White Paper:

The Case for the Province of Ontario to Engage Strategically in Sport Tourism

Prepared by

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Preface

Passionate about this province—its resources, its opportunities—and its athletes, Canadian Sport Tourism Alliance (CSTA) and Tourism Toronto jointly commissioned this White Paper. It is intended to stimulate focused dialogue and set in motion a compelling strategy to harness the benefits of sport tourism.

This White Paper sets out a coherent approach for the Province of Ontario to engage strategically in sport tourism. It is an agenda for renewing the provincial framework—to strengthen the Ontario sport tourism brand, position Ontario as a preferred host for international sport events and focus sport tourism efforts and investments.

Brief Outline of this White Paper

1. This White Paper sets out the case for the Province of Ontario to strategically engage in sport tourism as a legacy of the 2015 Pan American and Parapan American Games (2015 PAG).

Chapter 1: Introduction

2. The opportunities are plentiful and the benefits are significant; however change is needed if the Province of Ontario is to maximize the benefits.
3. The timing is opportune: leverage the post 2010 Winter Olympics public support and the economic opportunities posed by the 2015 PAG.
4. The framework in which the province operates with respect to sport tourism needs to be renewed.

Chapter 2: Focus on Hubs of Strength and Potential

5. Ontario should move forward to fill the gap in international standard summer sport competition and training facilities in eastern North America.
6. Ontario’s strengths provide a competitive advantage. To position Ontario in the highly competitive sport tourism environment, the province must first and foremost leverage Ontario’s strengths—high performance athletes, municipalities active in sport tourism, facilities, resources and capacities.
7. Reposition Ontario in the marketplace. The province needs to demonstrate proactive leadership and be visibly engaged in attracting and hosting major sport tourism events if
it is to maximize the benefits. It must develop partnerships among stakeholders and strengthen linkages with corporate sponsors and event rights holders. The province needs to capitalize on the propensity of sport events to attract visitors with a high potential for tourism.

Chapter 3: Criteria to Determine Best Bets to Host

8. Event rights holders’ have the sole discretion to determine and award an event to the successful bidder. Understanding and fulfilling event rights holders’ requirements for hosting events is critical to winning bids.

9. Leverage Ontario’s assets—facilities, resources and capacities. A fundamental first step in developing a shortlist of best bid opportunities for Ontario is establishing what infrastructure exists, or is planned and funded, and assessing it against event rights holders’ hosting criteria. This includes sport facilities, as well as accommodation, amenities, attractions, transportation and media accessibility and more.

10. To move forward, Ontario must be strategic about the sport tourism events bids it supports. It must occupy a niche in the marketplace, focus on high yield events and leverage its assets.

Chapter 4: Best Bid Opportunities

11. Ontario needs to formalize an assessment framework using criteria derived from its strategic directions for engagement in sport tourism to determine which major events will yield the best bid opportunities for Ontario.

12. Ontario needs to prioritize a short list of best bid opportunities over a ten year period to leverage the 2015 PAG.

Chapter 5: Bid More, Win More, Host More

13. New bid opportunities must be consistent with Ontario’s strategic directions and long-term investment plan. The assets gained through the 2015 PAG—sport venues, volunteer base and partnership development—will provide a springboard from which the provincial strategy will gain momentum.
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Chapter 1: Introduction

Sport tourism is one of the fastest growing segments of the tourism industry in Canada with approximately $3.4 billion in annual spending (Statistics Canada 2008) by domestic travelers. It is a powerful tool for increasing economic development, enhancing quality of life and promoting a community’s image nationally and internationally. As a result, attracting and hosting sporting events and related activities has increasingly become a sophisticated, strategic and tactical pursuit.

The Province of Ontario has an opportunity to strategically engage sport tourism as a legacy of hosting the 2015 Pan American and Parapan American Games.

While the province has developed an International Amateur Sport Hosting Policy, sport tourism does not appear to be a key business priority for either of the two ministries who share the mandate—Ministry of Tourism and Culture and Ministry of Health Promotion and Sport. Although both ministries recognize hosting major sport events has the potential for significant benefits across a range of public policy objectives, their support for sport tourism has tended to be driven by individual initiatives or one-off bids, rather than a coherent strategic focus. There is an opportunity to develop an overarching policy framework to strategically guide and coordinate the provincial investment in sport tourism. Adding to the complexity, the Trillium Foundation, via a partnership with the Canadian Sport Tourism Alliance, is also part of the mix, funding community capacity building and volunteer development workshops in communities throughout the province.

Not only is the province’s focus shared between the Ministry of Tourism and Culture (focused on festivals and manufactured1 sport events) and the Ministry of Health Promotion and Sport (targeting events related to Olympic sports), but there is limited cohesion among the sport and tourism industries in Ontario and currently no dedicated budget to support the sport hosting policy.

The challenge for the Province of Ontario is to develop the necessary strategic framework to maximize this business opportunity, improve the province’s position in the competitive marketplace and create wealth in the provincial economy. This means not simply relocating economic activity within the province, but attracting visitors from outside the province as well. While any particular community may benefit from hosting a particular regional or provincial

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1 Manufactured events or showcase media events include non-Olympic-style sporting events produced by agencies or promoters and controlled by the client and/or corporate sponsor. Olympic-style sporting events are amateur events governed by an international multi-sport organization or a single sport federation, through national affiliates.
event, it is only of economic benefit to the province when it attracts outside visitors, or has a media impact in external markets.

To benchmark international competitors, a review was undertaken of Australia, New Zealand, the United Kingdom and the United States. Key findings are interspersed throughout this paper.

It is time to strike bold new directions if Ontario is to regain its competitive edge as a North American and International destination.

There are a number of opportunities and very tangible benefits. According to the World Tourism Organization (2007), tourism is a $735-billion (USD) industry and an estimated 10 per cent is sport related. Sport tourism events have the potential to act as a catalyst for generating substantial economic and social wealth. Additionally, the sector is reported to be one of the healthiest in the tourism industry, showing considerable resilience in economic downturns. The economic impacts of sport events can be direct (e.g., visitors’ spending), indirect (e.g., benefits to suppliers) or induced (e.g., spending by households), and can be short term (associated with activities prior to or during the event) or long term (associated with post-event legacies). Some impacts are more tangible (construction of a new stadium) while others are less so (enhance pride of place).

Economic benefits include increased levels of tourism, job creation, enhanced public infrastructure and increased tax revenue. For example, in 2006, 2.5 million people attended sport events in Ontario—1.9 million came from Canada including 1.8 million from Ontario, 383,000 from the U.S. and 220,000 came from overseas (604,000 international). That same year sport event tourism contributed $754 million to Ontario’s GDP (direct, indirect and induced); generated $373 million in taxes to governments; and created sustained 13,200 jobs as direct and indirect benefits in Ontario. Examples of the economic impact of select major sport tourism events in Canada have been included in Appendix B.

As one of the most diverse regions in the Organization for Economic Co-operation and Development (OECD), Ontario needs to adapt new and different ways to celebrate and capitalize on this diversity. An event such as the 2007 U20 World Cup of Soccer demonstrates the strength of Ontario’s multi-ethnic spectator base, as most participating teams are represented in our neighbourhoods. Social benefits, such as unique work experiences, training and youth participation, volunteer promotion and an increased emphasis on fitness and health can also be realized. As well, hosting major sport events can raise a community’s profile and contribute to place making and regeneration. It can promote Ontario to the world.

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2 2006 Canadian and International Travel Surveys, Ministry of Tourism
The timing is opportune, with public pride resonating in the aftermath of the 2010 Winter Olympics where Canadian athletes performed so well and the prelude to the 2015 Pan American Games offering levers for economic opportunities.

Ontario has an opportunity to position itself to increase its competitiveness and market share of sport tourism dollars within the international marketplace. Currently there is a shortage of international-standard summer sport competition and training facilities in Canada and particularly in Ontario. The province must move quickly if it is to fill this niche as a preferred host destination.

The framework in which the province operates with respect to sport tourism needs to be renewed. Taking a strategic approach that is coherent—rather than ad hoc and fragmented—which is entrepreneurial, focused and which is sector rather than event driven, will help the province to bid more, win more and host more sport events.
Chapter 2: Focus on Hubs of Strength and Potential

To position Ontario in the highly competitive sport tourism environment and increase its market share of sport tourism dollars, the Province of Ontario must move forward on three priority actions:

- **Occupy a niche**;
- **Focus on hubs of strength and potential**;
- **Expand scope of opportunities by removing barriers, filling gaps and strengthen areas of weakness**.

### 2.1 Fill a Niche in Sport Competition

Clearly, other provinces are capturing a niche in hosting sport tourism events, with U.K.-based Sportcal ranking Canada 5th in its 2009 host country ranking for international sport events. The western provinces have established themselves as strong competitive international winter event hosts; Quebec is following suit in the multi-sport winter event niche, hoping to capitalize on the capacity gap in eastern North America. Meanwhile, there is a shortage of international-standard summer sport competition and training facilities in Canada and particularly in Ontario. This deficit has contributed to a lack of international hosting capacity and notably qualified officials in a variety of sports. Ontario should move forward to fill the gap in international standard summer sport competition and training facilities in eastern North America.

The immediate focus should be on sports where the infrastructure exists or will exist post Pan American Games. Recognizing that transportation stresses are one of the limiters for hosting major international events, the short-to-medium priority should be on hosting single sport events during the summer months while long-term plans to increase transportation system capacity are being implemented.

To fill this niche, Ontario must be strategic, not only in its infrastructure development but in its capacity building investments, as well as in the selection of bids to support. The province must ensure that the relevant sport governing bodies and tourism organizations are committed and poised to pursue this niche.

If Ontario is to occupy this niche in eastern North America, each bid must add potential value to Ontario’s capacity and reputation to successfully host international summer sport events. An incremental process, Ontario will have to build its brand bid by bid based on a solid foundation of tourism, sport and community infrastructure and partnerships. However, by being strategic in its choices, Ontario can gain experience with successful bids for major events where the assets and capacities already exist.
Over the mid-term, Ontario can plan to support bids that require additional modest investment and over the longer term to those requiring additional significant investment. In this way, existing assets are optimized and new investments are planned in the context of a sustainable financial plan and not in reaction to one-off pressures.

### 2.2 Ontario’s Strengths Provide a Competitive Advantage

Ontario’s strengths provide a competitive advantage. The Province should focus on leveraging Ontario’s strengths—its high performance athletes, its communities active in sport tourism, its multi-cultural diversity and its asset base—facilities, resources and capacities. Ultimately, the range and scope of bidding opportunities and the likelihood of success in winning a bid to host a major sport tourism event will be determined by the match between the event rights holders’ selection criteria and Ontario’s strengths as a sport tourism event destination.

The first priority must be to enhance and showcase existing assets. Over time, this core strength will gain depth and breadth as gaps are filled, experience gained and reputations built.

#### 2.2.1 Showcase high performance athletes

Its high performance athletes provide Ontario with a competitive advantage. They garner public interest and support and attract volunteers, spectators, participants, media attention, corporate sponsorships—they are the face of the sport, the story behind the event and the memories that resonate long after the event is over. The real success behind the 2010 Winter Olympics was the performance of Canada’s athletes, which captured the public’s attention and, regardless of the details of any post mortem analysis, embodied the success of the event.

**Recommendation:** Support and sustain a vibrant competitive high performance system in the province if it is to continue to develop and retain its athletes.

#### 2.2.2 Build on municipal experience

Over the past few years it has become almost fashionable for local governments to pursue sport tourism. Today, over 40 Ontario municipalities, from all parts of the province, are active in sport tourism (see list in Appendix C). Municipal sport and recreational facilities are being more aggressively marketed—booking instructions can be found on most municipal websites—and university and college sport facilities, including dormitory capacity, are seeing greater utilization. With significant sport facility capacities, many municipalities are seeking to become more effective in attracting sport tourism events and are adopting sport tourism strategies, incorporating sport tourism in their Premier-ranked Tourist Destination assessments and increasingly are members of Canadian Sport Tourism Alliance.
Ontario municipalities have demonstrated experience running successful sport events at all levels of competition—regional, provincial, national, international—with the exception of international mega events such as the Olympic Games. With the upcoming 2015 PAG, Toronto is poised to add international multi-sport event host to its credentials.

In bidding to host major sport tourism events, Ontario communities face strong competition not only from other international bidders, but from other Canadian communities as well. While competitive rivalry can be a good thing, collaboration among communities, such as the facilities hub servicing the 2015 PAG, may serve to provide Ontario with a competitive advantage in the sport event marketplace.

While the municipal appetite to bid on major international sport tourism events may have waned in Toronto, the private sector, through Tourism Toronto, sees the benefits and is committed to leading and funding subsequent bid processes. In fact, Tourism Toronto has been successful in building regional partnerships, establishing an event hosting structure and is actively engaged in its implementation. Not surprising it is the private sector and the universities, not the city, which control the very significant cluster of sport tourism facilities in the region.

Recommendations:

- Build on the existing foundation and the investment being made in the Greater Golden Horseshoe Region (GGHR) in preparation for the 2015 Pan American and Parapan American Games;
- Focus support for initial bids to leverage Pan Am expenditures to increase the return on investment and add economic benefit.

2.2.3 Facilities, resources and capacities

In the final analysis, the range and scope of bidding opportunities is determined by the community infrastructure that is either in development or already in existence. This is not limited to arenas, sport fields, aquatic complexes, etc. It also includes accommodation, restaurants, transportation and media accessibility as well as athletes, volunteers and sponsors.

The following schematic illustrates the essential elements Ontario requires to successfully attract and host a major sport tourism event. These are reflective of the site selection criteria of event rights holders presented in Chapter 3 and inform an assessment of Ontario’s strengths and weaknesses highlighted below and in section 2.3.
Ontario’s strengths need to be converted into its competitive advantages:

- **Infrastructure**
  - Ontario boasts a number of world-class facilities—e.g., Toronto’s Rogers Centre, Air Canada Centre, Rexall Centre, BMO Field, Varsity Stadium, Mississauga’s Hershey Centre, Hamilton’s Copps Coliseum, Ottawa’s Scotiabank Place, Caledon Equestrian Centre, etc.;
  - The GGHR has in excess of 55,000 hotel rooms available;
  - Ample university and college sport facilities and dormitory capacity is available in high occupancy seasons;
  - Lower hotel occupancy in shoulder season;
  - Major urban centres have good access by air, road and rail;
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- Major urban centres have good public transportation systems;

- Community Support
  - National Sport Governing bodies have the largest membership base in Ontario;
  - Multi-cultural base in Toronto lends support to a diverse range of events;
  - Good volunteer base and capacity to provide services in a broad range of languages;
  - Ontario has a sophisticated sport development system;
  - The GGHR supports several professional sport teams, so clearly there is a sufficient and loyal sport base to fill the stadiums;
  - Ontario’s athletes rank well in Canada Summer Games;

- Corporate Support
  - The GGHR has the largest concentration of subsidiary headquarters of any region in Canada providing event organizers with an advantage in securing corporate sponsorship support;

- Management and Event Experience
  - Experience in conducting successful sport events at all levels of competition except international multi-sport events;

- Broadcaster and Media
  - Ontario has strong media linkages; CBC, CTV and TSN are experienced in international and national sports coverage;
  - Located in a favourable North American time zone;

- Economy
  - In close proximity to a major market (border states); 158 million consumers within a day's drive of southern Ontario;

- Government Support
  - Governments at all levels are seeking to become more engaged in attracting major sport events.

If Ontario is to hone its competitive edge in the sport tourism marketplace, it needs to identify and focus its support, resources and investment on existing hubs of strength and potential—communities with the facilities, resources and capacities to successfully host major sport tourism events in the niche Ontario has defined as its best bet for success.

2.3 Reposition Ontario in the International Marketplace

Reposition Ontario in the marketplace. The province needs to demonstrate proactive leadership and be visibly engaged in attracting and hosting major sport tourism events if it is to maximize the benefits. It must develop partnerships among stakeholders and strengthen

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linkages with corporate sponsors and event rights holders. The province needs to capitalize on the propensity of sport events to attract visitors with a high potential for tourism.

Coupled with its strengths, Ontario faces a number of challenges, including:

- It has strong competition from other jurisdictions, which are well funded and well organized;
- No Ontario brand for sport tourism has been developed;
- The province has no track record in hosting international mega events, or in aggressively leveraging major sport events though media coverage;
- No on-going co-ordination exists among its sport and tourism sectors and levels of government or between one bid and the next;
- Traffic congestion on its 400 series highways may be a deterrent to travel;
- HST is perceived by some as high and the refund process cumbersome;
- Under-utilization of skills of new Canadians;
- There are insufficient linkages with corporate sponsors and events rights holders.

As Ontario develops a niche and gains experience and a reputation for successfully hosting international sport events, the breadth of opportunities will expand. While pressure to support a greater variety of bids across a broader spectrum of communities is anticipated, it is critical that Ontario remain focussed on strengthening its core competencies in the mid-to-long term. Staying on track, new bid opportunities must be consistent with the province’s sport tourism strategic directions and long term investment plan. Ontario must excel—in depth and quality—in all sport tourism essentials if it is to gain a global reputation and broad-based image as a successful host and premier-ranked destination for major sport events.

Removing barriers, filling gaps and strengthening areas of weakness will require provincial leadership, co-operative partnerships among key stakeholders, alignment of tourism and sport sectors, enhanced expertise and capacity, up-to-date asset inventories, stronger linkages with corporate sponsors and events rights holders and development of comparative assessment tools.

Keeping in mind that repositioning Ontario in the international sport tourism marketplace will be influenced by external factors beyond control, the province must be mindful of these threats and opportunities as it shapes its strategy. For example—

- International travel continues to grow;
- Growing competition from established and emerging tourist destinations;
- International politics affecting the strength of emerging tourism markets;
- Growing concern for the environment;
Brand and image has become supremely important as consumers become more sophisticated;  
Shifting travel patterns and demand for products and services caused by demographic changes in the population.

**2.3.1 Demonstrate leadership**

Provincial government decisions to invest in sport tourism events have tended to be ad hoc and reactive. Since 2000, the Province of Ontario has had a hosting policy but each project has been treated as a “one-off” initiative rather than part of a focused strategy to build Ontario’s reputation and capacity to host major sport tourism events.

Facing a similar challenge, in 2007 the Quebec Ministry of Education, Recreation and Sports launched a program to invest $30-million/year in two areas:

- $24-million/year invested in infrastructure development/enhancements to enable communities to host international sport events;
- $6-million/year to support hosting international or pan-Canadian sport events.

In addition, 2010 LegaciesNow, created immediately following Vancouver’s successful 2010 Winter Olympic bid, included a number of program elements to engage communities and to promote the benefits of the event throughout the province of British Columbia. The program is considered to be a best practice internationally and several elements could be adapted for implementation in Ontario, including the Hosting BC Grant Program, which distributed over $3 million to 34 communities throughout BC in support of 197 sport events. These grants were delivered to host committees throughout the province, contributing to their efforts to raise the profile of BC communities in the sport tourism sector. The objective of the program was to build BC’s reputation as a premier sport event destination and maximizing sport tourism opportunities leading up to, and beyond the 2010 Winter Games. The Hosting BC Grant program could be adapted for implementation in Ontario and administered by an existing organization, such as the Sport Alliance of Ontario. Further information about the 2010 LegaciesNow program can be found on its website at: [http://www.2010legaciesnow.com/sport-and-healthy-living/](http://www.2010legaciesnow.com/sport-and-healthy-living/)

In each of the international jurisdictions reviewed, a working capital fund for major events was established and applicants accessed financial assistance based on specific eligibility criteria. A variety of sources contribute to the funds, such as the sport lottery in the U.K.

A very real consequence of Ontario failing to act in the near to middle term—leveraging the 2015 PAG—may be to find itself left out of the competition with opportunities few and far between. This would also serve to disenfranchise Ontario’s premier ranked athletes, who,

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lacking facilities to train at home, would be forced to train elsewhere and become permanent guests outside of their home province.

In Ontario, a dedicated major sport tourism fund—in the order of $20-30-million—is needed (perhaps in collaboration with the Ontario Lottery and Gaming Corporation) to regularize investments, rather than to seek Treasury Board approval in response to opportunities as they arise. In the international sport tourism arena you must “pay to play” and working capital is required to pay pre-identified events’ rights fees. In tandem, Trillium should consider formalizing a permanent grant program to build community capacity through volunteer development.

Recommendations:

• Prepare a Sport Tourism Strategy;
• Establish a one-window-on-government to deal with events;
• Create a dedicated endowment fund—$20-30-million—to regularize investments for major sport tourism event infrastructure and accompanying bidding processes, including support for rights fees.

Further undermining Ontario’s image as a premier destination for major sport events, provincial policy limits the support given to competing municipalities until the event has been awarded—giving the appearance of a lack of provincial support for a particular bid. This is counterproductive in an environment where not only inter-municipal competition for sport tourism events is growing, but national and international competition is fierce.

Financial support for sport events is relatively weak as there is a current lack of co-ordination and no clear strategy amongst all levels of government. As a result, bid support is fractured among organizers, partners, municipalities, federal agencies and provincial ministries resulting in a lengthy process to secure financial support approvals.

Recommendation: Demonstrate proactive leadership and be visibly engaged in attracting and hosting major sport tourism events.

In a benchmarking review of international competitors, the importance of mechanisms providing one-window-on-government cannot be understated. Strong links with key government agencies in tourism, trade and industry are critical and most countries reviewed have put in place a mechanism to facilitate a cross-government approach:

- Provides a contact point for the events industry to link into government and facilitates meaningful consultation between government and industry;
- Provides a government perspective on specific events, co-ordinates inter-ministerial and inter-departmental involvement in major events and provides advice on proposals requesting direct government financing;
• Minimizes impact of regulatory issues.

Recommendation: Adopt a more co-ordinated approach within government, building on the 2015 PAG experience where a virtual team was created, brought together representatives from all the requisite ministries to facilitate timely decision making.

Similarly, a central point is required, outside government, to ensure all bases are covered and risks assessed before bid proposals are presented to the Province. Such an agency—provincial bid agency, sport authority, sport tourism major event clearing house—would assess potential bids in relation to the jurisdiction’s marketplace, infrastructure and potential economic returns—analysis of resources, rewards and risks—to ensure the bid has a realistic chance of winning and risks have been mitigated.

In this regard, a structured assessment framework comprising a series of filters needs to be developed. Two stages are envisioned. The first stage would ensure the proposed bid meets the event rights holders’ explicit and implicit eligibility criteria. Implicit criteria would consider geographic distribution of past hosts and any other political, environment, social-cultural or technical aspect of the federation’s decision making record. The second stage would assess risk, for example, ensuring the potential hosting municipality is not pursuing an event that is beyond its tax base and thus ensuring its capacity to sustain requisite infrastructure post event. On the ground, the agency would function more as a clearing house providing potential bids that are successful in the assessment process with a “seal of approval” (akin the a “Good Housekeeping seal of Approval”) or the lack thereof, rather than a veto.

In all jurisdictions reviewed, agencies have been established outside of government with a mandate to attract major events; this parallels major event units within government to coordinate government’s involvement and provide advice on proposals for direct government financing. These external agencies advised government on the appropriateness of its involvement and level of its investment in the attraction of specific major sport events.

Both within and outside of government, the unit or agency must maintain a degree of flexibility such that when all externalities align, potential bids may be fast tracked.

Recommendation: Establish a centre of professional expertise outside government, involving partner organizations, to assess bids and provide advice for major sport tourism events prior to engaging the Province in discussions of support.
2.3.2 Develop and strengthen partnerships

Linkages between the sport and tourism sectors are not well established at the community or provincial levels. At the provincial level, the responsibility for growth and development of sport and for tourism reside within two separate ministries. At the community level, in many cases, champions for the development of sport tourism do not always originate from within the tourism industry. This divergence has contributed to a lack of recognition for the Ontario sport tourism sector and the failure of the sector to develop a brand.

Recommendation: Create stronger linkages between the sport and tourism sectors to enhance sport events as tourism products.

The development of a vibrant sport tourism sector requires all key stakeholders to be galvanized into a sustainable partnership or cohesive cluster, co-ordinated and working together in partnership—municipalities, venues’/facilities’ owners/operators, Ontario tourism stakeholders, Ontario sport stakeholders, Sport Alliance of Ontario, Ontario Tourism Marketing Partnership Corporation, Sport Canada, Canadian Sport Tourism Alliance, Canadian Olympic Committee, and more. In addition, linkages with corporate sponsors and event rights holders must be expanded and strengthened.

Recommendations:
- Relationships, not only within the sport community, but in other national and international contexts—political, economic and trade—influence site selection decisions. As such, develop a strategic action plan to positively leverage other programs and initiatives across a range of ministries and agencies.
- Promote and support Ontarians to positions of influence with the international sport community.

Across the industry, the Sportaccord convention offers the opportunity to promote destinations to over 100 international sport federations through a range of networking and business-to-business initiatives. For the past three years, CSTA has partnered with the Canadian Tourism Commission to lead a Team Canada delegation to the convention that typically attracts over 1,500 delegates. The 2012 event is scheduled for Quebec City; participating would offer Ontario an opportunity to be proactive in positioning the province as an attractive sport tourism destination. Additionally, Ontario should consider supporting a bid for the 2014 (or later) Sportaccord.

Recommendations:
- Support Ontario communities’ participation in Sportaccord as members of the Team Canada delegation;
• **Support a bid to host Sportaccord in 2014 (or later).**

Provincial leadership does not mean “this is a job for the province.” Together, sport tourism partners—organizations such as CSTA and Tourism Toronto, municipalities, provincial sport federations, owners of venues and facilities—must be committed and poised to pursue the sport tourism strategy once the Province sets it in motion. Implementation requires sector coordination, cluster development and stakeholder engagement. Among the initiatives the partners need to take on are:

- Strengthen partnerships and building strategic alliances within the emerging sport tourism cluster in Ontario;
- Network and build relationships within the international sport tourism industry;
- Build capacity within provincial sport organizations;
- Develop baseline data, bid evaluation tools and marketing templates;
- Establish a depth of trained volunteers;
- Stimulate innovation, foster best practices, benchmark competition;
- Ensure there is a transfer of knowledge from past to future bids;
- Establishing a centre of professional expertise.

Through the Ministry of Health Promotion and Sport and/or Ministry of Tourism and Culture the Province needs to renew and sustain its relationship with organizations such as CSTA in order to leverage expertise, resources and networks. The CSTA, for example, offers access to leading edge industry tools, best practices, as well as access to a network of provincial, national and international organizations involved in sport tourism. Additionally, CSTA is currently in the midst of a three year Ontario Trillium Foundation supported program to deliver workshops throughout the province with the primary objective of building hosting capacity at the community level. A list of industry tools developed by the CSTA is included as Appendix A.

**Recommendation: Renew and maintain its membership with the CSTA through the Ministry of Health Promotion and Sport and/or the Ministry of Tourism and Culture.**

The Canadian Tourism Commission is another potential partner on international (outside North America) bids and strategic alliances should be explored.

The sport tourism strategy envisioned by this White Paper is consistent with Ontario Tourism Marketing Partnership (OTMP) funding criteria and marketing directions, and linkages with the newly created regional tourism organizations should be contemplated.

A review of what has been happening internationally brings a sense of urgency. It is clear the international, and in some cases national, competition has been organized with focused
strategies and aggressive tactics. Ontario’s response must be shared by partners both inside and outside government if it is to effectively carve out and dominate a niche.

2.3.3 Leverage to promote Ontario as a destination

Sport events draw participants and spectators that have a high potential to experience other local leisure activities and cultural attractions. They are also excellent candidates for repeat visits. The province needs to capitalize on this reality. Travel Activities and Motivations Survey (TAMS) research shows attendees to sport events are more likely than average to attend festivals, concerts, live theatre and other sport events and are active in outdoor activities—many of the products targeted in Ontario’s marketing program. It also suggests that a bundle of activities, rather than one, singular activity, has a stronger resonance in the marketplace.

Hence, collaboration between the sport and tourism sectors to create packages—discounted rate for hotel rooms, special restaurant pricing and retail coupons for event spectators coupled with opportunities to participate in outdoor activities, festivals and concerts, for example, while visitor is in the community—and products that appeal to the sport event attendee would serve to create a more competitive environment for both sport and tourism. It would also add value to the province by increasing the expenditures associated with each visitor.

2.3.4 Inventory assets

Successful bids to host a major sport event require the full spectrum of infrastructure specific to the event. As communities renovate/upgrade existing facilities and build new venues, their capacities to host larger and new events will increase. Capital investments related to the 2015 PAG, for example, will help to fill gaps in the province’s summer sport facilities infrastructure.

**Recommendation: Maintain and regularly update an inventory of infrastructure, which meets national and international standards according to the criteria of the relevant sport.**

This inventory can then be used to assess Ontario’s attributes against event rights holders’ hosting criteria for bids it wishes to pursue. The assessment should also help to establish a prioritized list of infrastructure needs that can be incorporate into mid-to-long term capital planning processes.

2.3.5 Build capacity

Education, training and overall capacity building are the cornerstones for developing a viable and competitive sport tourism sector in Ontario.

Local sport organizations need to have—

- An understanding of federal and provincial hosting policies and major sport tourism events rights holders’ criteria;
• Professional skills to prepare business cases for and assess the impact of hosting sport events and proficiency in human resource (volunteer recruitment and retention) and event management;
• An appreciation of the need to adopt policies and practices consistent with a green agenda.

Potential Ontario bid teams would benefit from a sound research base to assist them to benchmark the competition—international yields, standards and strategies—stimulate innovation and optimize knowledge transfer. Also, compiling a continuum of experience and a comprehensive database would help to ensure that each bid becomes value added for the next.

Sport tourism events require a critical mass of trained and committed volunteers. By capturing the contact information and profiles of volunteers from the 2012 Ontario Summer Games and the 2015 PAG in a central database that is routinely updated, Ontario will have an invaluable resource to aid future bids. It would also offer opportunities for online training and skill development outside of time starved event planning and development schedules.

While the GGHR region is one of the most diverse metropolitan areas in the world with half the population foreign born, we have an opportunity to turn this asset into a competitive advantage by utilizing the special skills of the immigrant population. Highlighted in the recent OECD territorial review is the need to focus on cultural diversity.

Recommendations:
• Establish and ensure the currency of a central volunteer database.
• Remove barriers to engaging new Canadians in sport tourism events as volunteers.

2.3.6 Manage risk
While logic would dictate decision making and capacity building processes build on past bids and hosting experiences, there is no systemic connectivity between one bid and the next. In other words, documentation on past [funded and unfunded] projects does not assist decisions on future projects. Further, evaluation tools—data collection and economic assessment—should be aligned to support development of a business case for hosting future major sport events.

Tools, such as STEAM (Sport Tourism Economic Assessment Model) and TREIM (Tourism Regional Economic Impact Model), allow organizers to estimate the economic impact on the community of hosting a sport event. However, at present, no tool currently exists that would allow the Province, or other funding bodies, to compare sport tourism opportunities and determine which project would result in the most efficient and effective use of funding support.
Such a tool could include assessment of economic impacts and return on investment, enhanced infrastructure, volunteer promotion and the type of legacy. In addition, other industry tools have been identified for future development, as outlined below.

**Recommendation:** Support the development of the following industry tools:

- **Bid Evaluation Model:** To evaluate sport events against a series of well defined criteria (e.g., number of participants, spectators, economic impact, infrastructure, media coverage, sport infrastructure, volunteer base, etc.), enabling a comparison of sport tourism opportunities.
- **Sport Event Marketing & Sponsorship Models:** To enable sport event organizers to maximize corporate/private sector investment and tourism benefits of hosting by providing best practices, templates, etc.
- **Volunteer Management and Accreditation software:** To assist event organizers become more professional and efficient in managing their volunteer databases and accreditation processes.

### 2.3.7 Research and Evaluation

A building block in enacting a provincial sport tourism strategy is the development of a qualitative research base to measure the economic impacts associated with hosting major sport events in the province. This will allow for the establishment of a base line of the current impacts associated with the hosting of major sport tourism events for the tourism industry and the province as a whole. Including research in a new provincial sport tourism strategy would allow the use of the economic impact of the various sport events to be used as one of the decision making criteria in selecting which events to support. Moreover, the development of a comprehensive research agenda will act to measure the success of the overall sport tourism strategy for the province.

**Recommendation:** Events that are successful in garnering provincial support shall be required to conduct on-site research and evaluation of the event as one of the conditions of funding support.
Chapter 3: Determine Best Bets to Host Guidelines

To enhance the reputation and image of Ontario as a successful host and premier-ranked destination for major sport events, the Province of Ontario must move forward with three priority actions:

- Understand event rights holders’ requirements;
- Play to our strengths—leverage Ontario’s facilities, resources and capacities;
- Adopt criteria for strategic bids/ guidelines to focus government investment.

3.1 Event Rights Holders Requirements

Understanding and fulfilling event rights holders’ requirements for hosting events is critical to winning bids. These organizations hold the rights for various major amateur sport events—Olympic Games, Pan American Games, World Championships, World Cups, etc. Event rights holders have the sole discretion to determine and award the event to the successful bidder.

While the key factors influencing the selection of host destinations are largely dependent on the objectives of individual rights holders, considerable consistency exists in the selection criteria across international sport governing bodies / multi-sport organizations and international federations. The following is an overview of event rights holders’ selection criteria for assessing the ability of the bid team to guarantee capacity to stage a successful sport event. A more detailed list can be found in Appendix D.

Three overarching site selection criteria are central to all hosting decisions for major sport events:

- Relationships—Given the federated and 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.

- 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.
• 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 the requirements of event rights holders.

To assess proposals, most event rights holders base their evaluation on the ability of the bid team to guarantee basic requirements tailored to their needs as follows:

• Infrastructure and Logistics
  o Facilities/Venues
  o Travel/Transportation
  o Accommodation
  o Investment required

• Media Broadcast/Television capacity

• Experience

• Marketing & communications

Additionally, International Sport Federations and National Sport Governing Bodies evaluate bids based on the following supplementary criteria:

• Financial Considerations
• Legacy Provision
• Environmental requirements
• Community support
• Reputation of Sport

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.

3.2 Asset Base

Leverage Ontario’s assets—facilities, resources and capacities. A fundamental first step in developing a shortlist of best bid opportunities for Ontario is establishing what infrastructure exists, or is planned and funded, and assessing it against event rights holders’ hosting criteria. This includes sport facilities, as well as accommodation, amenities, attractions, transportation and media accessibility and more. An up-to-date inventory is essential to devise a short list of best bets sport tourism opportunities for Ontario.

It should be noted that in preparation for the 2015 PAG, some key infrastructure gaps are being filled, such as the University of Toronto Scarborough Campus’ new aquatic centre and other summer athletic facilities. Currently, Ontario is limited in its capacity to host international
aquatics (swimming, water polo, diving, synchronized swimming) events such as the FINA World Aquatics Championships and the World Swimming Championships, as available facilities do not meet international standards.

3.3 Strategic Engagement

Moving forward, activities that encourage growth in Ontario’s sport tourism sector must be based on a coherent strategy that significantly focuses resources on those events that are the best bets for success in the short term and lay the groundwork for capturing new events in the longer term. It is a strategy that requires the province to take a pro-active leadership role in order to improve the province’s competitive position and create wealth in the provincial economy.

The strategy must be sector rather than event driven, focus on leveraging specific major sport events for their tourism impact (rather than just their direct impact on sport), stimulate innovation and opportunities and seek to maximize return on investment and capture market share.

Understanding that there are certain events for which only a major metropolis can compete is axiomatic. Economic benefits only accrue to the province if the bid to host is won and the event is of a size and scale to attract significant numbers of outside visitors, extensive media coverage and a large T.V. audience.

There are many Ontario municipalities with the facilities and expertise to host regional, provincial, national and specific world sport events, as well as those focussed on winter sport events. This sport tourism activity should continue and is not the focus of this White Paper. While pressure to support a greater variety of bids across a broader spectrum of communities is anticipated, new major event bid opportunities must be consistent with the province’s sport tourism strategic directions and long term investment plan.

First, the province needs to be strategic about the range of bids it supports. Developing an expertise in an unfilled niche area—summer sport games—will increase Ontario’s likelihood of winning a bid for the sought after event.

Consideration may also be given to manufactured events (or festivals such as the 100th Anniversary Grey Cup Festival), with no pre-qualification requirements and no strict venue specifications (e.g., Gay Games, World Games, World Firefighter Games, World Masters Games, North American Indigenous Games) as, for the most part, Ontario has the capacity to host these events with little additional capital investment. Presently the Province considers these events quite differently than those it deems to be sport events.
Manufactured events, regardless of whether they involve sports, are considered for provincial investment through the Ministry of Tourism and Culture, Investment Development Office. It is here that responsibility lies for applications for the Celebrate Ontario Main Stage and Signature grants, as well as the 2011 Blockbuster program, which supports bidding and hosting costs for major one-time festivals and events that attract out-of-province visitors. The chief criteria differentiating sport tourism events from others appear to revolve around the definition of “Olympic sports.”

Second, the province needs to be strategic about the size and scale of bids it supports—focus on high yield events, such as IAAF World Championships and FIFA World Cup.

Third, the province needs to play to its strengths and leverage its assets.

A made-in-Ontario sport tourism strategy to determine bids with the best bets to succeed should be driven by the following guidelines:

- Are of international significance to the sport concerned; will enhance standing in national or international sport, showcase high performance athletes and lay the groundwork for attracting related future events;
- Attract significant participant and spectator attendance, media coverage and TV viewership—draw visitors that have high potential for tourism, offer the potential to grow tourism during shoulder seasons, creating business and employment thus increase revenues, raise awareness of Ontario and its high performance athletes;
- Create wealth for province—generate substantial/sustained economic benefits into the province;
- Enhance capacity of Ontario’s sport community and infrastructure;
- Leave a community legacy;
- Build on existing assets (venues and hotels)—optimize existing sport/tourism infrastructure; strengthen partnerships between tourism hotel and attractions and sport associations leading to stronger packaging.

To move forward, Ontario must be strategic about bids for sport tourism events it supports. It must occupy a niche in the marketplace, focus on high yield events and leverage its assets.
Chapter 4: Identify Best Bid Opportunities

To target priority sport tourism events, the Province of Ontario must move forward with two priority actions:

- Assess opportunities to derive a short list;
- Prioritize the best bid opportunities over a ten year period leading up to and beyond the 2015 Pan American Games.

4.1 Opportunities Assessment

Ontario needs to formalize an assessment framework using criteria derived from its strategic directions for engagement in sport tourism to determine which major events will yield the best bid opportunities for the province.

The results of an “opportunities assessment,” identifying Ontario’s best bid opportunities based on the guidelines detailed in Chapter 3, are outlined in this chapter. A sample opportunities matrix is included in Appendix E. For the purpose of this paper, sport tourism events encompass:

- Amateur events governed by an International Multi-sport Organization (e.g., International Olympic Committee—IOC) or a Single Sport Federation (e.g., Federation Internationale de Football Association—FIFA) through national affiliates;
- Professional events governed by leagues and associations (e.g., Professional Golf Association—PGA Tour Events);
- Manufactured or showcase media events produced by agencies or promoters and controlled by the client and/or corporate sponsor (e.g., Wrestlemania—World Wrestling Entertainment Inc., Gay Games, World Games, World Firefighter Games, North American indigenous Games).

From a comprehensive inventory of major sport tourism events set to occur within a 10 year period around the 2015 PAG and using the guidelines detailed at the end of Chapter 3, the initial assessment excluded events where—

- Host communities are pre-determined;
- Size and scale of event is not sufficient to generate significant out of province visitors and T.V. viewership;
- Ontario lacks the world class infrastructure (e.g., winter oriented events);
- Sports are less competitive, lack popular interest and attract fewer spectators;
- Geographic/climatic fit/latent infrastructure is missing (e.g., surfing, underwater sports);
Marketability of event is not sufficient to attract sufficient corporate sponsors and media coverage.

### 4.2 Shortlist Best Bid Opportunities

Ontario needs to prioritize a short list of best bid opportunities over a ten year period to leverage the 2015 PAG. Also, to enhance the Games, Toronto 2015 organizing committee and the Pan America Sports Organization are seeking Olympic qualifying tournaments for both men and women to take place during the Games. In the case of basketball, there have been no qualifying tournaments as part of the Pan American Games for over 30 years and currently there is a movement to redress this as part of the 2015 Pan Am program in Toronto.

Based on this filter procedure, the following, presented in two groups but in no particular order, are the top 20 major sport events that Ontario should consider hosting for the next available bid year. These events are profiled in Appendix F.

**A. Summer sport events**

- 2014+ World (Boxing) Championships
- 2015+ FIBA Men’s & Women’s Basketball Olympic qualifying events
- 2016+ UCI World Road Championships (cycling)
- 2016+ World Artistic Gymnastic Championships
- 2017+ IAAF World Youth Championships in Athletics
- 2017+ FINA World Aquatic Championships
- 2017+ IAAF World Outdoor Championships in Athletics
- 2017+ Women’s Baseball Cup
- 2017+ Rugby World Cup
- 2018+ IAAF World Indoor Championships in Athletics
- 2018+ IAAF World Juniors Championships in Athletics
- 2018+ World (Equestrian) Games
- 2019+ Women’s World Cup Soccer
- 2020+ Summer Olympic Games

**B. Manufactured events with no pre-qualification requirements or strict venue specifications**

- 2014+ Sportaccord
- 2017+ World Firefighters Games
- 2017+ World Police and Fire Games
- 2017+ Summer World University Games (Universiade)
- 2018+ Gay Games
- 2019+ Special Olympics World Summer Games
- 2021+ World Masters Games (bid process 6-8 years)
• 2021+ Summer World Games (bid process 7 years)

Bid processes for international sport events are multi-year endeavours. Therefore, plans to leverage infrastructure investment need to be made strategically and well in advance. For example, London (U.K.) is trying to leverage its 2012 Summer Olympics infrastructure with a 2015 bid for the IAAF World Championships in Athletics (Outdoor). Similarly, Rio de Janeiro has leveraged its 2007 Pan Am Games infrastructure and experience to win the right to host the 2014 FIFA World Cup and the 2016 Olympic Games.

The shortlist of best bet opportunities needs to be prioritized based on bid timing, past hosts, informed intelligence as to the likely competition and any leverage points Ontario may have in respect to a particular event.
Chapter 5: Bid More, Win More, Host More

To bid more, win more and host more events, the Province of Ontario must move forward with eight priority actions:

- Occupy a niche;
- Focus on hubs of strength and potential;
- Expand scope of opportunities by removing barriers, filling gaps and strengthen areas of weakness;
- Understand event rights holders’ requirements;
- Play to our strengths—leverage Ontario’s facilities, resources and capacities;
- Adopt criteria for strategic bids/guidelines to focus government investment;
- Assess event opportunities to derive a priority list;
- Prioritize the best bid opportunities over a ten year period leveraging the 2015 Pan Am Games.

### 5.1 Moving Forward

This White Paper recommends that Ontario create and invest in a strategic, focused and coherent approach to sport tourism in Ontario. It needs to replace ad hoc decision making with a prudent, long-term strategy.

The intent is not to replace the existing sport tourism activity across the province but rather to complement it. In other words, municipal bids to host events outside of the Toronto region, winter sport events and Tier 2 events should all continue. The plethora of sport tourism events hosted in Ontario strengthens our athletes, builds capacity, engages a broad spectrum of Ontarians and builds a growing foundation of public support. These events not only bring intra-provincial benefits to the hosting community but help to test and hone capacity for larger higher yield events, attracting outside visitors and spectators in external venues.

To succeed, Ontario must remain focused on strengthening its core competencies in the mid-to-long term. Support for new bid opportunities must be consistent with the province’s strategic directions and long-term investment plan. It begins with the 2015 PAG; the assets gained—sport venues, volunteer base and partnership development—will provide a springboard from which the provincial strategy will gain momentum.
Moving forward, the province must quickly coordinate involvement in sport tourism inside government. Perhaps using a similar approach to that taken with the 2015 PAG—a virtual team put together for major sport tourism event purposes. Mechanisms will need to be found to join the sport and tourism industries into a vibrant sport tourism cluster, at least initially in the Greater Golden Horseshoe Region. An organization, arms-length from government, will need to serve as an incubator for the emerging cluster. It all starts with a provincial strategy to systematically engage in major sport tourism events.

### 5.2 Summary of Recommendations

For Ontario to engage strategically in sport tourism as a legacy of hosting the 2015 Pan American and Parapan American Games, the province should:

**Sustain High Performance System**
Sustain a vibrant competitive high performance system in the province if it is to continue to develop and retain its athletes.

**Leverage Existing Assets**
Build on its existing foundation and the investment being made in the Greater Golden Horseshoe Region in preparation for the 2015 Pan American and Parapan American Games.

Focus support for initial bids to leverage these expenditures to increase the return on investment and add economic benefit.

**Proactively Lead**
Demonstrate proactive leadership and be visibly engaged in attracting and hosting major sport tourism events.

Within government, adopt a more co-ordinated approach to sport tourism, building on the 2015 Pan American Games experience, where a virtual team was created, bringing together representatives from all the requisite ministries to facilitate timely decision making.

Establish a centre of professional expertise outside government, involving partner organizations, to assess bids and provide advice for major sport tourism events prior to engaging the Province in discussions of support.

**Prepare a Strategy**
Prepare a Sport Tourism Strategy.
Establish a one-window-on-government approach to deal with sport events.

Establish a dedicated endowment fund—$20-30-million—to regularize investments for major sport tourism event infrastructure and accompanying bidding processes, including support for rights fees.

**Leverage Networks, Partnerships and Spheres of Influence**

Develop and leverage relationships, not only within the sport community, but in other national and international contexts—political, economic and trade—that influence site selection decisions. As such, Ontario needs a clear strategic action plan if it is to positively leverage other programs and initiatives across a range of ministries and agencies.

Promote and support Ontarians to positions of influence with the international sport community.

Support Ontario communities’ participation in Sportaccord as members of the Team Canada delegation.

Support a bid to host Sportaccord in 2014 (or later).

Renew and maintain its membership with e CSTA through the Ministry of Health Promotion and Sport and/or the Ministry of Tourism and Culture.

Develop stronger linkages between the sport and tourism sectors to enhance sport events as tourism products.

**Maintain Asset Inventory**

Maintain and regularly update an inventory of infrastructure, which meets national and international standards according to the criteria of the relevant sport.

**Establish Volunteer Database**

Establish and ensure the currency of a central volunteer database.

Remove barriers to engaging new Canadians in sport tourism events as volunteers.

**Support Research and Evaluation**

Require that events that are successful in garnering provincial support be required to conduct on-site research and evaluation of the event as one of the conditions of funding support.
Support Bid Evaluation, Marketing and Event Management Tools

Support the development of the following industry tools:

- **Bid Evaluation Model**: To evaluate sport events against a series of well defined criteria (e.g., number of participants, spectators, economic impact, infrastructure, media coverage, sport infrastructure, volunteer base, etc.), enabling a comparison of sport tourism opportunities.

- **Sport Event Marketing & Sponsorship Models**: To enable sport event organizers to maximize corporate/private sector investment and tourism benefits of hosting by providing best practices, templates, etc.

- **Volunteer Management and Accreditation software**: To assist event organizers become more professional and efficient in managing their volunteer databases and accreditation processes.
Appendix A: CSTA Industry Tools

The CSTA promotes the growth of the $3.4 billion a year sport tourism industry in Canada by facilitating the development of partnerships between events rights holders and host communities, and by promoting Canada internationally as a preferred destination for hosting sport events.

**OUR PRODUCTS AND SERVICES:**

**Sport Tourism Planning Template**
This template is designed to provide communities with a step-by-step planning framework to assist them to develop a sport tourism action plan. The template contains a variety of worksheets to assist communities to quantify assets such as their facility inventory, accommodations capacity, hosting history and organizational capacity. The template can be adapted for use by municipalities of all sizes, from major metropolitan areas to smaller communities.

**Sport Tourism Economic Assessment Model (STEAM)**
STEAM is a leading edge economic impact assessment tool that predicts the economic impact of a sport event on a community. It is the first web-based tool of its kind in the world specifically designed for use in the sport tourism industry and has become the standard for use in communities across Canada.

**STEAM PRO**
STEAM PRO is an enhanced version of the STEAM model, designed to empower organizers of sport events with the tools and technology to conduct surveys on-site at events. The package includes a customized survey for your event on Technos Entryware Pro software, a quantity of Palm PDA’s to conduct the surveys, a copy of a Survey Field Manual, a Surveyor Training Module and access to the STEAM PRO model for inputting data collected at your event.

**Sport Events Directory**
This web-based tool contains profiles of a variety of provincial, national and international sport events that are open and available for bid. The Directory helps events rights holders generate multiple bids for their events. It also provides potential host communities with a time saving, strategic planning resource to identify sport events that create the best fit for their community.

**Business Plan Template**
Developed in partnership with Organisports, the Business Plan Template is designed specifically for bid groups or organizing committees that seek to set out a comprehensive business plan with a view to hosting a sport event at the regional, provincial, national or international level. Comprised of a Microsoft Word file and a budget structure presented in Microsoft Access format, the template supplies all the necessary information and work tools to prepare a complete business plan and budget for sport events of any size.

**Sport Event Bid Template**
The Sport Event Bid Template provides potential host communities with a resource that details all of the key elements to develop a winning bid for sport events of any size. The template contains a comprehensive checklist that can be adapted and customized for use in any bid situation. A best practices component is also included that provides access to copies of various bid documents that have been part of recently successful bid processes.

For information about membership and benefits, please visit the Membership section of our website.

[www.canadiansporttourism.com](http://www.canadiansporttourism.com)
Appendix B: Economic Impact of Select Major Sport Tourism Events
<table>
<thead>
<tr>
<th>Event Name</th>
<th>City</th>
<th>Year</th>
<th>Prov</th>
<th>GDP</th>
<th>Economic Activity</th>
<th>Jobs</th>
<th>Taxes</th>
<th># of volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 IIHF World Junior Championship</td>
<td>Saskatoon / Regina</td>
<td>2010</td>
<td>SK</td>
<td>$48,600,000</td>
<td>$86,600,000</td>
<td>489</td>
<td>$10,400,000</td>
<td>2,400</td>
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<tr>
<td>2010 Ontario Winter Games</td>
<td>Muskoka / Sudbury</td>
<td>2010</td>
<td>ON</td>
<td>$2,400,000</td>
<td>$4,900,000</td>
<td>30.1</td>
<td>$980,000</td>
<td>1,000</td>
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<tr>
<td>2010 Ontario Senior Games</td>
<td>Oshawa</td>
<td>2010</td>
<td>ON</td>
<td>$719,000</td>
<td>$1,400,000</td>
<td>10.2</td>
<td>$264,000</td>
<td>100</td>
</tr>
<tr>
<td>2009 Canada Summer Games</td>
<td>Charlottetown / Summerside</td>
<td>2009</td>
<td>PE</td>
<td>$37,700,000</td>
<td>$81,500,000</td>
<td>778</td>
<td>$14,000,000</td>
<td>5,800</td>
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<tr>
<td>2009 Tim Hortons Roar of the Rings</td>
<td>Edmonton</td>
<td>2009</td>
<td>AB</td>
<td>$12,300,000</td>
<td>$24,000,000</td>
<td>176</td>
<td>$4,200,000</td>
<td>880</td>
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<tr>
<td>2009 World Sledge Hockey Challenge</td>
<td>Charlottetown</td>
<td>2009</td>
<td>PE</td>
<td>$381,000</td>
<td>$778,000</td>
<td>8.6</td>
<td>$175,000</td>
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<td>2009 ICF Canoe Sprint World Champs.</td>
<td>Dartmouth</td>
<td>2009</td>
<td>NS</td>
<td>$6,900,000</td>
<td>$15,000,000</td>
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<td>$2,400,000</td>
<td>600</td>
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<td>2009 IIHF World Junior Championship</td>
<td>Ottawa</td>
<td>2009</td>
<td>ON</td>
<td>$32,600,000</td>
<td>$80,500,000</td>
<td>627</td>
<td>$7,200,000</td>
<td>1,500</td>
</tr>
<tr>
<td>2009 Antigonish Highland Games</td>
<td>Antigonish</td>
<td>2009</td>
<td>NS</td>
<td>$1,200,000</td>
<td>$2,600,000</td>
<td>30</td>
<td>$536,000</td>
<td>220</td>
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<tr>
<td>2008 Arctic Winter Games</td>
<td>Yellowknife</td>
<td>2008</td>
<td>NT</td>
<td>$4,900,000</td>
<td>$13,200,000</td>
<td>59</td>
<td>$1,800,000</td>
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<tr>
<td>2007 Grey Cup</td>
<td>Toronto</td>
<td>2007</td>
<td>ON</td>
<td>$38,000,000</td>
<td>$80,100,000</td>
<td>624</td>
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<td>Whitehorse</td>
<td>2007</td>
<td>YK</td>
<td>$75,200,000</td>
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<td>1124</td>
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<td>2007 FIFA U-20 World Cup</td>
<td>Tor/Mtl/Ott/Vic/Edm/Bur</td>
<td>2007</td>
<td>Var.</td>
<td>$114,000,000</td>
<td>$260,000,000</td>
<td>1700</td>
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<td>2007 FIFA U-20 World Cup - Toronto</td>
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<td>2007</td>
<td>ON</td>
<td>$69,376,000</td>
<td>$165,691,000</td>
<td>-</td>
<td>$24,807,000</td>
<td>-</td>
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<tr>
<td>2006 Ontario Winter Games</td>
<td>Barrie /Collingwood</td>
<td>2006</td>
<td>ON</td>
<td>$2,200,000</td>
<td>$4,600,000</td>
<td>42</td>
<td>$1,000,000</td>
<td>1,000</td>
</tr>
<tr>
<td>2006 IDBF Club Crew World Champs.</td>
<td>Toronto</td>
<td>2006</td>
<td>ON</td>
<td>$24,200,000</td>
<td>$59,700,000</td>
<td>255</td>
<td>$8,700,000</td>
<td>500</td>
</tr>
<tr>
<td>2006 IIHF World Junior Championship</td>
<td>Vancouver / Kam / Kelowna</td>
<td>2006</td>
<td>BC</td>
<td>$21,700,000</td>
<td>$41,000,000</td>
<td>275</td>
<td>$4,600,000</td>
<td>1,300</td>
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<td>2005 Canada Summer Games</td>
<td>Regina</td>
<td>2005</td>
<td>SK</td>
<td>$41,000,000</td>
<td>$101,000,000</td>
<td>955</td>
<td>$13,100,000</td>
<td>6,000</td>
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<tr>
<td>2005 Viessmann FIS World Cup</td>
<td>Vernon</td>
<td>2005</td>
<td>BC</td>
<td>$2,500,000</td>
<td>$6,500,000</td>
<td>64</td>
<td>$1,000,000</td>
<td>685</td>
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<tr>
<td>2005 XI FINA World Championships</td>
<td>Montreal</td>
<td>2005</td>
<td>QC</td>
<td>$72,400,000</td>
<td>$181,200,000</td>
<td>1974</td>
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</tr>
<tr>
<td>2005 Bell Capital Cup</td>
<td>Ottawa</td>
<td>2005</td>
<td>ON</td>
<td>$4,900,000</td>
<td>$11,100,000</td>
<td>162</td>
<td>$2,200,000</td>
<td>2,000</td>
</tr>
<tr>
<td>2004 Nokia Brier</td>
<td>Saskatoon</td>
<td>2004</td>
<td>SK</td>
<td>$11,000,000</td>
<td>$23,200,000</td>
<td>239</td>
<td>$3,100,000</td>
<td>800</td>
</tr>
<tr>
<td>2003 World Youth Athletic Championships</td>
<td>Sherbrooke</td>
<td>2003</td>
<td>QC</td>
<td>$17,635,000</td>
<td>$39,600,000</td>
<td>600</td>
<td>$6,300,000</td>
<td>900</td>
</tr>
<tr>
<td>2003 Canada Winter Games</td>
<td>Bathurst / Campbellton</td>
<td>2003</td>
<td>NB</td>
<td>$28,575,000</td>
<td>$70,400,000</td>
<td>850</td>
<td>$10,400,000</td>
<td>3,000</td>
</tr>
<tr>
<td>2003 UCI Road World Cycling Champs.</td>
<td>Hamilton</td>
<td>2003</td>
<td>ON</td>
<td>$20,254,000</td>
<td>$48,300,000</td>
<td>527</td>
<td>$8,400,000</td>
<td>1,483</td>
</tr>
<tr>
<td>2002 North American Indigenous Games</td>
<td>Winnipeg</td>
<td>2002</td>
<td>MB</td>
<td>$14,595,000</td>
<td>$25,949,000</td>
<td>172</td>
<td>$3,744,000</td>
<td>700</td>
</tr>
<tr>
<td>2002 MasterCard Skate Canada Intl.</td>
<td>Quebec City</td>
<td>2002</td>
<td>QC</td>
<td>$2,600,000</td>
<td>$6,270,000</td>
<td>97.7</td>
<td>$1,360,000</td>
<td>500</td>
</tr>
</tbody>
</table>

Source: Canadian Sport Tourism Alliance
## Appendix C: Ontario Municipalities Active in Sport Tourism

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Focus</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barrie</td>
<td></td>
<td>Tourism Barrie</td>
</tr>
<tr>
<td>Brampton</td>
<td></td>
<td>City of Brampton</td>
</tr>
<tr>
<td>Brantford</td>
<td></td>
<td>Tournament Capital of Ontario</td>
</tr>
<tr>
<td>Burlington</td>
<td></td>
<td>Tourism Burlington</td>
</tr>
<tr>
<td>Brockville</td>
<td></td>
<td>City of Brockville</td>
</tr>
<tr>
<td>Cobourg</td>
<td></td>
<td>Municipality of the Town of Cobourg</td>
</tr>
<tr>
<td>Cobourg</td>
<td></td>
<td>Blue Mountain Village Association</td>
</tr>
<tr>
<td>County of Lennox &amp; Addington</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deep River</td>
<td></td>
<td>Corporation of the Town of Deep River Area Economic Development Department</td>
</tr>
<tr>
<td>Durham Region</td>
<td></td>
<td>Economic Development &amp; Tourism</td>
</tr>
<tr>
<td>Guelph</td>
<td></td>
<td>Guelph Tourism Services</td>
</tr>
<tr>
<td>Haliburton County</td>
<td></td>
<td>Department of Economic Development &amp; Tourism</td>
</tr>
<tr>
<td>Haldimand County</td>
<td></td>
<td>Haldimand County</td>
</tr>
<tr>
<td>Hamilton</td>
<td></td>
<td>Tourism Hamilton</td>
</tr>
<tr>
<td>Huntsville / Lake of Bays</td>
<td></td>
<td>Events Huntsville (under development)</td>
</tr>
<tr>
<td>Kingston</td>
<td>Sailing</td>
<td>Tourism Kingston</td>
</tr>
<tr>
<td>Kitchener</td>
<td></td>
<td>Kitchener Tourism</td>
</tr>
<tr>
<td>London</td>
<td></td>
<td>London Tourism</td>
</tr>
<tr>
<td>Mississauga</td>
<td></td>
<td>Mississauga Toronto West Tourism</td>
</tr>
<tr>
<td>Municipality of Port Hope</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipality of Strathroy-Carodoc</td>
<td></td>
<td>Department of Recreation</td>
</tr>
<tr>
<td>Niagara Falls</td>
<td></td>
<td>Niagara Falls Tourism</td>
</tr>
<tr>
<td>North Bay</td>
<td></td>
<td>City Of North Bay Mayor’s Office Of Economic Development</td>
</tr>
<tr>
<td>Orillia</td>
<td></td>
<td>Orillia Parks and Recreation</td>
</tr>
<tr>
<td>Ottawa</td>
<td></td>
<td>Ottawa Tourism</td>
</tr>
<tr>
<td>Peterborough and the Kawarthas</td>
<td></td>
<td>Peterborough and the Kawarthas Tourism / Greater</td>
</tr>
</tbody>
</table>

5 Ontario municipalities that are members of the Canadian Sport Tourism Alliance (www.canadiansporttourism.com)
# Ontario Municipalities Active in Sport Tourism

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Focus</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Municipality of York</td>
<td></td>
<td>Peterborough Area Economic Development Corporation</td>
</tr>
<tr>
<td>Sarnia Lambton</td>
<td></td>
<td>Tourism Sarnia Lambton</td>
</tr>
<tr>
<td>Sault Ste. Marie</td>
<td></td>
<td>Recreation and Culture Division, City of Sault Ste. Marie and Special Events and Sports Tourism, Tourism SSM, SSM Economic Development Corporation</td>
</tr>
<tr>
<td>St. Catharines</td>
<td>Rowing</td>
<td>Economic Development and Tourism</td>
</tr>
<tr>
<td>Sudbury</td>
<td></td>
<td>Leisure Services, Tourism, Culture &amp; Marketing, City of Greater Sudbury</td>
</tr>
<tr>
<td>Thunder Bay</td>
<td></td>
<td>Recreation &amp; Culture Division and Tourism Division, City of Thunder Bay</td>
</tr>
<tr>
<td>Timmins</td>
<td></td>
<td>City of Timmins Culture, Leisure and Tourism Services</td>
</tr>
<tr>
<td>Toronto</td>
<td></td>
<td>Tourism Toronto</td>
</tr>
<tr>
<td>Town of Aylmer / Township of Malahide</td>
<td></td>
<td>East Elgin Community Complex</td>
</tr>
<tr>
<td>Town of Petawawa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Township of Lake of Bays</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Township of Wellington North</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vaughan</td>
<td></td>
<td>City of Vaughan</td>
</tr>
<tr>
<td>Waterloo</td>
<td></td>
<td>Waterloo Tourism</td>
</tr>
<tr>
<td>Welland</td>
<td>Watercourse</td>
<td>Welland Sport Tourism Alliance</td>
</tr>
<tr>
<td>Windsor</td>
<td></td>
<td>Windsor Essex Tourism</td>
</tr>
</tbody>
</table>
## Appendix D: Detailed List of Event Rights Holders’ Requirements

<table>
<thead>
<tr>
<th>Event Rights Holders’ Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Infrastructure and Logistics</strong></td>
</tr>
<tr>
<td>Availability</td>
</tr>
<tr>
<td>Standards (e.g. international size swimming pool)</td>
</tr>
<tr>
<td>Suitability</td>
</tr>
<tr>
<td>Accessibility</td>
</tr>
<tr>
<td>Seating capacity</td>
</tr>
<tr>
<td>Features</td>
</tr>
<tr>
<td>Marketing restrictions</td>
</tr>
<tr>
<td>Assembly requirements</td>
</tr>
<tr>
<td><strong>Travel/Transport</strong></td>
</tr>
<tr>
<td>Accessibility—ease of travel to and from host city</td>
</tr>
<tr>
<td>International airport—availability and distance to and from hotel and</td>
</tr>
<tr>
<td>Cost of travel from various points of origin</td>
</tr>
<tr>
<td>Visa requirements</td>
</tr>
<tr>
<td>Public transportation availability</td>
</tr>
<tr>
<td>Traffic conditions</td>
</tr>
<tr>
<td><strong>Accommodation</strong></td>
</tr>
<tr>
<td>Availability (vacancy)</td>
</tr>
<tr>
<td>Suitability for participants, officials and spectators</td>
</tr>
<tr>
<td>Accessibility</td>
</tr>
<tr>
<td>Capacity (number of rooms)</td>
</tr>
<tr>
<td>Quality</td>
</tr>
<tr>
<td>Affordability</td>
</tr>
<tr>
<td><strong>Other</strong></td>
</tr>
<tr>
<td>Officials, staffing and/or volunteer structure</td>
</tr>
<tr>
<td>Hospitality/banquet/catering facilities</td>
</tr>
<tr>
<td>Insurance/liability coverage</td>
</tr>
<tr>
<td>Security plan</td>
</tr>
<tr>
<td>Medical/First Aid services</td>
</tr>
<tr>
<td>Technical support</td>
</tr>
<tr>
<td><strong>Broadcast/Television capacity</strong></td>
</tr>
<tr>
<td>Host broadcaster/network availability</td>
</tr>
</tbody>
</table>
Provision of an international signal
Presence of a domestic broadcaster
Specific technical production requirements

**Experience**
- Community/organization’s reputation and credentials
- Business plan feasibility and budget credibility

**Marketing & Communication**
- Ticket pricing structure
- Advertising and communications plan
- Sponsorship strategy
- Attractiveness/desirability of host city as a destination—its characteristics, image, reputation and attractions

**Media**
- Media centre—facilities and services
- Media accreditation plan

Additionally, international and national sport federations evaluate bids based on the following supplementary criteria:

**Financial Considerations**
- Government support (at all levels)
- Tourism industry support
- Corporate support
- Debt guarantees
- Balanced budgets

**Legacy**
- Sport—e.g. sport development, facilities, programs and equipment
- Economic—e.g. tourism impact, jobs/employment creation
- Community—e.g. infrastructure provision, special arts and culture events, charity contribution

**Environmental requirements**
- Environmental plan must be adopted

**Community support**
- Local community must be behind the bid

**Reputation of Sport**
- The reputation of the sport, relevant to the particular event being sought in the host country

Source: KPMG, the Gem Group and Lynn Morrow Consulting
Appendix E: Identifying Best Bid Opportunities—Decision Making Framework

<table>
<thead>
<tr>
<th>Identifying Best Bid Opportunities—Sample Decision Making Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking into consideration the availability of events for hosting (i.e., permanent calendar events are staged in a particular community and others are hosted on an established schedule), level of public interest, likely media coverage, infrastructure availability and anticipated scale of economic benefit, the following steps were undertaken to prioritize the inventory of events for the strategic investment fund, with a focus on summer sports:</td>
</tr>
<tr>
<td><strong>Step 1</strong> Assessment of size and scale</td>
</tr>
<tr>
<td>- number of event days (specifically 4+ event days)</td>
</tr>
<tr>
<td>- participation (# of athletes, officials, staff)</td>
</tr>
<tr>
<td>- estimated attendance/spectators/visitors</td>
</tr>
<tr>
<td>- estimated TV viewership</td>
</tr>
<tr>
<td>- estimated economic impact</td>
</tr>
<tr>
<td><strong>International (World Championships, World Cups, etc.) and national major events (Canadian Championships)</strong></td>
</tr>
<tr>
<td><strong>Step 2</strong> Exclude events where host communities are predetermined and no bidding is required:</td>
</tr>
<tr>
<td>- permanently based in Ontario</td>
</tr>
<tr>
<td>- part of a pre-existing scheduled tour stop</td>
</tr>
<tr>
<td>- hosted in Ontario on a cyclical basis</td>
</tr>
<tr>
<td>- permanent events that are hosted in the same community annually</td>
</tr>
<tr>
<td><strong>Excluded events:</strong></td>
</tr>
<tr>
<td>- Canadian International Marathon</td>
</tr>
<tr>
<td>- Stars on Ice</td>
</tr>
<tr>
<td><strong>Step 3</strong> Infrastructure</td>
</tr>
<tr>
<td>- utilize available sport infrastructure</td>
</tr>
<tr>
<td>- do not require permanent/costly new infrastructure</td>
</tr>
<tr>
<td>- utilize available hotel rooms and optimize capacity</td>
</tr>
<tr>
<td>- occupancy</td>
</tr>
<tr>
<td>- seasonality</td>
</tr>
<tr>
<td><strong>Excluded:</strong> winter-oriented events such as Winter Olympics and Winter University Games, and events that include outdoor winter sports such as bobsleigh, luge, skibob, skiing, speed skating, except hockey, figure skating and curling. (While Ontario has hosted some World Cup level ski events, where it has the geography or facilities to successfully bid for an international ski event this should remain a local endeavour)</td>
</tr>
</tbody>
</table>
| **Included:** manufactured events with no pre-
White Paper: The Case for the Province of Ontario to Engage Strategically in Sport Tourism

<table>
<thead>
<tr>
<th>Step 4</th>
<th>Geographical/ Climactic Fit/ Latent infrastructure requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excluded: sports such as surfing and underwater sports</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 5</th>
<th>Highly Competitive/strong spectator support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excluded: sports that were less competitive and attract fewer spectators such as archery, aikido, billiards, body building and fencing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 6</th>
<th>Sport popularity in Canada, as determined by Statistics Canada, General Social Survey of Participation Rate.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Excluded: popular sports such as skiing (downhill and nordic), badminton, squash, rugby, ball hockey, snowboarding, etc. were excluded having not met the previous filter guidelines</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 7</th>
<th>Marketability (capacity to attract corporate sponsors and TV audience)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Included: golf, figure skating, curling, hockey, wrestlemania</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step 8</th>
<th>Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>event reputation/prestige</td>
</tr>
<tr>
<td></td>
<td>Canadian performance internationally</td>
</tr>
<tr>
<td></td>
<td>Sport Governing body’s reputation and delivery system</td>
</tr>
</tbody>
</table>

Source: Lynn Morrow Consulting
Appendix F: Top 20 Opportunities
<table>
<thead>
<tr>
<th>Available Bid Year</th>
<th>Event</th>
<th>Owner/ Rights Holder</th>
<th>Timing</th>
<th>Scale (Estimates)</th>
<th>Previous Host Cities</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014+</td>
<td>World (Boxing) Championships</td>
<td>International Amateur Boxing Association (AIBA)</td>
<td>November</td>
<td></td>
<td>2011 Busan, South Korea</td>
<td></td>
</tr>
<tr>
<td>2014+</td>
<td>World Junior Championships in Athletics</td>
<td>International Association of Athletics Federations (IAAF)</td>
<td>July/August biennial</td>
<td></td>
<td>2010 Moncton 2012 Barcelona, Spain 2014 Bid process starts in January 2011</td>
<td>Athletes must be 19 years old or younger on December 31 in the year of the competition</td>
</tr>
<tr>
<td>2015+</td>
<td>World Youth Championships</td>
<td>International Association of Athletics Federations (IAAF)</td>
<td>July biennial</td>
<td>5 days 1400+ athletes 160 countries est 40,000 spectators est 11 million viewers</td>
<td>2003 Sherbrooke 2011 Lille, France 2013 tbd</td>
<td>Athletes must be 17 years old or younger on December 31 in the year of the competition</td>
</tr>
<tr>
<td>2015+</td>
<td>World Road Championships (cycling)</td>
<td>Union Cycliste internationale (UCI)</td>
<td>annual</td>
<td>200,000 spectators, 30-day event</td>
<td>2012 Limburg, the Netherlands,</td>
<td></td>
</tr>
<tr>
<td>Year(s)</td>
<td>Event</td>
<td>Organizing Body</td>
<td>Frequency</td>
<td>Description</td>
<td>Host</td>
<td>Notes</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------------------------</td>
<td>-----------------------------------------------------</td>
<td>-----------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>2015 or 2019</td>
<td>Basketball Olympic qualifying events (Men and Women)</td>
<td>Fédération Internationale de Basketball Amateur (FIBA Americas)</td>
<td>Quadrennial</td>
<td>10 men and 8 women's teams</td>
<td>2011, Mar Del Plata, Argentina 2007 Las Vegas 2003 San Juan, Puerto Rico</td>
<td></td>
</tr>
<tr>
<td>2015 or 2019</td>
<td>Women's World Championship</td>
<td>Fédération Internationale de Football Association (FIFA)</td>
<td>Quadrennial</td>
<td>16 teams</td>
<td>2011 Germany</td>
<td></td>
</tr>
<tr>
<td>2015+</td>
<td>Women's World Cup Baseball</td>
<td>International Baseball Federation (IBF)</td>
<td>Biennial</td>
<td></td>
<td>2010 Venezuela 2012 Edmonton</td>
<td></td>
</tr>
<tr>
<td>2016+</td>
<td>World Swimming Championships (25m)</td>
<td>Federation Internationale de Natation (FINA)</td>
<td>April biennial (even years)</td>
<td>5 days 600 athletes from 92 countries</td>
<td>2010 Dubai 2012 Istanbul 2014 TBA</td>
<td>2014 bid in process to be announced December 2010 Intent to bid for 2016 needs to be made June 1, 2012</td>
</tr>
<tr>
<td>2016+</td>
<td>World Artistic Gymnastics Championships</td>
<td>International Gymnastics Federation (FIG)</td>
<td>August, annual (except in year of summer Olympics)</td>
<td>700 athletes from 73 countries, 9 days</td>
<td>2010 Rotterdam 2011 Tokyo</td>
<td>Bidding begins 3-5 years in advance (2015 will be announced in May 2011) Tends to be a more attractive T.V. property than spectator event</td>
</tr>
<tr>
<td>2017+</td>
<td>World Aquatic Championships</td>
<td>Federation Internationale de Natation (FINA)</td>
<td>July biennial (odd years)</td>
<td>15 days, 62 events 1490+ athletes 134 federations est. 300,000 spectators</td>
<td>2013 Barcelona</td>
<td>2015 host will be selected at the 2011 Games in China Bidding process begins 4 years in advance</td>
</tr>
<tr>
<td>Year+</td>
<td>Event Description</td>
<td>Organizing Body</td>
<td>Date/Periodicity</td>
<td>Duration</td>
<td>Estimated Volunteers</td>
<td>Estimated Viewers</td>
</tr>
<tr>
<td>-------</td>
<td>------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>----------</td>
<td>---------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>2017+</td>
<td>World Championships in Athletics (Outdoor)</td>
<td>International Association of Athletics Federations (IAAF)</td>
<td>August biennial (in the years before and after the Summer Olympic Games)</td>
<td>9 days</td>
<td>4,000 volunteers est. 1 billion viewers worldwide</td>
<td>2011 South Korea 2013 Moscow 2015 Bid in progress</td>
</tr>
<tr>
<td>2018+</td>
<td>World (Equestrian) Games</td>
<td>Fédération Equestre Internationale (FEI)</td>
<td>September, Quadrennial</td>
<td>30 days</td>
<td>490 athletes</td>
<td>2010Lexinton, Kentucky 2014 Normandie, France</td>
</tr>
<tr>
<td>2018+</td>
<td>World Indoor Championships in Athletics</td>
<td>International Association of Athletics Federations (IAAF)</td>
<td>March biennial</td>
<td>2003 Birmingham 2003 Birmingham 500 competitors 140 countries 1,000 volunteers</td>
<td>1993 Toronto, ON 2012 Istanbul</td>
<td>Est. economic impact of 3.5 million pounds; received 1.1 million from UK Sports via lottery program; Birmingham built a new indoor track training facility.</td>
</tr>
<tr>
<td>2020+</td>
<td>Summer Olympic Games</td>
<td>International Olympic Committee (IOC)</td>
<td>July/August Quadrennial</td>
<td>2000 Sydney 2000 Sydney 3 weeks, 300 events 10,000+ athletes from 199 nations 47,000 volunteers 16,000 media 3.7 billion viewers in 220 countries 3,500 hours of Olympic broadcast</td>
<td>2012 London, U.K. 2016 Rio 2020 TBA mid-2013</td>
<td>2016 games awarded in 2009; four cities declared interested; latest to present a bid would likely be autumn 2011</td>
</tr>
</tbody>
</table>
## Manufactured Events

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Organizing Body</th>
<th>Frequency</th>
<th>Edition</th>
<th>Host City, Country</th>
<th>Key Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2026+</td>
<td>World Cup</td>
<td>Fédération Internationale de Football Association (FIFA)</td>
<td>Quadrennial</td>
<td>2018 Russia 2022 Qatar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021+</td>
<td>World Games (Summer)</td>
<td>International World Games Association (IWGA)</td>
<td>Summer Quadrennial</td>
<td>2001 Akita</td>
<td>2013 Cali, Columbia</td>
<td>“The host is not required to build facilities or extend upon available infrastructure exclusively for the sake of the World Games. Existing infrastructure/venues dictate sport program selection.” (Source: IWGA website) Bid application for 2017 released in July 2010</td>
</tr>
<tr>
<td>2021+</td>
<td>World Masters Games - Summer</td>
<td>International Masters Games Assn (IMGA)</td>
<td>July quadrennial</td>
<td>2005 Edmonton</td>
<td>2013 Torino</td>
<td>Games Villages not required. Hotel rooms for families required (est. 200,000 room nights). Features 17 core sports + 10 optional sports selected by host city. No major infrastructure investment required. Bid process 6-8 years No event pre-qualification required.</td>
</tr>
<tr>
<td>2017+</td>
<td>World University Games (Summer)</td>
<td>International University Sports Federation (FISU)</td>
<td>Summer biennial</td>
<td>2003 Daegu, Korea</td>
<td>2015 Gwangju, Korea</td>
<td>International sporting and cultural festival. 10 compulsory sports + up to 3 optional sports. Sport infrastructure requirements not massive.</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
<td>Organizing Body</td>
<td>Duration</td>
<td>Participants</td>
<td>Countries</td>
<td>Hosts</td>
</tr>
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</tr>
<tr>
<td>2017+</td>
<td>World Firefighters Games</td>
<td>World Firefighters Games WA Inc. (WFGWA)</td>
<td>Aug/Sept biennial</td>
<td>7 days</td>
<td>4000+ participants from 56 countries</td>
<td>2012 Sydney, Australia</td>
</tr>
<tr>
<td>2017+</td>
<td>World Police and Fire Games</td>
<td>World Police and Fire Games Federation (WPFGF)</td>
<td>June/July biennial</td>
<td>8-10 days</td>
<td>10,000 participants 10,000 accompanying person 60 sports/70 countries Quebec 2005 est. economic impact $40 million est. global budget $7.6 million</td>
<td>2011 New York City, 2013 Belfast, Ireland, 2015 Fairfax County, Virginia, U.S.</td>
</tr>
<tr>
<td>2014+</td>
<td>North American Indigenous Games</td>
<td>NAIG</td>
<td>July/August every 3 years</td>
<td>10 days</td>
<td>6500 athletes 3000 artists (cultural component)</td>
<td>2011 Milwaukee, Wisconsin, U.S. - cancelled</td>
</tr>
<tr>
<td>2018+</td>
<td>Gay Games</td>
<td>Federation of Gay Games</td>
<td>July/August quadrennial</td>
<td>7 days</td>
<td>24,000 participants from 100 countries est. 250,000 visitors est. economic impact of $180.5 M Cdn</td>
<td>2010 Cologne</td>
</tr>
</tbody>
</table>

Source: KPMG, the Gem Group and Lynn Morrow Consulting