Responsibility	Tourism Prince George should lead this initiative. A representative from the City of Prince George (ideally a staff person tasked with event support) should co-chair
Partnerships/Leveraging Opportunities	Local sport groups, accommodations, Volunteer PG, private venue operators
Timing	<p>Late 2018 – Identify partners and roles/responsibilities Spring 2019 – launch the Sport Tourism Action Team</p> <p>Year One – bi-monthly meetings; Year Two – quarterly meetings</p>
Budget	\$0 (staff time)
Measuring Success	<ul style="list-style-type: none"> • Regular scheduled meetings are held; minutes recorded • STAT strategy items are addressed

Description	7. Develop a business directory
Rationale/Objectives	The business community can play an important role in the sport hosting strategy and, along with the City of Prince George/Tourism Prince George, can provide a financial contribution to sport groups hosting events. This directory would be designed to reduce the amount of sponsorship requests that a business receives and ultimately must decline once it has reached its donation capacity. In this model, the steward of the database is a vital part of the process, and will be aware when a business has reached its capacity and will then check it off the list for that budget year.
Specific Initiatives/Actions	<ul style="list-style-type: none"> • Connect with local businesses that have been known to donate to or sponsor local sporting events • Communicate to those businesses that this directory is designed to record how much in funds or in-kind product that business has budgeted annually for sponsoring sporting events • Ensure businesses are aware that this information will not be shared publically but rather be used by the steward to correctly partner businesses with sport event hosting groups that fit their target demographic or core values. • It is the steward’s responsibility to regularly monitor the directory and ensure businesses are checked once they’ve been paired with an event in a budget year
Responsibility	Tourism Prince George will work with the City of Prince George Economic Development staff to create business directory
Partnerships/Leveraging Opportunities	Opportunity to engage the business community and add sponsor funds to the sport hosting strategy
Timing	Start in late 2017; on-going process
Budget	\$0 for the development, staff time for the execution
Measuring Success	Success for this strategy is measured by the business community accepting this database and continuing to want to be a part of this strategy year after year. There is a goal to increase the size of the list incrementally for the first three years.

Conclusion

The 10-Year Sport Tourism Strategy has been created to examine the status of sport hosting in the community of Prince George and combine it with the projected sport hosting goals of Tourism Prince George and the City of Prince George with input from local sport user groups and key sport supporters. This strategy involves a long-term implementation plan as it involves cooperation among multiple sport hosting stakeholders as well developing components involving software and organizational structures. Below is a quick summary of the strategies listed above and the recommended timeline for completion:

<u>Date Range</u>		<u>Achieved Goal</u>
Early 2017		Sport Event Hosting Grant
Mid 2017		Begin to Identify PG Sport Hosting Capacity
Mid 2017		Create Sport Hosting Calendar
Late 2017		Identify Sport Event Classifications
Late 2017		First Annual Sport Stakeholder Network Event
Mid 2017		Begin Business Directory (on-going)
Early 2018		2018 Sport Event Hosting Grant
Late 2018		Identify STAT team members, begin recruitment
Calendar Year 2019		Launch STAT team with identified roles

It is through long term cooperation and support that this strategy can become successfully implemented in a sustainable format which can allow the sport user groups time to become fully engaged in the sport hosting process and allow it to become a symbiotic relationship where event hosting can be initiated efficiently from both the top down process as well as the grass roots level.

Appendix A – Sport Tourism Overview

What is Sport Tourism?

Many destinations refer to sport tourism as travel to attend a sport event, but others include travel of individual consumers to a destination to participate in sport and recreational activities such as hiking, skiing or surfing. There are also conflicting opinions on the distance which must be travelled for a visitor to be considered a sport tourist and whether the visit must include an overnight stay. This ambiguity can make it difficult to interpret statements about the value of sport tourism and the size of the market.

Although there may be varying definitions, many would likely agree that in Canada, sport tourism is any travel motivated by playing or watching a sport. Sport tourists travel more than 80km to reach the host community and/or stay overnight. Most importantly, participation in a sport event, (either as a spectator, participant or official) is the primary purpose of the trip.

In many ways, sport tourists are the best tourists: they come to a destination in the hundreds or even thousands, they turn up rain or shine at a pre-arranged time, and they fill hotels even in the shoulder season. Tourists engaged in sport tourism are also high yield, stay longer than other tourist categories and often stimulate other tourism.¹

There are various types of events and various costs associated with each sport tourism event. At the highest level, events like the Olympic Games and the World Cup have become the most effective ways for a country to place itself front and centre on the world stage. For every very large event, there are hundreds of smaller sport events with the potential to attract visitors to a community and to our province. Given the range in the size and scope of sport events, there are many communities in BC that have reasons around which to craft a sport tourism strategy.

Sport Tourism Events

Successful community hosting strategies almost always include a mix of events. A small local event can usually be created and handled by a community group without any assistance. A larger, higher profile event will require better infrastructure, money, resources and time from a broader set of stakeholders. Annual sport events often grow from small beginnings and, if successful, can become a major event over time.

Attempts to secure uncertain rights to host sport events can be extremely expensive and the opinion that mega events are worth this cost is controversial. However, there is no doubt that these kinds of events are effective in increasing awareness of a destination. There is a wide range of events available, not all are as risky as hosting mega events.

¹ <http://www.sporttourismexpo.com/sport-tourism>

Championships and Games

The rights for various Championships and Games are held by their respective sport organizations, where a championship tournament is often the culmination of a season's sport activity. These are often referred to as 'the provincials', 'the nationals' or the 'worlds'. The locations of these events are decided by the provincial, national or international sport governing bodies (the event rights-holder) and often involve a competitive bidding-process.

Tournaments

Where a championship is owned by a sport organization, tournaments can be the initiative of any group choosing to initiate them. 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. Tournaments may be competitive, but are often as much participation and recreation-focused as results-oriented. Participation-focused events can be very attractive tourism generators, as high participation equals high visitation. 2011 will mark the 27th year of Vernon, BC's Funtastic, a slo-pitch tournament started by the local ball teams now draws 300 teams and 4,500 ball players – 75% of whom come from outside the region.

Media Events

A few events are created mainly for television audiences and derive their main income from broadcasting rights. Although spectators will be present, this category is designed to appeal to TV audiences. They can also build awareness of a destination and enhance its image as a sport destination. This summer 50 international teams raced across the Kootenays in a six-day, 500-kilometer competition called Raid the North Extreme. The adventure race was televised nationally on Global TV in Canada and on PBS and various cable network channels throughout the USA.

Manufactured Events

A sport event can also be created by a community, facility or corporation primarily for commercial or tourism purposes. A large venue or facility may, during its shoulder season(s), create an invitational sports tournament to fill that capacity, or arrange with a promoter to stage a sports event or training camp. Created, or manufactured events offer communities a means to manage the risk involved in bidding on and staging one-off events as they do not require a bid. Successfully created events can be staged on an annual basis, growing and improving each year.

The annual Half Corked Marathon weaves racers through the beautiful vineyards of the Oliver Osoyoos Wine Country, sampling wines and fine food along the route. Created by the Oliver Osoyoos Winery Association, and inspired by the legendary Medoc Marathon in Bordeaux, the Half Corked Marathon pays homage to one of Canada's most decorated wine regions; a celebration of the Golden Mile and Black Sage Road benches connecting the communities of Oliver and Osoyoos. The event, with 1,000 runners, sells out every year—tickets are distributed by lottery, which is open in November.

Other events like the Ryder Hesjedal Tour de Victoria and the Penticton GranFondo Axel Mercx have had great successes even in their first year, likely because of the involvement of local elite athletes in the organization of the event.

Prince George's location does pose limitations on the success of invitational and manufactured events, as opposed to competitive events. However, the inaugural Mudd, Sweat & Tears event held in 2015 and 2016 in Prince George attracts over 1,000 competitors. Although most competitors are local, over time this can shift as popularity and media coverage of the event grows. Marketing of the event, possibly with accommodation, restaurant, massage, etc. packages can be promoted to regional visitor markets.

Training camps, clinics, conferences and development courses offer additional opportunities for communities to attract visitors through sport.

Created events can be used to showcase a community's tourism assets, attract visitors in the off-season or throughout other shoulder seasons in the calendar year, and offer significant potential for growth.

The Value of Sport Tourism

In the last twenty years, interest in sport – particularly elite sport events – has grown at a phenomenal rate and the World Tourism Organization (WTO) recognizes that sport tourism is now an emerging market.²

Sport tourism continues to be the fastest growing sector in the global travel and tourism industry. In 2008, the sector was estimated to account for US\$600 billion or 10% of the international tourism market, with 12 million trips a year taken for the specific purpose of sport tourism.³ By 2010, it was estimated that sport tourism contributed an astonishing 14% of overall travel and tourism receipts⁴ and that the sector was growing at a rate of approximately 6% a year.⁵ At a time when some traditional tourism trends are in decline, sport tourism continues to thrive and is expected to grow exponentially in the next decade (Figure 1).

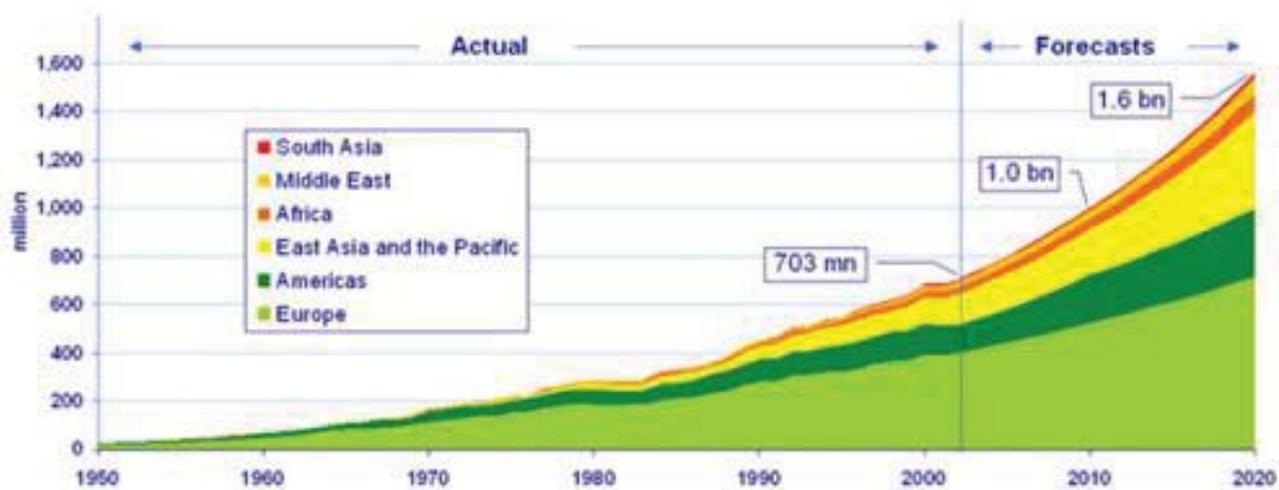
² www.tourism-review.com/travel-tourism-magazine-sports-tourism-worldwide-phenomenon-article1330

³ www.sporttourismexpo.com/sport-tourism

⁴ www.breakingtravelnews.com/news/article/vero-to-open-rio-office/

⁵ www.businessday.co.za/articles/Content.aspx?id=149285

Figure 1: Growth in Sport Tourism Forecasts (World Tourism Organization)



Source: www.sporttourismexpo.com/sport-tourism

Canadian figures related to sport tourism are outdated, but reinforce the growing value of sport tourism. According to Statistics Canada, many travel agendas include participation in recreation and competitive sports and, in some cases, sport may be the overriding purpose for travel. Note that the following account only for domestic travel.

1996: Statistics Canada found that domestic travellers embarked on over 4 million overnight person trips involving attendance at sport events. Another 71 million overnight person trips were attributed to Canadians who participated in sport or outdoor activities while on vacation.⁶

1998: The Canadian Tourism Commission's research division estimated sport travel in Canada to be valued at approximately \$1.3 billion annually or 4% of the tourism market. The Federal Sub-committee on the Study of *Sport in Canada* estimated that over 200,000 sport events took place each year in Canada and the 1998 Canada Travel Survey indicated that 37% of travellers participated in, or were spectators at, a sport event.⁷

2004: Sport travel generated \$2.4 billion in domestic spending, according to the 2004 Canada Travel Survey. The 2004 figures represent an increase of 85% from the 1998 Canada Travel Survey.⁸

2007: Statistics Canada reports that within the context of total tourism receipts, sport tourism receipts (\$2.1 billion) account for almost 4% of this total. Quebec, Ontario, Alberta and British Columbia account for \$1.7 billion or 82% of sports tourism receipts.⁹

⁶ <http://dsp-psd.pwgsc.gc.ca/Collection-R/Statcan/87-003-XIE/0030387-003-XIE.pdf>

⁷ <http://dsp-psd.pwgsc.gc.ca/Collection/C85-6-6-6E.pdf>

⁸ www.burnettthorneculturaltourism.com/sports_tourism.html

⁹ www.pch.gc.ca/pc-ch/org/sectr/inter/econ_impct2007/104-eng.cfm#a2

Sport Tourism – Nationally and Provincially

The Canadian Sport Tourism Alliance (CSTA)

The CSTA was created in 2000 through a partnership with the Canadian Tourism Commission and now has over 200 members including 95 municipalities, 55 national sport organizations and a variety of product and service suppliers to the industry. Approximately 25 BC communities are members of the CSTA; including Prince George.

One of the CSTA's objectives is to market Canada internationally as a preferred sport tourism destination. The CSTA partners with the Canadian Tourism Commission to lead a *TEAM Canada* delegation to the annual SportAccord International Convention – a gathering of more than 1500 leading representatives from international sport. The CSTA also promotes the development of partnerships between national event rights-holders and Canadian communities at its annual Sport Events Congress.

Other activities of the CSTA include sharing best practices, measuring the economic impact of sport events and enhancing the profile of sport tourism. The organization has developed a number of industry tools and resources, including a web-based economic impact model specifically designed for sport events – the Sport Tourism Economic Assessment Model (STEAM). Access to tools and resources is restricted to members of the CSTA. Membership costs vary based on population and are generally minimal, but deter other communities from becoming members and they are unable to take advantage of the tools and resources offered by the CSTA as a result.

Many of the organization's efforts are focused in Ontario – likely a result of stronger partnerships made possible by the CSTA's geographic headquarters, in Ottawa:

- Through a grant from the Ontario Trillium Foundation, the CSTA offers Ontario communities a one-day workshop designed to help communities become more actively involved in the sport tourism industry.
- The CSTA jointly commissioned (with Tourism Toronto) a White Paper, The Case for the Province of Ontario to Engage Strategically in Sport Tourism, to bring attention to the opportunity Ontario has to strategically engage sport tourism as a legacy of hosting the 2015 Pan American and Parapan American Games.
- The CSTA's annual Sport Events Congress is also typically held in Ottawa, which makes attending cost-prohibitive for some BC communities meaning they miss out on opportunities to meet one-on-one with Canada's National Sport Organizations (NSOs) to explore opportunities to host their events.

Ministry of Community, Sport and Cultural Development

The Ministry of Community, Sport and Cultural Development supports the provincial sport system, including organizations, coaches, officials and volunteers, to expand opportunities for sport participation and excellence, and for community development through sport event hosting.

The Province of BC through the Ministry of Community, Sport and Cultural Development invests in event hosting in the following ways:

1. Major Sport Event Hosting
2. Marquee events
3. Tourism Events program
4. Hosting BC

ViaSport and Provincial Sport Organizations

ViaSport British Columbia was created in 2011 as a legacy of the 2010 Olympic and Paralympic Winter Games. As an independent not-for-profit organization, viaSport is tasked by the provincial government to lead the promotion and development of amateur sport in British Columbia.

Provincial Sport Organizations (PSO) are autonomous, not-for-profit societies responsible for the regulation of all areas and levels of their sport's participation within the province and for the governance of the province-wide development of the sport. A PSO is the provincial voice on behalf of its members: clubs, affiliated recreation and education members, athletes in some cases, provincial team athletes.

The BC Games Society

The BC Games Society provides event management services to host committees in the areas of administrative support, Games marketing, volunteer management, contract management, and financial administration. The scope of the BC Games Society management was broadened in 1994 with the addition of the BC Seniors Games, the Northern BC Winter Games, and the BC Disability Games.

The BC Games are funded by the provincial government, as well as through corporate partnerships and self-generated revenue. The current contribution ratio is approximately 20% self-generated and 80% provincial government. Public funding is provided by the Ministry of Community, Sport and Cultural Development.

Like Sport BC, the BC Games Society is focused on sport and, in particular, athlete development in BC, but the organization also acknowledges the community development and community legacy benefits of the BC Summer and Winter Games offered to host communities.

Sport Tourism Trends

Sport tourism is trending upwards in all capacities and the sport hosting game has become as competitive anyone can recall. There are numerous cities that have taken an "If you build it, they will come approach" which is not always the safest strategy in a competitive industry. Sport Organizations are recognizing this fact and some use this competitive model to increase their ask for choosing a winning bid city and as the stakes go up, the success rate and economic return for the city can go down. A city with a sport tourism strategy or bidding plan can choose events based on economic indicators and time of season to ensure that they will be given the best opportunity to be successful and enjoyed by the participants, spectators and residents. An upward trend has also included a festival atmosphere to increase the gathering of people to celebrate the event and this social strategy has been a positive to increase the exposure of the event to a greater collection of residents.

Increasing Economic Value of Youth Events

Social trends also influence sport tourism development. In today's world, many parents are deeply entrenched in their children's lives, and are known as helicopter or hover parents. The economic value of Under-18 events will likely increase because parents and families are travelling more often to support children participating in out-of-town sport events. "The economic value of Under-18 events will increase because you'll see the entire family. Now (there's) a change in the focus where people are having kids later and they're focused on their child's life being the centre of theirs," says Pegoraro.⁹

Globally, the competition for the largest events is still very high and although normally reserved for very large cities, recent trends have seen cities and regions partnering up to co-host some of these large events. This creates an opportunity to share the initial hosting costs, risks and planning as well as bring an event that normally couldn't be hosted by one of those cities to the region.

National events, such as the Canada Winter Games, bring a lot of positive exposure to a host city as they are a national celebration sometimes and provide opportunities to secure future repeat business as various sport organizations descend upon the city and get to see everything it offers first hand.

The Provincial level events play an important role in creating sustainable sport tourism programs. Most of them occur annually and can provide for steady economical returns when the event becomes a regular occurrence to that city.

Local regional events are also important as they allow for the residents and sport groups to use any sport facilities as well as create that base for generating even hosting leads that come through local sport groups looking to host an event.

Maximising the Tourism Benefits/Growing Sport Tourism

Sport events generate economic activity for hotels, restaurants, attractions, retail and service businesses in the host community.

Sport events also help to market an area and increase destination awareness amongst potential visitors from elsewhere in Canada and/or BC. There is a marketing effect through the word-of-mouth recommendation of attendees at the event, but this effect is amplified if the event attracts widespread media interest – especially television coverage. Broader TV coverage and the ability to stream video online have increased the number events that receive this type of attention.

A positive experience at a sport event can also encourage participants and their families to return to the community for a future vacation or future event, leading to repeat visitation over the long-term. Many participants in Vernon's Funtastic slo-pitch tournament are repeat visitors who have been coming Vernon on an annual basis for ten years or more.

¹⁰ www.northernontariobusiness.com/Regional-News/sudbury/Sudbury-reloads-its-sports-tourism-strategy.aspx

There are a number of ways to grow sport tourism and maximize the returns from investment in sport events. These include:

- Hosting more events
- Improving the yield from existing events, by better coordinating sport events with tourism to maximize visitor volume and length of stay
- Targeting and supporting events that offer the biggest potential returns in terms of tourism
- Spreading the benefits of new and existing events to more regions, rather than just the major metropolitan centers

The tourism value of a sport event can vary enormously depending on a range of variables:

1. **Number of Participants** – Some sport events easily attract thousands of participants, while others may attract just a couple hundred. Team sports, especially those with larger teams and sports with high participation levels such as cycling tend to involve higher numbers of participants.
2. **Length of Event** – The longer sport event participants stay in a community, the more room nights the event generates and the more valuable the event becomes. While longer events typically mean more room-nights, this is not always the case as events are sometimes designed so that different teams participate on different days of the event.
3. **Time of Year** – Sport events that take place in the tourism industry’s off-season offer significantly greater value than do events which take place in the high-season when tourism operators would likely be at least moderately busy even without the event taking place.
4. **Out-of Province Participation** – While provincial and regional events serve to promote travel throughout the province and provide a tourism benefit to individual communities, these events are guaranteed to take place within BC and do not generate additional tourism impact to the province. The economic impact of sport events is greatest when these events attract participants and visitors from outside BC.
5. **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 and, therefore, have a greater economic impact.
6. **Demographics** – Some sport events attract higher-income tourists who will spend more than regular visitors. Amateur/youth sport participants are usually budget travelers, but while these events may involve lower yield ‘four to a room’ accommodation or even billeting, they can also bring the families of participants and stimulate pre-post event vacations. Adult participation, especially masters, events can also be the stimulus for a longer trip, such as adding a fishing trip onto a ball tournament visit. Some of these events involve extensive after-hours entertainment and indulgence.
7. **Level of Tourism Integration** – The tourism value of a sport event can vary depending whether the tourism aspects are considered as an integral part of the event and are built-in to the development process. For example, the GranFondo Whistler was deliberately designed to showcase the spectacular scenery of the Sea to Sky highway and also include a celebration plaza, music concert and after party in Whistler all of which serve to enhance the event as a tourism product and increase the likelihood of overnight stays in the community. Any time a visitor travels to participate

in a sport event, there is an opportunity for the destination to provide them with information and resources that will not only enhance their overall experience, but also encourage them to plan to arrive early, extend their stay in the community or plan a return trip in the future.

8. **Media Coverage** – Some sport events may have very little direct tourism value, but provide significant indirect value in the form of marketing opportunities. Participants of Raid the North Extreme didn't stay in hotels throughout the six-day adventure race because they were traveling through BC's wilderness, but the race was televised nationally and throughout the USA. Outdoor events, particularly races better showcase a destination than do events which take place inside a building or stadium and therefore have a greater media value from a tourism perspective.
9. **Location** – While it is generally considered a disadvantage for a community to be difficult to access, visitors are more likely to stay an extra night or two at an event that is a greater distance from their homes. This offers significant opportunities for communities for which other forms of tourism are problematic.

Target Audiences

Destinations working to develop sport tourism are able to contribute to attracting and staging successful events by assisting with marketing activities geared at two key audiences.

Event Rights-Holder

Event rights-holders are the most common audiences for destinations looking to develop sport tourism. An event rights-holder is an organization or company who owns the rights to a sport event(s). Rights holders often move their events around and, therefore, seek destinations to host their event. They are responsible for overseeing the bid process, awarding the event to a Host Community, and managing the overall event.

Often, event rights-holders are governing bodies of individual sports:

- Provincial Sport Organizations (PSOs) – such as Tennis BC, BC Ringette or Horse Council BC – responsible for the regulation of all areas and levels of their sport's participation in BC. A PSO is usually the link between local clubs (or other local sport organizations) and the sport's National Sport Organization (NSO). PSOs sanction and operate provincial competitions and/tournaments (usually in partnership with the NSO).
- National Sport Organizations (NSOs) – such as Cross-Country Canada, Water Ski and Wakeboard Canada, and Wheelchair Basketball Canada – are similarly responsible for their respective sports, but at a National level.
- International Sport Federations (ISFs or IFs) – such as Badminton World Federation, Fédération Internationale de Gymnastique and Tug-of-War International Federation – administer their respective sports at a world level, most often crafting rules, promoting the sport to prospective spectators and fans, developing prospective players, and organizing world or continental championships. Canada's NSOs are affiliated with these ISFs.

Sometimes sport tourism events may be owned by a for-profit organization that has developed the event to generate profits. For example, both the GranFondo Whistler and the GranFondo Kelowna are

run by Toit Events. While Toit Events is the rights-holder of these events, there was no competitive bidding process in this case. Toit events approached these destinations because the organization believed a GranFondo race would be successful in these communities and the Whistler and Kelowna GranFondos have evolved into annual events because they continue to be successful and return a profit. Other communities across Canada are now proactively working to persuade Toit Events to organize similar events in their areas.

Destinations work to promote the benefits of their area to event rights-holders at various national and international trade show-type events and influence decisions regarding where they host their events, such as the Sport Event Congress hosted by the Canadian Sport Tourism Alliance (CSTA), Sport Accord and TEAMS.

Event Participants

Many sport events are restricted to participants who have previously qualified for the event. In these cases, the number of participants who will be participating in an event is known ahead of time and no amount of marketing will increase participation in the event. Often with these types of events, elite athletes who are qualifying for an event are focused on resting, training and winning rather than vacationing, although their families may be more open to travel ideas. There are however, opportunities for destinations to increase the tourism benefits these events bring to their communities. Working with event organizers to promote the destination to participants ahead of time serves to encourage pre and post event travel and can sometimes attract higher numbers of family and friends to the community than would otherwise have accompanied participants to the event. For example, promoting a destination as a family-friendly vacation may influence participants to plan a family vacation around a sport event.

Events like GranFondo Whistler and the GranFondo Kelowna are open to as many participants as register for the event. In these cases, destinations can work with event organizers to grow the event and attract higher participation from out-of-province participants. Other events, such as Squamish's Test of Metal, have a maximum number of participants and registration often sells out very quickly.

Although many destinations focus promotional and marketing efforts on event-rights holders, there are opportunities to contribute to the growth, success and tourism impact of certain types of events by promoting the destination to known participants or potential participants. For example, ensuring each registrant for the GranFondo receives a welcome from Tourism BC and a link to vacation ideas on HelloBC.com.

The Bidding Process

Many sport events require some form of bidding process. At higher levels of competition, this is a very sophisticated process and can be both competitive and expensive to secure. BC has been fortunate enough to participate and win a bid for the Olympic & Paralympic Winter games. In other cases, a rights-holder may have difficulty finding a host community each year. The complexity, cost and competitiveness of the bid process depends on the worldwide profile and marketability of the sport event.

Rights-holders often use a bidding process to be transparent when awarding 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.

Local sport organizations will be familiar with the championships for their sport and will also understand the priorities of the organization responsible for awarding hosting rights. Most often, it is a local and/or provincial sport organization leading the charge, but communities are increasingly offering their support and, in some cases, financial resources to this process.

Communities bidding on a National event need the support of the Provincial Sport Organization. The Federal Government's Hosting Policy stipulates that communities bidding for an International event must have the support of the National Sport Organization. For this reason, it is important for communities engaged in sport tourism development to develop relationships and communication with Provincial and National Sport Organizations. In some cases, bidding is a two-stage process, with cities bidding at the national level before proceeding as the National representative against overseas competitors.

Sport Organizations typically hold their events in different regions from year to year, to stimulate interest in different regions and access new host community volunteers and resources.

Further, some privately held events may require financial incentives to consider a bid and/or to award the rights to host an event to a particular community.

A rights-holder determines a host community based on its assessment of the community's capability of staging a successful sport event. For this reason, understanding and fulfilling rights-holders' requirements for hosting events is critical to winning bids.

Factors influencing the selection of a host community depend on the objectives of individual rights-holders, but there are some key factors that are central to all hosting decisions:

- Infrastructure and Logistics (facilities/venues, transportation, accommodation, investment required)
- Funding/Sponsorship – community's ability to pay rights fees
- Organizational Capacity – capacity of local (for Provincial events), provincial (for National events) or national (for international events) sport organization, volunteer base.
- Business plan – community has a detailed, sound business plan for how they plan to stage the event
- Media Broadcast/Television capacity
- Previous hosting experience
- Marketing and communications

Additional considerations commonly include:

- Legacy Provision
- Environmental requirements

- Community support
- Reputation of the sport, its popularity and fan base, particularly in the host community

The Canadian Sport Tourism Alliance identifies three overarching site selection criteria that are central to all hosting decisions for major sport events¹⁰:

1. Relationships – Given the nationally diverse decision making structures associated with international sport federations and major games organizations, the cultivation of relationships within the sport community as well as in other national and domestic contexts (political, economic and trade) influence site selection decisions.
2. Funding – Significant investment is required to ensure success in bidding and hosting for all major sport events. Rights holders, government and corporate sponsors all want to maximize the return on their investment, therefore, whether the rights holders are a non-profit or a for-profit organization, the business case demonstrating financial return is critical to the selection process, as is limiting financial risk and maximization of financial return.
3. Infrastructure – The successful host must demonstrate the availability, quality and appropriate standard of infrastructure. This includes athletes, officials and spectator accommodation, venues, sport facilities, transportation, access to sport medicine and the capacity to develop the necessary infrastructure to meet all the requirements of event rights-holders.

Top tier events require coordination at a national level and bidding for these events is dictated by Canada's hosting policy – Canada will bid for a limited and defined number of these events each year.

¹¹ www.canadiansporttourism.com/app/DocRepository/1/reports_en/CSTA_White_Paper_Jan2011.pdf

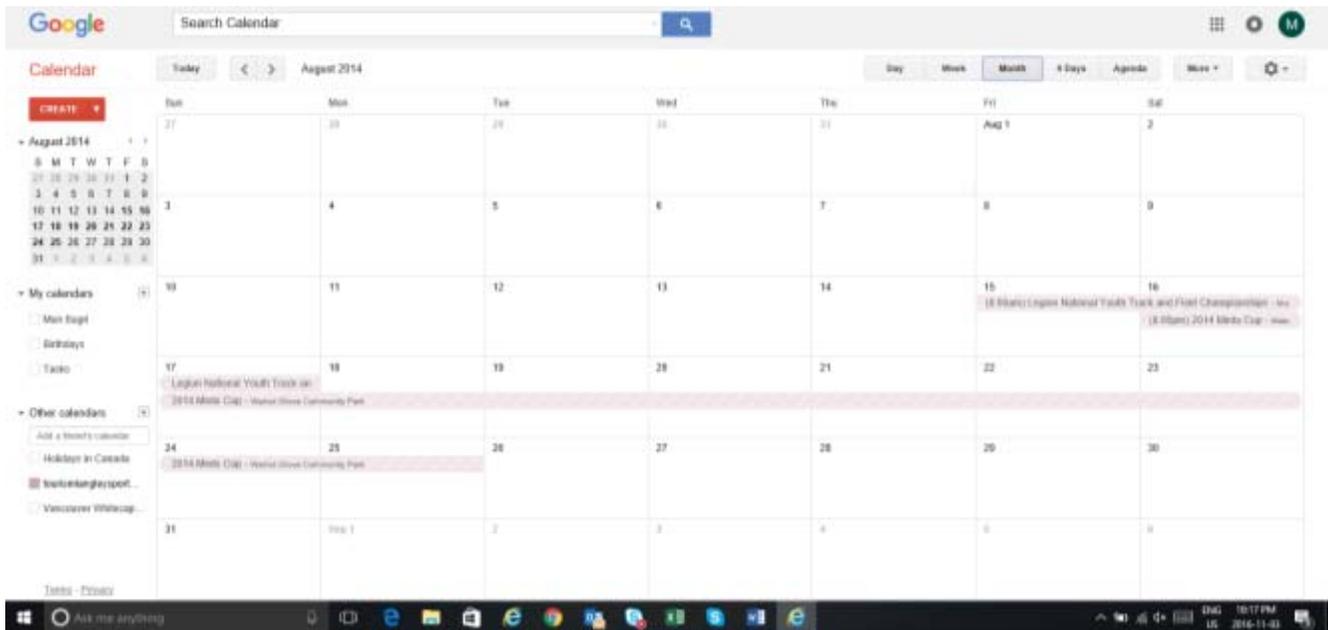
Appendix B – Interview List

The list of sport tourism stakeholders to interview was provided by Tourism Prince George and this extensive list was broken into two categories. The primary category was to have in-person or over the phone consultations. A list of questions was provided ahead of time so that the individuals could prepare responses as well as any questions or clarifications. The secondary category was a broader selection of the Prince George’s sport stakeholders, including local sport group organizers. This group was provided the same questions as the primary group but in a survey format which was sent to them to complete and return to the consulting team. Due to scheduling conflicts, not all the individuals contacted were available for the consultations or surveys, but those that were provided a large majority of the crucial information required for this type of strategy. Below is the list of individuals that were consulted from the primary group:

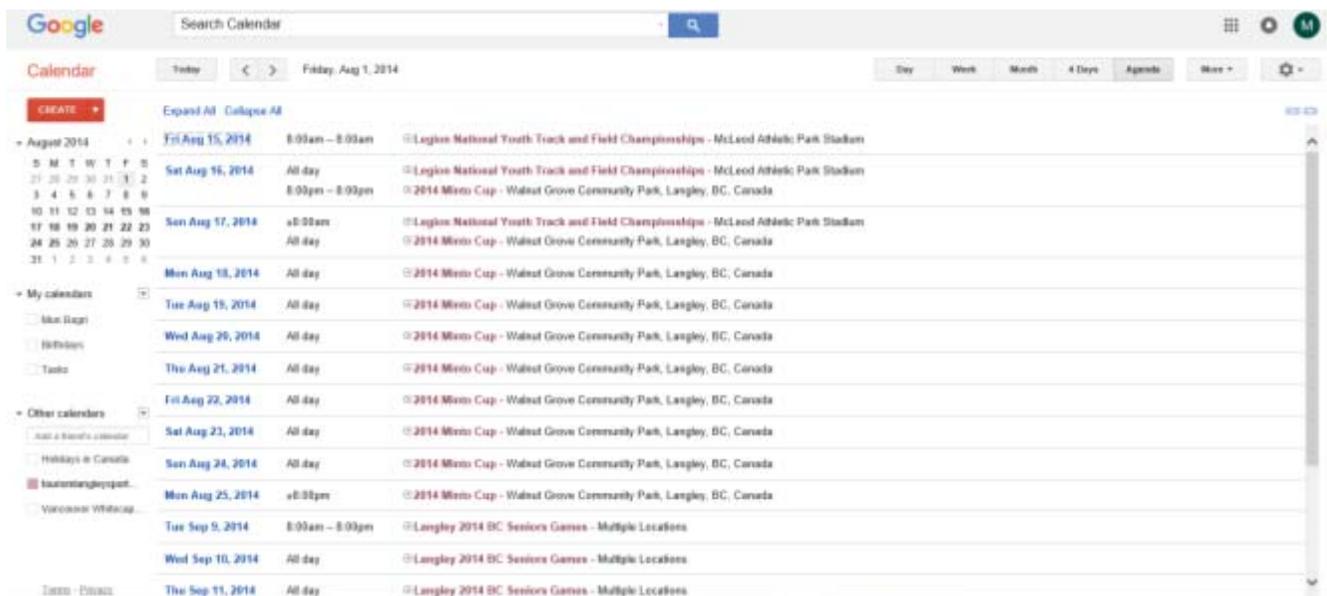
ORGANIZATION	ROLE	NAME
City of PG	Mayor	Lyn Hall
City of PG	City Manager	Kathleen Soltis
City of PG	General Manager, Community Services	Rob Whitwham
City of PG	Manager, Community Partnerships	Brad Beckett
Tourism PG	Manager, Sport and Event Development	Leanne Schinkel
City of PG	Civic Events Coordinator	Diane Bilodeau
VENUES		
Northern Sport Centre	Event Services	Virginia Ashley
Otway Nordic Centre	President, Caledonia Nordic Ski Club	Kevin Pettersen
Tabor Mountain	Marketing Manager / Owner	Conrad Jaye / Fern Thibault
City of PG	Manager of Community Arenas	Wade Loukes (City of PG)
City of PG	Aquatic Manager	Jim Worthington (City of PG)
City of PG	Manager, CN Centre	Glen Mikkelsen

Appendix C – Calendar

Standard Calendar input view



Event Summary view for report distribution



Appendix D – Additional Case Study Background Information

Vancouver

Although Vancouver is a large, urban centre, differing from Prince George, they can still offer some transferable lessons. In December 2015, Vancouver created Sport Hosting Vancouver - a one-stop shop designed to assist event organizers. It is made up of a partnership between the City, Tourism Vancouver, PavCo, the Vancouver Hostel Destination Association and UBC. The creation of Sport Hosting Vancouver has provided solutions to issues, such as a lack of coordination that existed in Vancouver when it came to executing and pursuing sporting events. The partnership is meant to provide one point of contact for event organizers as well as put together bids for major sports events that are a good fit for the city in terms of facilities, timing, interest and branding.

The Sport Hosting Vancouver Action Plan positions Vancouver to:

- Successfully compete for major sporting events
- Contribute to the tourism growth associated with sport events
- Develop a sustainable sport tourism sector
- Support the creation and application of a validated economic and social impact evaluation tool
- Optimize the use of city and public sport and event venues and facilities
- Increase opportunities for physical activity, volunteerism and social engagement in the community
- Enhance Vancouver’s international reputation as one of the most livable and sustainable cities in the world

The Action Plan has received city council funding for the Sport Tourism Development Fund. \$1M (\$500K in 2016 and \$500K in 2017) is the City of Vancouver contribution, which will be matched by \$2.15M in partner funding (\$1.5M to the Fund and \$650K to marketing and related sport hosting initiatives), which will be used to attract, grow or create Vancouver sport events that advance Sport Hosting Vancouver Action Plan goals.

Brampton

Marketing Brampton as sport tourism destination is managed by the City of Brampton (Tourism Brampton) in partnership with Tourism Toronto and the province of Ontario.

Since 2009, their hosting experience includes 5 International, 4 Invitational, 15 National and 6 provincial level events. Sports include hockey, sledge hockey, ball hockey, field hockey, lacrosse, figure skating, softball, baseball, swimming and cheerleading.

There are several stakeholders involved in sport tourism delivery in Brampton:

- City of Brampton - Tourism Brampton/Sport Brampton
- Volunteer MBC (Mississauga, Brampton, Caledon)
- Brampton Sport Alliance – a voice for youth sports groups and a forum for these groups to share solutions to common problems and challenges facing volunteer-based youth sport organizations. The B.S.A. represents 22 affiliated minor sport organizations. In addition to promoting the availability and benefits of youth sport, the BSA also promotes and recognizes Brampton as a Sport Tourism Destination

The City of Brampton is currently developing a Parks and Recreation Master Plan. It is one of five core Master Plans in the city: 1) Economic Development; 2) Public Safety; 3) Environmental; 4) Parks and Recreation; 5) Transportation. The plan will be conducted parallel to other initiatives such as the Asset Management Plan, the Facilities Master Plan, the Sports Tourism Strategy, and the Arts & Culture Strategy.

Brampton is now at a crossroads in its maturation. The City will continue to grow at a considerable pace and there is a continued emphasis on growth through intensification, in targeted areas. Within existing communities, existing parks and recreation infrastructure is 40 years or older and many facilities require renewal and/or lifecycle investment.

In addition to Brampton's increasing population, another factor to consider in the development of a P&RMP is the City's increasing ethnic diversity. The Master Plan will need to address the implications of this settlement pattern and how it shapes local needs and desires with respect to how parks and recreation facilities, needs to be better understood. Projected changes to Brampton's population and age demographic will also impact how parks and recreation facilities are used.

The Parks and Recreation Master Plan will guide the delivery of parks and recreational facilities over the next 15 years, including a logical, financially achievable plan. Brampton undertook the creation of a Parks, Culture and Recreation Master Plan in 2006-08. Ultimately the plan was received by not endorsed by council and since 2008 the staff have used the plan as a guide only. The absence of a council-endorsed Master Plan is limiting and does not incorporate the big picture and several important aspects are missing including absence of recommended service levels, absence of long-term financial plan, and lack of clarity around long-term objectives like parkland supply, major facilities' development and redevelopment. The anticipated outcomes of the master plan process include identification of facility shortfalls and long-term capital delivery plans.

This master plan process may be stalled as 25 senior management jobs were recently terminated within the City:

www.thestar.com/news/gta/2016/09/06/city-of-brampton-sacks-25-managers-key-staff.html

Priorities/Goals:

Brampton's Sport Priorities are:

1. Sport Policy
2. Sport Tourism Strategy
3. Promote Brampton as the sport event destination through branding, marketing, social media
4. Establish a Sport Tourism Action Team (city staff) and Sport Ambassador Program
5. Establish a Sport Council/Sport Tourism Network

Current services offered include:

Accommodations

The Brampton Accommodation Sport Initiative Group (BASIG) represents 12 accommodation providers in Brampton featuring over 1400 guestrooms in brand name hotels/motels, college residences, as

campgrounds. BASIG provides event organizers with a simple process to book sport related (meetings, clinics, tournaments, banquets) accommodation in Brampton.

Bid Development and Endorsement

As a member of the CSTA, the city has access to bid templates that can easily be adapted and customized to support events that require letters of interest/endorsement and formal bid packages. Support also includes an image gallery includes photos of city, venues, attractions and sports, and letters of interest/endorsement from the Mayor can be provided upon request.

Hosting Support

Not-for-profit event organizers may be able to access discounted City of Brampton facility rentals and apply for City grants. The hosting grant programs are assessed annually and include financial grants, in-kind services or combination of the two.

Event Promotion

Sport Brampton promotes sport tourism events through various marketing vehicles; Calendar of Events, LED signs, community media outlets, etc.

Event Resources

As a member of the CSTA, the city has access to a number of resources, tools research and data for event organizers (event planning templates, etc.) In addition, the City has limited auxiliary event equipment such as; staging, garbage cans, barriers, tents, tables and chairs, tents and port-o-lets rentable to event organizers on a first-come, first-served basis.

Transportation

Sport Brampton assists in sourcing transportation services to support event requirements, including buses, taxis, limousines, car rentals, etc.

Venues

Brampton offers an extensive inventory of sport venues and resources that adhere to national and international technical standards. Sport Brampton assists with facility booking, rates, and confirming technical specifications and amenities. They also offer site inspections and familiarization tours.

Facilities Guide:

www.brampton.ca/EN/Arts-Culture-Tourism/Tourism-Brampton/Sports/Pages/Diverse-Venues

Volunteers

The City of Brampton has partnered with [Volunteer MBC](#) (Mississauga, Brampton, Caledon) to assist event organizers in recruiting, training and recognizing volunteers for their events.

Welcome Bags

Orientation Packages are available upon request, including such items as visitor guides, welcome gifts, coupon books, restaurant listings, Brampton pins, eye black patches, pencils, maps, etc.

Hosting Grants:

Community Grant Program

Municipal funding is available to Brampton community groups, sports clubs, neighbourhood volunteer groups, and festival and event organizers -- and activities funded by Community Grants must align with the City's Strategic Plan priorities.

Minor Project Grants

Applicants may be awarded up to 50 percent of estimated eligible expenses of \$24,999 or less to a maximum of \$12,500 (whichever is less).

Major Capital Grants

To support large projects with estimated eligible expenses of \$25,000 or more. Applicants may be awarded up to 65 percent of estimated eligible expenses - to a maximum of \$65,000 (whichever is less).

Minor Capital Grants

To help organizations acquire minor capital items such as program or office equipment up to \$20,000 in value. Applicants may be awarded up to 25 percent of the capital item cost up - to a maximum of \$5,000 (whichever is less)*

**Additional eligibility requirements for Minor Capital Grants - An organization must be, incorporated as a not-for-profit organization in Ontario; established for 3 or more years; and governed by an elected board.*

Donations

Organizations are limited to two donation requests in a calendar year, up to a maximum combined value of \$1,500.

- Financial Donations - maximum of \$750
- Merchandise Donations - maximum \$200 in value

Kamloops

The City of Kamloops has long recognized Sport Tourism as an economic generator for the City and to that end has made *Canada's Tournament Capital* one of its top goals in City Council's Strategic Plan. Sport tourism is now the fastest growing segment of the tourism industry in Canada. With close to \$50 million invested in new and renovated facilities Kamloops brands itself as the premier host centre for tournaments, cultural events, high performance training camps, and national and international competitions.

The City's Tournament Capital Coordinator reports to the Recreation, Social Development, and Culture Manager and is responsible for the coordination of the Tournament Capital Program, including the development of bid submissions for sports events and training opportunities, providing support in planning and organizing events, coordinating tournament logistics, and overseeing the Tournament Capital Club Partnership Program (TCCPP). This position works closely with community stakeholders including Tourism Kamloops, First Nations, school district and local sport groups as well as PSOs and NSOs.

The City of Kamloops financially supports more than 100 annual local, regional, provincial and national tournaments. In addition, special event support is available for events based on their history, their

prestige, their potential for growth and their ability to provide significant international marketing exposure for Kamloops.

Tourism Kamloops is the community's not-for-profit destination marketing organization. The organization represents over 300 tourism industry partners and is represented by a 9-member board of directors. The nine staff members include an Industry Relations and Communications Specialist, whose role includes supporting and assisting Host Kamloops business development initiatives.

The not for profit society Kamloops Sports Council is an advocate for local sports groups and meets with various levels of government. The City appoints a staff person to the Kamloops Sports Council to provide current information about fields and User Group issues. The KSC encourages the local sport community to get involved. The City is committed to funding the Sports Council so they can develop ways to enhance sport services to local groups and athletes. To encourage membership, Tournament Capital grant recipients are requested to be members of the Kamloops Sports Council.

Historically there hasn't always been a connection between the group going after bids (Tournament Capital) and the group responsible for marketing (Tourism Kamloops). Strategic opportunities are lost when stakeholders are not involved in the early phases of event planning. To resolve this, Host Kamloops, a new collaborative entity involving Tourism Kamloops, City of Kamloops, Kamloops Sports Council and the Kamloops Accommodation Association has been created to identify, procure and support hosting opportunities that continue to enhance Kamloops' awareness and prestige as Canada's Tournament Capital. The two main objectives are to 1) focus on increasing off-peak event opportunities; 2) support event creation and hosting inclusive of sport, arts, culture, tourism industry and community themes.

Regina

Tourism Saskatchewan is responsible for the marketing of Saskatchewan as a tourism destination and for programs and services that promote growth and advancement of the tourism sector. It partners in industry-government marketing programs, provides visitor services, undertakes market research and leads tourism product development, including programs with a focus on supporting major sporting and cultural events.

Tourism Saskatchewan 2014-2016 strategy:

Vision: Saskatchewan will be an enticing destination that attracts and successfully hosts national and international events. The event hosting program will support events that contribute to the provincial economy and enhance quality of life for residents

Mission: To assist stakeholders in attracting and hosting events through promotion, collaboration, advice and financial support

Tourism Saskatchewan's role:

- awareness
- collaboration and communication
- accountability

Tourism Regina, an industry sector of Economic Development Regina Inc. (EDR), is the official destination marketing organization representing Regina and region.

Events Regina is a collaborative venture of founding partners including Tourism Regina, Regina Hotel Association, Evraz Place, City of Regina, Tourism Saskatchewan, Wascana Centre Authority and the University of Regina. This collaborative venture of industry partners, aims to deliver beyond the basic requirements and assists local organizations in bidding and attracting new major events in the sporting, culture and entertainment sectors. They also work to share best practices, continually enhancing Regina's ability to host major events.

Events Regina offers support and resources to organizations and communities by helping them to bid on, plan for and stage major sporting, cultural and entertainment events.

Priorities/Goals:

Bid Development and Presentations - Events Regina helps host committee create winning bids for provincial, national and international sporting, entertainment and cultural events.

Site Inspections - Events Regina can help organize professional site visits for events and bids that require advance site inspections of communities and venues.

Economic Impact Assessment - Major events have a direct impact on the provincial economy. Events Regina can complete pre-event economic impact assessments that bring value to events.

Promoting Regina – Events Regina works to promote Regina as a leading event hosting destination by letting event rights holders know the advantages of hosting their event in Regina. They also work with communities that are using major events to enhance tourism, utilize infrastructure, create profile and engage the community.

Lethbridge

Visit Lethbridge is an association of Lethbridge accommodation properties working to increase overnight stays for member properties. 13 of the 19 hotel/motel properties in the community are part of the association, representing 1,000 accommodation spaces. They promote the activities available to visitors, but do not specifically promote Lethbridge as a sport event hosting destination.

Lethbridge hosted the 1975 Canada Winter Games and since then has grown more engaged in sport hosting. The original Lethbridge Sports Bid Committee was formed in 1998 to assist local sport organizations' bid for major sport competition and develop the city's bid for major provincial and national multi-sport competitions.

By 2001, they recognized the need for advocating for sport, increasing the awareness of sport opportunities in Lethbridge establishing a stronger link with sport organizations. They realized they needed a Sports Council. By 2004, the City Council identified the need for a Civic Sport Policy – to identify the city's role. In 2007, the City approved a municipal Sport & Recreation Policy recognizing that sport and recreation is an integral entity within Lethbridge.

Lethbridge Sport Council (LSC) was incorporated as a non-profit sport organization in 2008 and exists as an independent body to support the enhancement and development of sport within Lethbridge. The LSC provides leadership and a collective voice for sport in Lethbridge, offering quality sport experiences to

all and attracting, creating and retaining sport tourism opportunities for Lethbridge. In 2012, the LSC supported seven major events that generated over \$12 million in economic activity.¹¹

The LSC has two staff (Executive Director and Program and Communication Coordinator) and a 12-member board of directors. Four board committees assist the organization with their deliverables:

Marketing & Communications Committee – focus on membership benefits, LSC Achievement Awards, member communications

Ad hoc – Sports Bid Committee - prepare and coordinate sport bid packages by providing resources and serving as mentors to local groups interested in attracting major sports competitions to the city.

Sport Tourism Committee – implements sport tourism strategic plan with community partners. The focus is two-fold:

- Marketing – consistent and impactful messaging; best practices inventory and templates for local host organizing committees; measurement tools and reporting; risk identification and mitigation;
- Consultation & Advocacy – present sport bid recommendations to City Council for endorsement and financial support; education; partnership with Volunteer Lethbridge

Education and Development Committee - provides organizational and athlete development resources including toolkits for organizations (organizational development and succession planning; board development; volunteer management; event hosting), databases (funding opportunities; sport resources) and education series (webinars, panel discussions).

Grande Prairie

In 2012 the City of Grande Prairie published the Grande Prairie Sport Tourism Strategy: providing a well-coordinated, participant-centered, sport delivery system for Grande Prairie and region. The strategy will allow all citizens to benefit from the economic impacts of recreation.

Priorities/Goals:

1. Improve Communication and coordination
 - Provide a common voice for sport
 - develop a resource centre
 - improve communication between sport groups and organizations
 - develop and maintain a sport directory
 - create partnerships
2. Increase the number of sporting participants in Grande Prairie
 - remove barriers to participation
 - increase opportunities for participation
 - encourage lifelong participation
 - develop a working model for participant centered sport delivery
3. Develop a stable, on-going base of funding for sport
 - access lottery dollars
 - seek out corporate sponsorships
 - strive for diversity in funding initiatives

¹²Lethbridge Sport Council – *Spotlight on Tourism*, Lethbridge Chamber of Commerce

4. Develop, manage and use facilities efficiently to increase sporting events
 - produce a comprehensive inventory of sport facilities
 - assess the needs of new facilities
 - identify improvements needed for existing facilities
 - review existing strategies and agreements
 - create an efficient, centralized booking system
 - involve partners
5. Promote sport and tourism in Grande Prairie
 - Improve media coverage
 - develop partnerships with schools, colleges
 - create networks with key, high profile individuals
 - recruit, train and recognize volunteers, coaches and administrators
 - actively pursue opportunities to host major sporting events¹²

The strategy outlines a \$105,000 budget that includes \$30K for a resource person, \$30K for office space/supplies, \$10K sport promotion, \$20K for sport funding and \$15K for increasing sport participation.

Part of the strategy includes a City of Grande Prairie Sport Bid Committee - a committee of council created to support community groups undertaking major sporting events. The 9-member committee has one council-appointed representative, two city staff (recreation & sport supervisor and EDO), and 6 public participants from the following areas: sport, business, marketing/communications, large event planning/games background, and volunteer management. The committee meets a minimum of three times per year.

Sport Bid Committee Functions:

1. To consider and analyze bid opportunities for feasibility
2. Once bids are considered and have made it through the selection process the bid committee will present each to the Sport Council for approval
3. To encourage and assist the sport community to bid for sport competitions, conferences and events
4. Provide templates for past bids and assistance in developing bids for interested parties
5. Act as a liaison to promote bids to the City of Grande Prairie and to the County of Grande Prairie and assist with any requests for support
6. Provide a final review of each bid to ensure that all information is included
7. Provide consultation and assistance in connecting bids with appropriate funding, other resources, and support organizations. i.e. Grande Prairie Regional Tourism Association, City of Grande Prairie, County of Grande Prairie, Travel Alberta, Alberta Sport Connection
8. Provide consultation on appropriate hosting procedures
9. Ensure measures to enhance future events are considered and documented during and post event, i.e. STEAM implemented and data analyzed, registration data collected, volunteer data collected
10. Send out post event thank you to all volunteers

Grande Prairie Sport Facilities guide:

www.cityofgp.com

¹³ www.cityofgp.com/index.aspx?page=2207

Nanaimo

January 2013 *Nanaimo & Region Tourism Strategic Plan: Summary Report* outlines that the City of Nanaimo recently completed a Sport Tourism Strategy, which is aimed at attracting more tournaments and sports events to the community. The first key product listed is Festivals and Events (sports, art, culture, education).

In 2014, the City passed the implementation of the sport tourism strategy to Tourism Nanaimo.

Tourism Nanaimo is the first point of contact for event organizers, offering assistance with bid package development, grant funding and budget templates. The organization does not however have a full-time position dedicated to sport or events.

Sport Tourism Strategy

Priorities/Goals:

- Build local hosting capacity
- Provide tools and support
- Position and promote Nanaimo as a hosting destination
- Collaboration and partnerships (VISTC)
- Measure and communicate benefits

Hosting Grants:

Tourism Nanaimo has a \$20,000 budget to assist groups hosting sporting events and tournaments. Local Sport Grants are primarily intended to support sport organizations hosting smaller-scale events at local, regional and inter-regional level that are hosted in Nanaimo and region. Sporting organizations bidding on provincial, inter-provincial or national level events are encouraged to contact Tourism Nanaimo prior to creating the event or during the bidding phase to discuss funding eligibility.

Applicants must be able to demonstrate the following in order to be eligible:

- Event must be two days or greater in length
- Event generates at least one overnight stay; significant proportion of participants/officials will be staying in paid accommodation, including campgrounds
- Grant funding should not be the only source of funding
- Sport organization has the experience and capacity to successfully host the event
- How the event will provide sport, community and economic benefit
- The event will be hosted within 24 months of the grant award

Whitehorse

In 2013, the government of Yukon and City of Whitehorse signed an MOU outlining their collaboration on tourism marketing, promotion and visitor services. The MOU lays the foundation for both governments to work together on sport tourism and on activities to promote services, attractions and events to maximize benefits for Whitehorse and Yukon. This agreement was renewed in 2015 for a two-year term.¹³

Sport Yukon provides consultation and guidance to event hosts to evaluate potential bids and conduct business planning required to bid and host events. Through their Canadian Sport Tourism Alliance (CSTA) membership, they provide access to a number of template tools.

The Yukon Sport Action Plan (2015-2022) outlines four key goals:

1) Sport Participation; 2) Sport Performance; 3) Sport Capacity; and 4) Sport for Community Benefit, which includes promotion & marketing, sport hosting & tourism, and recognition & measurement. The key actions relate to recognizing and promoting the social and economic impacts of hosting territorial, national and international sport events. This Action Plan includes developing a Sport Hosting Policy and funding mechanism.

¹⁴ www.city.whitehorse.yk.ca/Home/Components/News/News/476/31?arch=1&npage=18
www.city.whitehorse.yk.ca/Home/Components/News/News/1114/31
Tourism Yukon Marketing Plan 2015-16

Appendix E – Sport Tourism Action Team (STAT) Overview

Prince George Sport Tourism Action Team (STAT)

Vision

The Prince George Sport Tourism Action Team’s vision is for sport hosting to be recognized as an important contributor to the city’s economy. By implementing the sport tourism strategy, the people of Prince George will value the social and economic impacts of sport hosting and warmly welcome visitors participating in regional, provincial, national and international events. Sport event bidding and hosting are strategically focused and strongly supported by local government, sport groups and businesses. Sport tourism is recognized as a key component of the Prince George economy.

Mission

The Sport Tourism Action Team will assist in the coordination of hosting new sport events while continuing to support and strengthen existing events, which add to the sustainability of tourism and the enhancement of the city’s image.

The specific outcomes are intended to:

- develop, manage, and allocate a sport event hosting grant program
- develop effective working relationships with local, provincial and national event right holders and stakeholders
- identify and pursue events based on alignment with Prince George’s hosting capacity and event calendar
- assist event right holders with delivery of exceptional events
- coordinate sport hosting activities in Prince George, acting as a one-stop shop
- annually review and adjust the sport tourism strategy

Guiding Principles:

When examining sport hosting event opportunities, decisions will consider the following principles:

- collaborative and inclusive Sport Tourism Action Team
- measurable economic benefits to Prince George
- Prince George tourism brand enhancement
- targeted events make effective use of Prince George’s upgraded sport facilities
- targeted events strengthen local sport development, athlete development, community volunteerism, and incorporate a culture component

Sport Tourism Action Team Partners

- Tourism Prince George
- City of Prince George
- Local Sport Organizations
- Private Venues
- Local Tourism Businesses
- Volunteer Prince George

Strategic Focus

The focus for the STAT will be to consistently make all decisions based on research, City of Prince George capacity and Sport Tourism Calendar availability. The key is to always make informed decisions based on the guiding principles to ensure that the strategic outcomes are met.