

# Cranbrook Sport Tourism Session January 2020



*Canadian Sport Tourism Alliance*



**CONSULTING  
SERVICES**

# CSTA

- Non-governmental, member-based, capacity building organization
- Serves over 500 members across Canada, including 150 municipalities, 300 national and provincial sport, multi-sport and major games organizations

- **Sport Tourism** refers to any activity in which people are attracted to a particular location as a sport event participant, an event spectator, or to attend sport attractions or business meetings.
- **Stabilizing force** during times of volatility in travel and tourism industry
- Fastest growing sector in the global travel industry - **\$600 billion annually**



Sport Hosting  
in Canada



# Event Tourism

Getz (2008)



ATTRACT VISITORS  
(SEASONALITY)



RENEWAL AND  
CAPACITY  
BUILDING

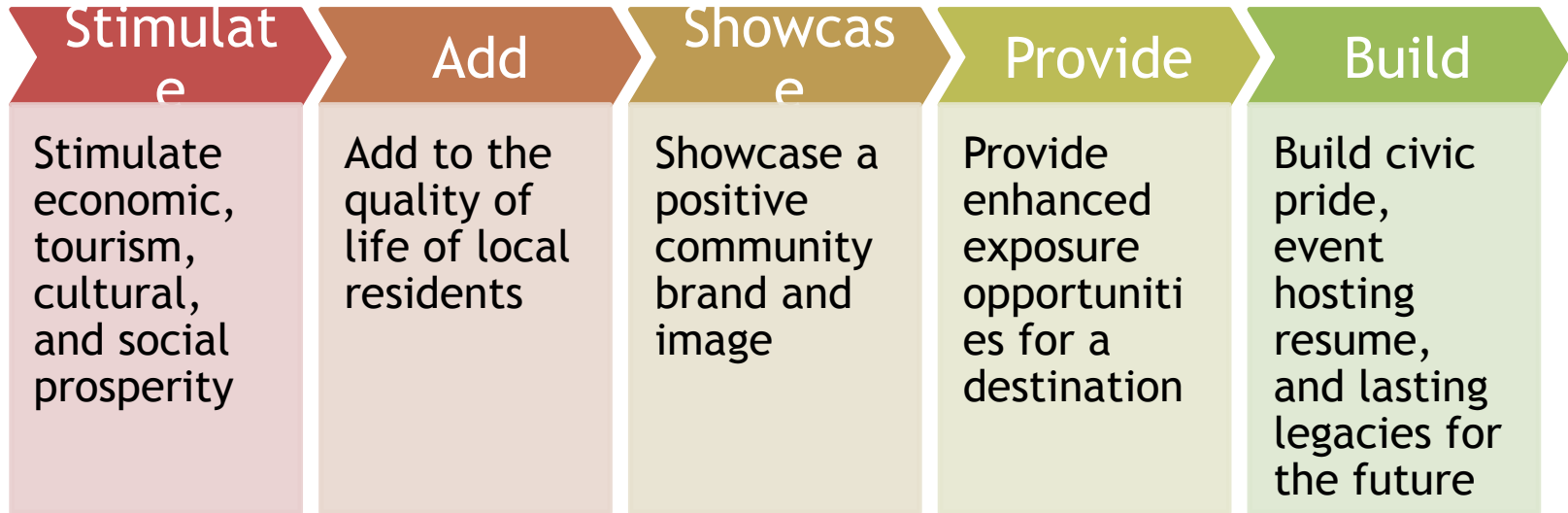


POSITIVE IMAGE  
AND DESTINATION  
MARKETING



SOCIAL/  
COMMUNITY  
DEVELOPMENT

# Events and Community Development



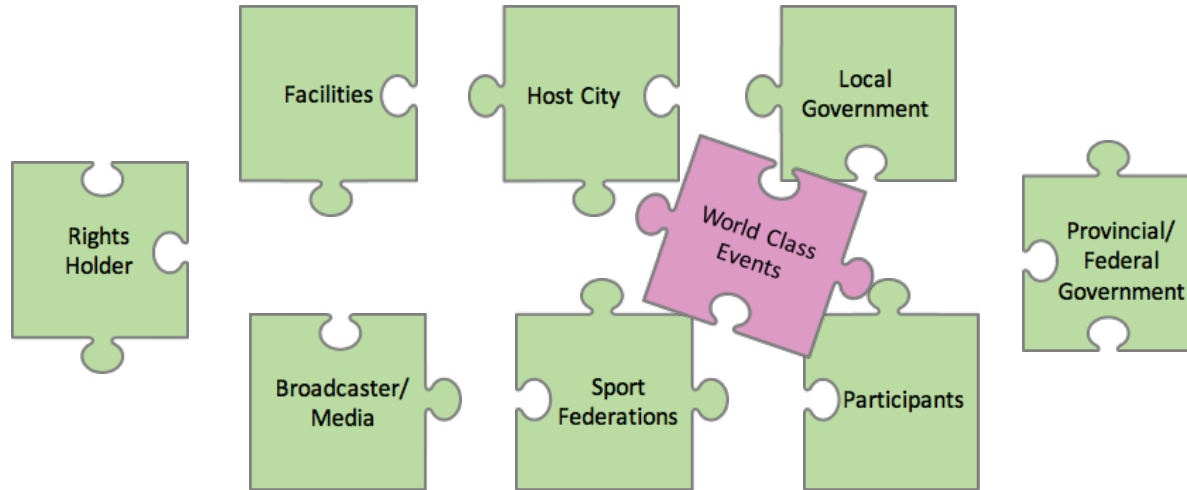
# Value of Sport Tourism in Canada 2004-2016

**\$1.3 B**  
(2004)

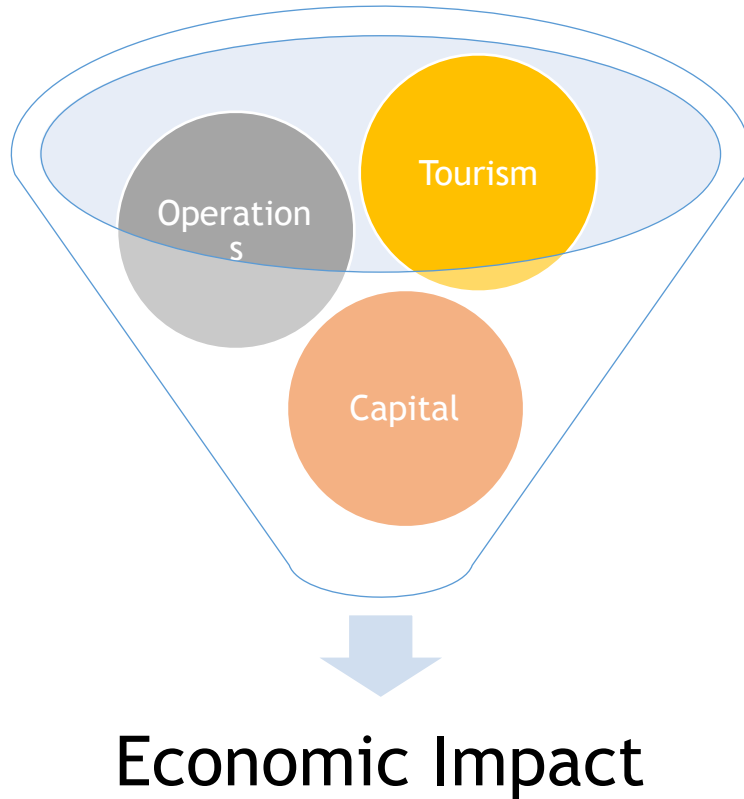


**\$6.8 B**  
(2016)

# How You Manage The Event Puzzle?



# EI Revenue Sources



Expenditures of out of town visitors to the community

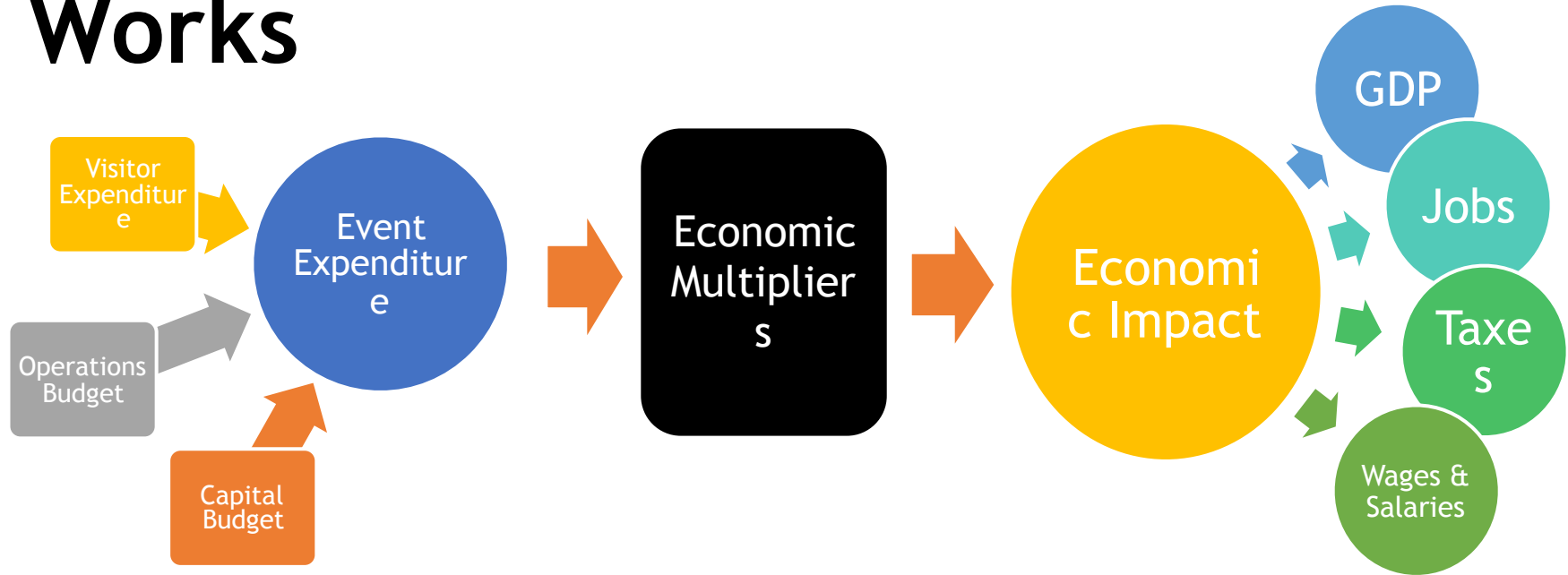


Expenditures of organizers in hosting the event



Construction of new venues & facilities

# How Economic Impact Works



Questions





# stat pro report

Cranbrook  
British Columbia

December 2019



*Canadian Sport Tourism Alliance*

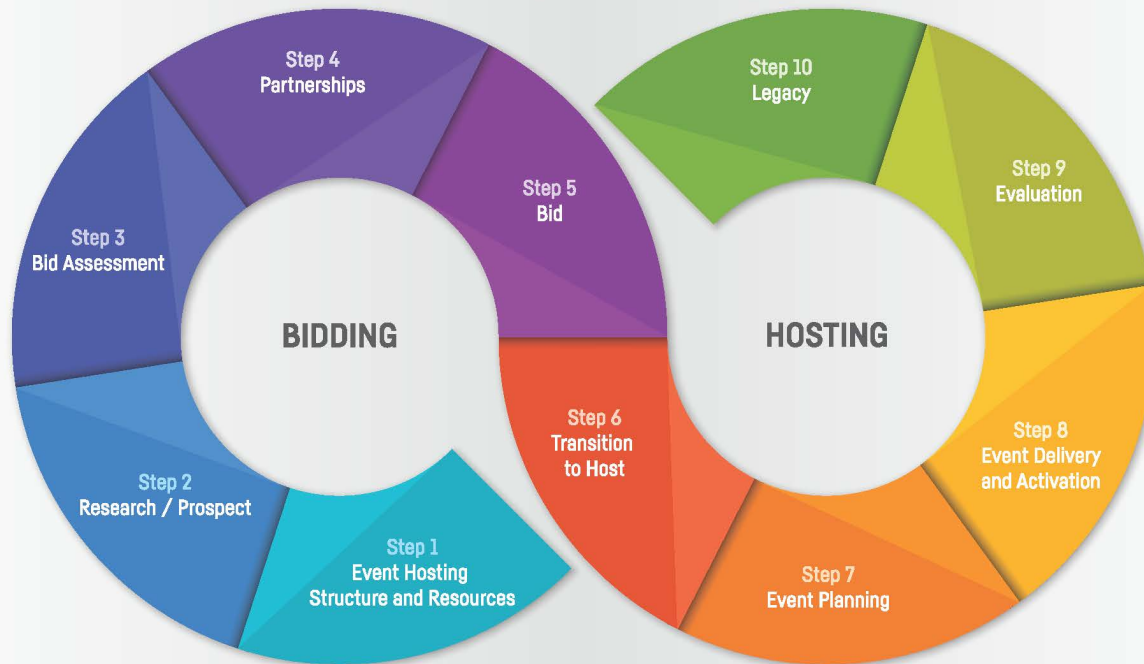


*Alliance canadienne du tourisme sportif*

# STAT

- Launched in 2018 as tool for communities assess current state for bidding and hosting
- Improved decision-making
- Serve as “Step 0” prior to developing event strategy

● CSTA SPORT TOURISM ROADMAP ●



# STAT Pro Initial Findings

CSTA SPORT TOURISM ROADMAP STEPS													
LEVEL	Structure & resources				Research & Prospect	Bid Assessment	Partnerships	Bid	Transition to Host	Event planning	Event delivery & activation	Evaluation	Legacy
	Structure	Asset	Financing	Marketing									
Level 5 Integrated													
Level 4 Advanced													
Level 3 Intermediate													
Level 2 Basic													
Level 1 Ad Hoc													

# Event Structure and Resources

*Overview - Cranbrook is just making an entry into sport tourism and as such does not currently have a formal structure nor human resources currently in place.*

- Develop a structure for Cranbrook to coordinate future event bid/hosting that ensures the full cycle can be delivered effectively and consistently
- Develop a roles and responsibilities matrix with input and approval of key stakeholder groups
- Determine optimal governance structure for Cranbrook that is representative of stakeholder landscape and linked to funding and evaluation with clear accountabilities
- Either create a fund that can be accessed by multiple organizations or have dedicated funds for the event/bid lead agency

# Existing Assets

*Overview - Cranbrook has good access capacity by air with an international airport and good road access to BC, Alberta and the United States. The existing event infrastructure is good, and the hosting assets and resume can be enhanced to increase bidding readiness and competitiveness.*

- Promote the access for Cranbrook to key transportation links and event-ready venues
- Develop the inventory of sport venues (field of play and other spaces), accommodations and other facilities to showcase the available assets that exists in Cranbrook
- Conduct an event venue assessment on state of readiness and gap analysis for provincial, national and international events against the technical specifications by event
- Publish all of the intra-provincial, provincial, national and international events that have been hosted in Cranbrook over the past 20 years and have this available for bids and to tell the hosting story through marketing and communication channels
- Conduct an annual sport organization inventory based on the capacity of each to identify, lead bids, plan and execute the events from technical and volunteer perspectives

# Financial Model - Bidding and Hosting

*Overview - The Cranbrook event funding model is reactive to opportunities. Definition of sport tourism outcomes will enhance the hosting opportunities and impacts of each event.*

- Develop required event policies to support the Cranbrook sport tourism bidding and hosting model
- Determine if and how hotel tax revenues may be available for sport tourism bidding and hosting
- Develop a sustainable fund for event bidding in collaboration with municipal and tourism accommodation partners to achieve specific and planned event outcomes
- Determine, in consultation with all stakeholders, the best model for Cranbrook to address the operational funding and financial risk associated with hosting sport tourism events and not requiring the local organizations to assume 100% of that risk

# Marketing

*Overview - Cranbrook Tourism is the lead on tourism development and with the entry into the sport tourism sector, there is an opportunity to align marketing and communication efforts for Cranbrook and the East Kootenay region.*

- Develop a page or section of the Cranbrook Tourism website to include a clear offer related to sport tourism
- Develop an aligned marketing approach for Cranbrook that can be both specific to the market and take full advantage of the supports offered by the City and region
- Develop a social media strategy, as part of the marketing strategy, to engage with potential customers and tell Cranbrook event stories in a meaningful way and determine the appropriate channels to activate
- Conduct a content inventory that will support sales and marketing requirements for event bidding with consistent elements, look and feel and will not need to be created from scratch for each event opportunity
- Develop an event tool kit that supports local bid groups and enables them to bid with confidence and customize as needed

## Strategy/Research/Prospect

*Overview - Cranbrook, like most jurisdictions does not have an event strategy. The opportunity for the strategy to be linked to facility or venue master planning and building a specific event attraction strategy will strengthen event bidding and hosting for the destination.*

- Cranbrook review this STAT report to develop the scope for an event strategy project that includes event bidding and hosting
- Develop a clear process for the development of new event activity that delivers against specific and measurable outcomes
- Ensure that any sport tourism strategy and venue inventory are aligned, and that sport hosting is identified in future facility development for sport and recreation facilities that fits with the values and priorities for Cranbrook
- Make decisions about the core or focus event sectors for Cranbrook and link bids to the event bidding and hosting strategy

# Bid Assessment

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

- Develop a bid assessment process linked to funding that is consistent and creates both transparency and accountability for all while including sport organizations in bidding and hosting
- Implement use of steam2.0 as a predictive forecasting tool and use steam pro2.0 as a post event performance analysis to arrive at an annual impact for sport tourism
- Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
- Develop a planned and consistent approach to marketing each event to the community and surrounding catchment area
- Introduce budgeting process during the pre-bid phase to ensure that staff, Council and sport organizations are able to make decisions based on good information
- Review the CSTA Capital Scope of Work model as a tool for requesting funds for capital upgrades associated with international events

# Partnerships

*Overview - Cranbrook is just entering the sport tourism sector and there is opportunity to develop standing partnerships as part of the development as a sport tourism destination.*

- Develop a consistent service standard to provide to all local bid groups and rights holders to assist in navigating the funding request process
- Examine the potential to develop an ambassador program and shared calendar for key service sectors (airports/hotels/ taxi/restaurant/ retail and attractions) to elevate the participant and visitor experience
- Examine the ways for Cranbrook-based companies and business to engage with and support the financial and other success factors

# Bid

*Overview - As Cranbrook develops as a sport tourism destination, each bid can help to develop the toolkit for all future bids.*

- Identify the process for consistent bids for Cranbrook and the East Kootenay region
- Develop a toolkit of bid elements including bid book design and content, site visit plans, bid presentation tools
- Develop a Cranbrook event video that tells the unique story of sport hosting by Cranbrook

# Transition to Host

*Overview - As a new sport tourism destination, Cranbrook does not have a process in place to manage the transition from bidding to hosting.*

- Develop a planned and consistent process to support the bid group in establishing the organizing committee
- Ensure that the event bid lead agency is equipped with the resources and tools to support from bid in the transition to host and has all information and reference materials centrally housed
- Formalize the process and organization to support the transition process from bid to host

## Event Planning

*Overview - Cranbrook can provide tourism and/or municipal supports to ensure the planning and volunteer management of each event.*

- Determine the support approach for Tourism Cranbrook and the City of Cranbrook to strengthen the planning process for each sport event
- Develop a volunteer strategy/program that support a sustainable volunteer recruitment, communication and recognition program for retention within the event sector

# Event Delivery and Activation

*Overview - Like many host destinations, the incremental benefits from each sport event in Cranbrook could bring more impact, awareness and recognition for the city, East Kootenay region and British Columbia.*

- Develop processes and budget for a visitor “path to purchase” (build attendance, visitor packaging and experience promotion) while engaging local residents to ensure that the social benefits of each event are helping to make Cranbrook a better place to live
- Develop a range of options or rules of engagement to connect with potential visitors earlier and provide them with the information they need to choose Cranbrook for their event-related travel
- Identify opportunities to engage businesses to host business or other meetings or events as ancillary activity
- Create a portal for local companies to become aware of and bid for contracts associated with events

# Evaluation

*Overview - Cranbrook requires development of standards to evaluate the performance of each event and the event sector annually.*

- Develop a standard process to evaluate the performance of each bid, win or lose
- Develop a process to identify economic impact from each event and report the annual impact of events on Cranbrook and the provincial economy
- Develop relevant measures to establish consistent outcomes
- Identify relevant social and cultural measures as part of an event strategy project
- Identify relevant sustainability measures as part of an event strategy project

# Legacy

*Overview - Cranbrook does not have a consistent legacy program.*

- Develop legacy program and integrate it into the event strategy and actions so it begins pre-bid
- Develop a reference library for bids, plans and reports to ensure that best practices are shared and that it benefits local sport/cultural organizations, so all are equipped to bid for and host with confidence
- Identify the opportunity to employ tactics from the CSTA Sustainable Sport Event Template and customize them based on the regulatory and practical requirements for Cranbrook

## Action Plan

- 59-Point Action Plan
- Three-Year Cycle
- Budget Samples for Planning Purposes

Questions



# Cranbrook Advantage (15 min)



What is our sport tourism offering?



What do we do best?



What differentiates us from our competitors?



How can we use these advantages for greater returns?

# Facility Assets (15 min)

Identify the sport event venues (permanent or temporary) that are “event-ready”?

What are the gaps that exist for sport event venues?

# Partnerships (15 min)



How does Cranbrook partner between government and non-government agencies?

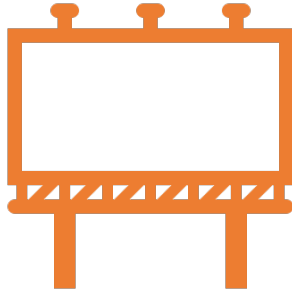


Do all partners have sport event knowledge and capacity?



Do residents engage as active participants?

# Sport Event Brand for Region (15 min)



What is the sport event brand for Cranbrook?



How are sport event hosting successes communicated in-market and externally?

Thank You

**QUESTIONS**