



# MISSISSAUGA SPORT TOURISM STRATEGY

April, 2013



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## Executive Summary

Sport tourism has become an increasingly competitive business in Canada. To capture some of the \$3.6 billion in economic activity it generates, municipalities across the country have begun to focus on this unique form of tourism activity.

Mississauga offers event organizers a resident population of more than 740,000 and ready access to a market of seven million within 100 kilometres. Coupled with its excellent sports facilities and track record of successful event hosting, Mississauga has all the resources required to see an increase in sport tourism activity. What is missing is a proactive and systematic approach to event acquisition and hosting. With cities across Canada actively pursuing sport tourism events, an ad hoc or opportunistic approach to event acquisition cannot be competitive. The Strategy contains recommendations that will allow the city and its key stakeholders to implement a proactive and systematic approach to identifying and securing new events that support the city's strategic goals, and the objectives of its partners.

It is an axiom of business that your best customers are your current customers. For this reason, ten of the seventeen recommendations in the Sport Tourism Strategy focus on enhancing the viability, sustainability and tourism impact of the city's current sport tourism events.

Visitors - whether to existing tournaments or new events - bring new wealth to the community, create employment, enhance the city's tourism sector and provide an important revenue source to the affiliated groups involved in the event. An event such as the Mississauga Marathon with 25,000 participants and

spectators can generate an economic impact of almost \$2 million to the host city. A larger event such as North American Roller Hockey Championships can generate over \$10 million in economic activity for the host city. Marquee events such as the Memorial Cup or Skate Canada National Championships also attract considerable media attention and boost the city's national profile. The Strategy recommends pursuing both participant-oriented events such as youth and adult hockey, baseball and soccer tournaments, and spectator-oriented marquee events such as the Scottie's Tournament of Hearts.

The economic benefits of sport tourism activity accrue largely to the private sector businesses servicing participants, and to event organizers. Social and community benefits, on the other hand, accrue to the host city and its residents. For this reason the Sport Tourism Strategy should be implemented and funded by a partnership between the city and these key stakeholders. The economic and social benefits that would accrue to the city and other key stakeholders from hosting one or two new tournaments annually could recover the incremental costs required to implement this Strategy.

The Sport Tourism Strategy is built around four Areas of Focus, and contains seventeen recommendations designed to enhance the city's existing sport tourism events and attract new events to Mississauga. A summary of recommendations can be found on the following pages.

## Strategic Framework

### Vision Statement

#### Vision

Mississauga will be recognized as a great community to host sport events. Building on its strengths, Mississauga will strategically and proactively pursue and host sport events to drive economic activity to the city.

The Sport Tourism Strategy is built on four Strategic Focus Areas:

Strategic Focus Areas	Goal Statement
Sport Tourism Leadership	Build leadership capacity to implement the Sport Tourism Strategy
High Impact Events	Assess, acquire and deliver new high impact events.
Community Capacity	Build on the community's capacity to deliver well managed and sustainable events that maximize the community and economic benefits of sport tourism.
Event Friendly City	Develop and implement "event friendly" policies, procedures and promotional programs.

The seventeen recommendations are summarized in the following table.

Sport Tourism Leadership: Build leadership capacity to implement the Sport Tourism Strategy	
1	Operationalize the Sports Tourism Strategy with an experienced and dedicated staff resource.
2	Review the partnership agreement with Mississauga Toronto West Tourism to ensure alignment with the objectives of the Sport Tourism Strategy.
3	Establish a Sport Tourism subcommittee as part of the Mississauga Tourism Advisory Panel.
4	Establish an internal Major Sports Event Support Team.
High Impact Events: Assess, acquire and deliver new high impact events.	
5	Support and host selected events for the 2015 Pan/Parapan American Games and leverage the community and economic benefits from the Games.
6	Complete the feasibility study for hosting of the 2016 Ontario Summer Games.
7	Work with community sport organizations to identify opportunities for new locally-created events.
8	Prioritize the list of prospective events provided and pursue the opportunity to host.
9	Incorporate the assessment of sport tourism infrastructure into future iterations of <i>Future Directions</i> and other visioning, planning initiatives and capital budget forecasts.
Community Capacity: Build on the community's capacity to deliver well managed and sustainable events that maximize the community and economic benefits of sport tourism.	
10	Develop an innovative and interactive on-line Event Planning Toolkit for current and prospective event organizers
11	Develop and implement a series of workshops and roundtables for event organizers.
12	Provide event management assistance through direct involvement of municipal and Mississauga Toronto West Tourism staff on the Organizing Committee for selected events.
13	Facilitate the development of an accommodation strategy to build overnight stays in participating hotels.

14	Work with Mississauga Toronto West Tourism to develop and implement an “Attendance Builder” program for use by Event Organizing Committees.
Event Friendly City: Develop and implement “event friendly” policies, procedures and promotional pr	
15	Review administrative policies, procedures, rates and fees.
16	Develop and implement integrated marketing campaign and required promotional material
17	Develop and implement Sport Event Development Grant



## 1.0 Introduction

### 1.1 Rationale for the Project

Mississauga's Tourism Advisory Board identified an opportunity to attract additional visitors to the city through sport tourism events. With the concurrence of Council, the Recreation Division commissioned Cameron Hawkins & Associates, and the Tourism Company ("the Consultants") to review the current delivery of sport tourism initiatives and develop a Sport Tourism Strategy and Implementation Plan to optimize the impact of sport tourism on the city. The scope of the study included public and agency consultation, identification of the benefits of sport tourism, and the development of a Sport Tourism Strategy to guide the city in its efforts to build sport tourism activity.



## 2.0 Overview of Sport Tourism in Canada

### 2.1 Sport Tourism Defined

For the purpose of this study sport tourism is defined as:

*Visitors who have travelled more than 40 kilometres one way from home and/or stay overnight, whose primary reason to travel is to participate in an organized sports-related activity.*

An *organized sports-related activity* can include organized competitive events, trials, try-outs or training camps, clinics, exhibitions and sports-related meetings.

*Participants* can include:

Active participants—those who engage in sport for the purposes of competition with others, under a set of rules, or to improve their personal sporting performance;

Volunteers—individuals who volunteer their time and expertise in sport (for example, as a coach, a driver, an official or a fundraiser); and

Spectators—individuals who attend sporting games or events to observe.

### 2.2 Industry Size and Structure

Using data from the 2010 Statistics Canada's Travel Survey of Residents of Canada and International Travel Surveys, the Canadian Sport Tourism Alliance estimates that the total value of sport tourism in Canada reached \$3.6 million in 2010, an

increase of almost 9% since 2008. Domestic sport tourism accounted for the lion's share (\$2.6 billion) and saw the largest increase, almost 17%. US spending at Canadian events fell by 1% to \$283 million while international residents spent \$660 million, down almost 11% from 2008. During the same two year period, overall domestic tourism grew by 0.6%, while U.S expenditures fell by 3.0% and international revenues fell by 8.2%.

By a considerable margin, Ontario is the focal point of sport tourism activity in Canada, capturing 38% of total sport tourism overnight stays in 2010, or 2.63 million person visits. Quebec (1.35 million visits) and Alberta (620 thousand visits) were the next largest recipients. Accommodation, food and beverage and transportation represent the largest expenditure categories (each approximately 19%), followed by vehicle operation (15%) and recreation & entertainment (11%). These categories account for 84% of total receipts from sport tourism visits.

The market for sports events may be segregated by:

- the nature of the event activity – single or multi sport
- the geographic focus of the event – local, provincial, regional, national or international
- invitational events – events that are open to a limited number of participants that meet specific event criteria (performance standards, league standing, win-loss record)
- professional sports teams – while most of the attendance at professional sporting events is from the local or day-trip

market, professional sports events do generate economic activity from visiting teams, out of town spectators and from post-season play

- competitive versus non-competitive events (e.g. coaching clinics)

Sport tourism activity can also be classified to identify:

**Championships:** These are single-sport properties with rights held by the respective provincial, national or international sport organization. Such events may be permanently located in one venue (e.g. the U.S. Open Tennis Championship), but most rotate between locations - what are referred to as itinerant events. Securing high profile events such as the Tim Hortons Brier can be very competitive, but many smaller provincial and national events have difficulty finding willing host communities.

**Tournaments:** Tournaments are single sport, non-championship events. Many are arranged by local sport organizations, they are generally held in the same place at the same time every year and can become a familiar part of the community's annual calendar. While winning such a tournament may not be tied to provincial or national championship status, they can nevertheless be very competitive. Some tournaments, such as the Bell Cup minor hockey tournament in Ottawa, have grown to be very significant tourism generators.

**Games:** These are multi-sport events, staging a number of sport disciplines at the same time. The Ontario Games are a

program of the Ontario Ministry of Tourism, Culture and Sport and are delivered by Sport Alliance Ontario in collaboration with host communities. Other games can be delivered by a national or international sports organization such as the International Olympic Committee or by a cultural or industry group, such as the Police and Fire Games.

**Camps, Clinics, Courses and Conferences:** Although sport tourism is most often associated with competitive activity, training camps, skills clinics, training programs for coaches and officials, annual general meetings and conferences related to sports are also consider sport tourism activities.

**Manufactured Events:** A sport event may be created by a community, facility, or corporation primarily for commercial or tourism purposes. Red Bull created the “Crashed Ice” event (a cross between hockey and ski-cross) and staged its first event in Stockholm in 2001. It now runs five events worldwide each year, including a new event in Niagara Falls and its marquee event in Quebec City, which attracts an estimated 100,000 spectators. Marathons and half marathons, Skins Games and similar events fall into this category.



### 3.0 Environmental Scan

#### 3.1 Defining the Competition

Defining the competition in the world of sport tourism is difficult. For large international multi-sport events such as the Pan / Parapan American Games, cities from around the world compete for hosting rights. For marquee events such as the IIHF World Juniors Hockey Championship the competitive field would include cities in North America and Europe, while for national championships such as the Memorial Cup or Tim Hortons Brier the competitive set would include only Canadian cities.

Cities compete for event hosting rights, but the competition does not stop there. Events themselves compete for hosting venues, sponsors, spectators, competitors and volunteers.

The competitive set for hosting rights is also defined by a city's event hosting capacity, including its sports facilities and past event hosting experience. In Ontario, Mississauga will face growing competition from all the major municipalities in the Golden Horseshoe, as well as the cities of Windsor, London, Kitchener-Waterloo, Brantford, Kingston, Ottawa, and Sault Ste. Marie. These cities have sports facilities that are competitive with those found in Mississauga, a successful track record for hosting major sports events and, in many cases, a well funded sport tourism strategy as part of the economic development plan.

In terms of competition for participants and spectators, the principal competition for events in Mississauga will be

comparable sports event in the GTA, as well as other forms of entertainment that compete for discretionary time and disposable income.

#### 3.2 Benchmarking - Event Strategies and Policies in Other Jurisdictions

Sport tourism events can be found in almost every town and city in Canada. However, most municipalities do not have a cohesive policy framework for targeting major sports event, for facility allocation, event permit fees, the provision of municipal services or financial support. Most operate with a patchwork of policies and procedures based on historical precedents or adjustments to the community use policy framework. Financial support programs such as grants and fee waivers are typically aimed at a wide range of community events, including cultural celebrations and sports tournaments. Those municipalities such as Brantford and Kamloops that have developed policies, resources and strategies aimed specifically at growing their sport tourism sector have experienced very positive results.

Going forward, it may be difficult to experience the same rapid growth enjoyed by those municipalities that were amongst the first to focus on this sector. A growing number of cities have recognized the economic and community benefits that can accrue from sport tourism, and have developed, (or are developing) strategies, policies and procedures that link such events to corporate objectives.



To provide some background on how sport tourism is activated in other municipalities, benchmarking was undertaken on a number of cities that:

- Have shown innovation in leadership, governance and funding, and are succeeding in expanding their sport tourism sector.
- Are most likely to compete with Mississauga. This would include competition for itinerant national or provincial events, or in the creation of new events to meet an identified need within the GTA.

Most of these cities rely primarily on third parties for event delivery, but take a more active leadership role in the evaluation of hosting opportunities, preparation of event bids, and funding of major event operating costs. While some cities continue to differentiate between sports events and other cultural or heritage events, others such as Burlington and Hamilton have implemented an integrated framework of municipal procedures for all major events.

Appendix C provides additional details on how events are managed, supported and delivered in these municipalities.

### **Best Practices from Other Municipalities**

The key lessons from municipal benchmarking are summarized below.

#### ***Linking Sport Tourism to Corporate Strategies***

Municipalities that are achieving success in sport tourism have invested municipal resources in event acquisition and hosting as a means of achieving their economic development goals. They have clearly stated objectives and strategies within their strategic plan, economic development strategies and recreation master plans that provide the foundation for sport tourism strategy and policy. These corporate plans communicate to all stakeholders (including taxpayers) how the benefits of sport tourism will be used to achieve municipal and departmental objectives. The corporate strategic plan establishes the over-arching goals and deliverables for all other plans and strategies, and provides the rationale for resource allocation. Brantford and Kamloops, for example, have clearly articulated goals for sport tourism in their corporate strategic plans. These corporate goals have, in turn, been translated into economic development strategies, departmental programs and resource allocations focused on hosting sport tourism events.

#### **Financial Support for Events**

All of the municipalities reviewed for this engagement provide some form of ongoing financial support to selected events. The budgets for financial support (whether cash grants or waiver of fees and charges) range considerably. Hamilton's Community Partnership Program underwrites cash grants to Special Events (including sports, cultural and heritage events)



of \$358,000 and Event Road Closure fee waivers of an additional \$275,000 for a total of approximately \$633,000. Brampton's City-Wide Community Events Account, used to support sporting groups, community events and heritage, arts and culture has a 2011 budget of \$291,000.

For third party events, municipal funding (whether through grants, fee waivers or in kind services) is often based more on precedent than strategy. Grant programs that allow recurring events to apply year after year can result in the grant funding becoming an expected, and therefore necessary, component of the event business model. Such programs often allocate the majority of the total grant budget to recurring events, leaving few resources available to support new events.

Municipalities with a cohesive and coherent strategy and policy framework aimed at supporting major events are moving towards establishing direct linkages between event funding and municipal objectives. This is being done in a number of ways, including:

- Linking the funding for new events to specific economic or community development objectives;
- Structuring grants as a form of short-term start-up support with fixed eligibility terms;
- Limiting access to grant funding to new events.

### **Staff Support for Events**

Municipal support for events goes beyond grants, fee waivers and in-kind services. All of the municipalities reviewed for this engagement have staff specifically tasked with supporting third party events and the direct delivery of municipal events. In addition, municipalities such as Burlington, Hamilton and Kitchener have formalized their event support teams by designating event support personnel in key municipal departments such as Roads, Parks & Recreation, Works, etc. These Event Teams provide guidance and direction to event organizers, assist in event permit applications and approvals

### **Recovery of Event Servicing Costs**

With municipal budgets under growing pressure to fund essential services and infrastructure, communities across Ontario are looking at how municipal services are provided to events, and the extent to which event servicing costs are recovered. The trend is clearly towards greater recovery of costs from third party event organizers. The City of Toronto, for example, charges up to \$3,570 per day to rent Yonge-Dundas Square, plus market rates for equipment rentals, electrical services and labour. The City of Burlington charges event organizers for direct service delivery costs incurred by Roads & Parks Maintenance, Transit & Traffic, and is looking to recover a greater share of indirect costs in the future. While many municipalities do not add administrative burden to direct costs for municipal services, this will likely change over the next five years.

**Event Sponsorship**

Communities with significant event grant programs such as Brampton and Hamilton typically receive sponsorship recognition as part of their grant agreement with event organizers.

**Streamlined Processes**

Burlington, Kitchener and Hamilton have reviewed and modified their procedures for permits, grants and approvals to provide a more streamlined and efficient process. On-line applications, templates and tool kits are provided, and a “single window” approach to dealing with municipal departments has been adopted, to varying degrees, by these municipalities.

**Role of the Tourism Sector**

Destination Marketing Organizations, whether funded by the municipality, the private sector or both, typically work with event organizers to develop and implement complementary marketing efforts aimed at attracting out-of-town visitors to major sporting events. Event calendars, annual event guides and participant welcome kits are the most common vehicles. Enhanced marketing support (e.g. display ads in websites or event guides) are available on a fee basis.

Larger DMOs with more financial resources also provide dedicated sport tourism staff and, on a selected basis, event sponsorships and event development funding used to enhance event program content or to solicit large itinerant events such as the Tim Hortons Brier. These resources are generally linked to a tourism sector strategy that identifies sport tourism as a key driver for tourism visitation. In keeping with the DMO

mandate, sponsorship or event development funding is typically tied to the historical or projected attendance from outside visitors, especially overnight visitors.

**Summary - Learnings from Other Jurisdictions**

Municipalities are developing a more systematic and strategic approach to event evaluation and support and are making greater efforts to link their corporate strategic plan to the policy framework and resource allocation for evaluating, pursuing, delivery and supporting major sports events. Of the cities reviewed for this engagement, only Brantford and Kamloops have integrated sport tourism into their municipal strategic plan. However, a number of others have identified the need to build sport tourism into future updates of their Recreation Master Plans and municipal Strategic Plans.

Cities achieving success in sport tourism share a number of common attributes, including:

- Sport tourism is identified as a municipal priority.
- A sport tourism strategy has been developed that engages the key stakeholders - event organizers, facility managers and tourism operators.
- An advisory group exists to ensure ongoing community support and engagement.
- Dedicated staff and operating resources are provided to the departments responsible for implementing the strategy.

- Dedicated resources are provided to support event delivery by community groups. The most common form of support for event delivery is facilitation of event applications and permits (often through some form of “single window” administrative process), and coordination of municipal services through some form of Special Event Team.
- Financial support for qualified events is provided by way of fee waivers, cash grants or in-kind services. The fee waiver or cash grant is often tied to the cost of municipal services required to stage the event.
- The pursuit of new events is typically undertaken by a Destination Marketing Organization, where one exists, or by dedicated staff within an economic development agency.



### 3.3 Mississauga's Current Strategy and Policy Framework

The city's high level strategy and planning documents provide the context and rationale for allocation of the city's resources, and thus set the stage for the sport tourism strategy.

#### 3.1 Mississauga's Strategic Plan - Our Future Mississauga

Mississauga's strategic plan - *Our Future Mississauga* - is built on five strategic pillars:



With the capacity to generate both social and economic benefits, a well executed sport tourism strategy has the potential to directly support the city's objectives and strategies for Attracting and Retaining Youth; Nurturing Diverse Cultures; Building Vibrant Communities, and Attracting Innovative Business.

If adopted, the sport tourism strategy should be considered in future strategic plans, as well as in visionary concept plans such as Inspiration Lakeview.

### 3.2 Recreation Master Plan - 2009 Future Directions

The city's focus in recreation facility development has been neighbourhood based. With a few notable exceptions such as the Hershey SportZone, large-scale recreation venues such as the 500-acre RIM Park in Waterloo have not been part of the city's strategy for recreation facility development. These large venues are well suited to hosting major tournaments - RIM Park, for example, has 12 multi-use sports fields and six ball diamonds. Other GTA municipalities with more available and affordable development land have been able to incorporate large centralized sports facilities into their recreation strategies.

Given the challenges associated with large-scale land assembly in Mississauga, facilities such as these are not contemplated in *Future Directions*.

Recommendations in *Future Directions* regarding the use of community partnerships to upgrade sports facilities, and clustering of similar sports fields, could create opportunities to improve the functionality of the sports facilities for tournaments and other sport tourism events. While these recommendations do not specifically reference sport tourism, future updates of *Future Directions* should consider the role sport tourism plays in facility location, design and use.

### 3.3 Current Operating Policies and Procedures

In discussions with city staff and community groups, two specific operating policies and procedures were raised that have an impact on the city's ability to host sports tournaments:

1. **Venue Allocation:** The current prime time ice allocation policy gives priority to community use (as is the case in all municipalities). The policy makes it difficult to secure ice time to host a new tournament during the "regular season". The city does not have a formal outdoor sports field allocation policy, nor is there an established process for booking other city facilities (e.g. community centre) for sport tourism events.
2. **Operating Practices:** Venue operating practices such as turf cutting standards or washroom cleaning schedules geared to community use may not be suitable for tournament activity. For example, waste removal geared to regular community use Monday through Friday may not provide sufficient coverage for a large weekend tournament.



## 4.0 Stakeholder Consultation

As part of the background research for the strategy, input was obtained from a wide range of stakeholders including elected officials and senior staff, event organizers and representatives of the tourism sector. The results of the stakeholder consultation are summarized below.

### Elected Officials

Councillors were invited to provide their input on the current policy framework. Those that did felt that sport tourism activities directly supported the city's strategic plan and contributed to an enhanced quality of life for Mississauga residents. While acknowledging that the city did not derive significant short term gains in municipal tax revenues, the economic benefits accruing to the business sector, and in particular the tourism sector, were regarded as valuable. Councillors interviewed felt the city should not, as a rule, subsidize individual sport tourism events, but that an investment in municipal resources to pursue event bids and to develop additional community capacity was warranted. Direct investment could be considered for events that brought widespread media exposure to the community, or supported other economic development objectives of the city.

Councillors believed that event selection should be strategic, focusing on events that can be successfully staged without putting an undue burden on municipal resources. This would allow the direct cost of staging sport tourism events to be borne by those that benefit from the event - organizers, sponsors and businesses serving event participants. Venues and event

services should be provided on a cost-recovered basis, with rates and fees reflecting the city's cost of providing the facilities or services. New events should include a mix of participant oriented events and high profile spectator oriented events, which are seen as an effective way to enhance the city's image and awareness.

### City Staff

While many departments play some role in supporting sport tourism events, the majority of the work is done by staff in the Recreation Division and Parks Operations. Staff noted that the time required to support sport tourism activities (e.g. assessment of bid opportunities, preparation of bid documents) had increased over the past five years, without a corresponding increase in municipal resources. Finally, the current ad hoc or opportunistic approach to event pursuit and evaluation was not conducive to either resource planning or effective event acquisition.

### Event Organizers

Forty-six affiliated and community groups involved in youth and adult sports were invited to participate in five workshops to provide their input on staging events in Mississauga, sport facilities, working with city staff, and city policies and procedures related to events (e.g. facility scheduling, permits, and event services). Their feedback is summarized in the following section.

### Sports Facilities

Mississauga's sports facilities were generally acknowledged to be very suitable for community use (including organized league



activity), but often not suitable for provincial or national events. The following shortcomings were most frequently cited:

- The city's neighbourhood-based approach to facility development means that, with a few notable exceptions, the city does not offer large clusters of similar sports facilities in a single location. This puts Mississauga at a disadvantage when bidding on large events that require four or more outdoor sports fields.
- Where good quality facilities are clustered together (e.g. Meadowvale Sports Park or Hershey SportsZone), other event hosting facilities are lacking - bleachers, washrooms, changing rooms, concessions, office space etc.
- The city's facility maintenance policies such as turf cutting or waste removal may be appropriate for regular community use, but fall short of what is required for tournament operations.
- The city does not have a stadium capable of hosting a large soccer, baseball or football event. Community groups did not present a specific business case for such a facility, but the prevailing sentiment was that a city such as Mississauga should be able to support a stadium of up to 5,000 seats.

### **Financial Support for Events**

Sports tournaments are often an important fundraising activity for amateur sports leagues. It is not surprising, therefore, that many event organizers would like to see the city lower its cost of facility rentals and event services, or provide more direct

financial support in the form of grants, fee waivers or in-kind services.

### **Administrative Process and Staff Support**

With few exceptions, event organizers were critical of the current framework of policies and procedures, described as cumbersome, inefficient and not "user friendly". The primetime arena allocation policy makes it very difficult to secure ice time "in season" to host sport tourism events. The absence of an outdoor sport field allocation policy and a formal process to secure other city facilities (e.g. community centres) for sport tourism events also make it difficult to plan a new event for Mississauga. Another major complaint was that the current policy framework, while suitable for regular community activities and programs, did not take into consideration the special requirements of tournaments. Many of the tournament organizers that attended workshops also hosted events in other GTA communities, and noted that Mississauga's current administrative and policy framework had led them to select other GTA communities to host their events.



**Other Stakeholders Consulted**

Mississauga Toronto West Tourism	Hotel operators
Tourism Toronto	Venue operators
Greater Toronto Hotel Association	Event organizers
Mississauga Board of Trade	Mississauga Sports Council
National Sports Licensing organizations	Provincial Sports Licensing organizations

Key findings from these interviews are summarized below:

- Sport tourism has been identified by Mississauga Toronto West Tourism and Tourism Toronto as the most productive opportunity to attract high yield overnight visitors to the city.
- There is strong support amongst hotel operators for more strategic and targeted efforts to attract new events to the community.
- Mississauga enjoys a good reputation amongst provincial and national sports organizations that have hosted events in the community. Organizations such as Skate Canada and the North American Roller Hockey Championships spoke highly of the city's advantages as a tournament destination, including the quality of venues, transportation access and hotels.
- Volunteer capacity was cited by a number of event organizers as an ongoing concern, although this challenge is

not unique to Mississauga.

- Major event hosting venues, including municipally owned facilities such as Hershey SportZone and those operated by educational institutions, have limited capacity to take on additional outside events. Some modification to current facility allocation policies would be required to free up capacity, and this could result in displacement of current programs aimed at local residents.

**Summary - Stakeholder Consultation**

All of the stakeholders interviewed - without exception - felt that sport tourism events added to the quality of life in the community and provided important economic benefits to community groups and the business community. However, event organizers and tourism operators believe that changes are required in order to increase sport tourism activity. The most important changes are:

- Revisions to facility allocation policies to free up venue time for more sport tourism events, and provide a more transparent and equitable process for allocation of sports facilities to sport tourism events.
- Upgrades to selected sports facilities to meet tournament hosting requirements.
- Changes to event service policies to meet the specific needs of tournament organizers.
- More financial resources dedicated to event acquisition.
- A more strategic and targeted approach to event acquisition.

## 5.0 Mississauga's Event Hosting Capacity

Event hosting capacity reflects the city's market base for ticket sales, advertising and sponsorships, event hosting experience and organizational capacity, and event hosting infrastructure.

### 5.1 Market Base

As noted earlier, sport tourism participants include Active Participants, Volunteers and Spectators. Although the goal of a sport tourism strategy is to bring new visitors to the community, many Active Participants and the majority of Volunteers and Spectators come from the local community. Therefore, the local population base is critical in determining the potential for the host city to sell individual tickets or ticket packages, to generate corporate sponsorship dollars, and to secure volunteers which many larger events require in significant numbers.

The population living within a 40 kilometre radius of Mississauga Civic Centre is in excess of five million, taking in all of Toronto, Brampton, Caledon and Bolton in Peel Region, Woodbridge, Vaughan, Richmond Hill and Markham in York Region and Oakville, Milton and Burlington in Halton (as well as many smaller towns and villages in these Regions). Participants from any of these communities would not be considered "tourists" under the generally accepted definition, as they would likely be day trip visitors and would generate a lower economic yield.

The area from 40 to 100 kilometres from Mississauga adds 2.1 million to the market base for Mississauga sports events.

#### Mississauga by the Numbers

- Population (2012) 741,000 (including undercounts), up 6.7% since 2006
- Largest city in Peel Region (total population 1,269,814 up 11.8% since 2006)
- Third largest city in Ontario and sixth largest in Canada
- GTA is projected to be the fastest growing region of the province over the next two decades, accounting for almost two-thirds of Ontario's net population growth to 2036.

including Hamilton (population 519,949), Guelph (121,688), Kitchener-Waterloo (318,993), Cambridge (132,000), Barrie (135,711) and Oshawa (149,607). Participants from these communities would be considered "tourists" under the generally accepted definition, and while many would be day-trip participants, some would stay overnight and generate a higher economic yield.

Moving beyond the 100 kilometre radius and extending the travel time up to five hours (not an unreasonable time for overnight visitors), would bring in all of southern Ontario west to Windsor, central Ontario to North Bay and eastern Ontario to Ottawa, adding another two million Ontario residents to the potential market trading area for Mississauga events. For events with international participation or appeal, major US cities such as Buffalo, Rochester, Syracuse, Detroit and Cleveland would fall within the same five hour drive time.

## 5.2 Event Hosting History

Mississauga has a strong history in hosting major sports events. In addition to marquee events such as the Skate Canada National Figure Skating Championships, Mississauga has hosted many provincial and national events for hockey, baseball, basketball, soccer, figure skating, roller hockey, gymnastics and a range of other sporting disciplines. Beyond these national and international sport tourism events, Mississauga has hosted many provincial and regional events for hockey, baseball, soccer, figure skating, lacrosse and other sports. A sample of major sports events staged in Mississauga over the past five years is shown in table opposite.

The city's annual sport calendar includes itinerant marquee events such as the Memorial Cup and a wide range of rotating regional, provincial and national championships, as well as recurring locally-created events. These include "select" and "rep" tournaments in minor hockey, baseball and soccer, as well as open events such as the Mississauga Marathon.

## 5.3 Organizational Capacity

Hosting a successful sport tourism event requires considerable organizational capacity and expertise. As most events are organized by non-profit community groups, the leadership for the event hosting committee is typically provided by volunteers from the community. Mississauga's community groups host a number of successful recurring events for hockey, soccer, baseball and basketball, clear evidence of ample

### Major Sport Tourism Events 2008 - 2012

Dixie Showcase (Soccer)  
 Memorial Cup (Hockey)  
 Mississauga Marathon  
 Panther Cup (Soccer)  
 Mississauga Early Bird Hockey Tournament  
 Mississauga Chiefs Girls Christmas Classic (Hockey)  
 Canadian Indoor Rowing Championships  
 North American Roller Hockey Championship  
 Field Hockey U16 National Championship  
 Hatashita International Judo Tournament  
 Ontario Cup Provincial Basketball Championship  
 OFSAA Boys Soccer Championships  
 Basketball National Championships, U15 & U17  
 Skate Canada International Grand Prix  
 Ultimate Canada High School National Championship

organizational capacity in these popular sports. Professional organizations such as Landmark Sports Incorporated also have the capacity to stage large events, as demonstrated by the success of the Mississauga Marathon. In other sports, organizational capacity may require further development before large tournaments can be considered.

The city plays a major role in sport tourism, providing the competitive venues and a wide range of event hosting services. Municipalities such as London, Kitchener and

Brantford have organized their municipal resources to facilitate the successful execution of sport tourism events. Mississauga's recreation policies and objectives are focused on community use, and administrative procedures for event permits, facility booking and the provision of municipal services are consistent with this strategic direction. To expand sport tourism activity within Mississauga, some realignment of municipal policies and resources must be undertaken to address the specific needs of tournament organizers.

#### **5.4 Event Hosting Infrastructure - Sports Facilities**

Event hosting infrastructure includes publicly and privately owned and operated sports venues, as well as facilities and services supporting major events, such as hotels, public transit and convention centres. Large sports events with the potential to draw significant visitation from outside the city are often spectator oriented events that require large seating capacity, or participant oriented events that require multiple competition venues. Facilities that offer only one ice pad or sports field are of little use for major participant-oriented events, except as practice facilities. Indeed, given the number of large multi-pad or multi-field sports facilities now available throughout southern Ontario, one could conclude that these large facilities represents the “entry level” required for a comprehensive sport tourism strategy.

The opening of the Hershey Sport Zone and its complement of indoor and outdoor facilities added high quality ice-sport and soccer capacity to the city's roster of sport venues. A strong base of municipally owned facilities now exists to support sport tourism in ice sports, baseball, softball and soccer. In sports

such as cricket or aquatics, facility upgrades are required to meet the standards for major competitions. In other sports such as basketball, football and track the city must rely on facilities owned and operated by third parties or in partnership (most notably educational institutions).

#### **5.5 Other Facilities & Services**

Event hosting infrastructure also includes facilities and services supporting event organizers and participants, such as hotels, public transit, road networks, attractions and other visitor services.

After sport venues, commercial accommodation is the most important element of hosting infrastructure. Mississauga is well served by limited and full service hotels, with 40 properties offering in excess of 5,700 guest rooms. Hotels are clustered in four primary zones:

1. Pearson International Airport - 5 hotels, 1,050 rooms
2. Dixie Road and Highway 401 - 12 hotels, 1,730 rooms
3. Hurontario Street from Britannia to Derry - 9 hotels, 850 rooms
4. Mississauga Road and Argentia Road - 9 hotels, 1,460 rooms

The ability to house sponsors, licensing body officials and other VIPS in a single full service hotel is an important criteria for many events. The Airport Strip, Dixie Road and Meadowvale areas all offer large three and four star properties that have the full range of accommodation, meeting, banquet and dining facilities required to serve as the headquarters hotel for a major



sporting event. While the hotels in the Hurontario Street zone are primarily limited service properties, the Holiday Inn Mississauga Toronto West on Britannia Road does have the facilities required to serve as headquarters hotel for smaller events.

Mississauga offers outstanding transportation infrastructure to sport tourism participants, whether coming from elsewhere in Ontario or destinations across the globe. Highways 401, 403, 407, 410, 427 and the Queen Elizabeth Way connect the city to other major municipalities in the GTA and throughout southern Ontario, and to Ontario's principal US gateways at Niagara Falls and Windsor. Mississauga's Pearson International Airport, Canada's largest and busiest, offers scheduled, charter and general aviation services. Mississauga Transit provides an extensive network of bus routes and connection nodes to other public transit systems including the Toronto Transit System and GO Transit.

### **5.7 Summary - Event Hosting Capacity**

Mississauga has the attributes and resources necessary to pursue additional sport tourism activity. The city has a population of 741,000 and is connected by outstanding transportation infrastructure to a market population in excess of seven million. For large events such as the Ontario Summer Games or the Pan / Parapan American Games, travel times of up to five hours provide access to an even larger market that includes Ontario communities such as Windsor and Ottawa, as well as the US markets in New York, Pennsylvania, Ohio and Michigan.

Organizational capacity is a critical element in a sport tourism strategy. The stability and experience of local sports teams and their linkages to senior sport governing bodies are important factors in tournament hosting bids. Mississauga is well served in tournament organizational capacity for the most popular youth and adult recreational sports - ice hockey, baseball, basketball and soccer. A number of organizations involved in sports such as ringette have the desire and the potential to become more prominent in the sport tourism field. Municipal resources at this time are not geared towards sport tourism, as this activity has not been a priority in the city's strategic plan or recreation master plan.

Mississauga has a number of sport facilities with capacity for large sport tourism events. Most notable are the ball diamonds at Dunton Athletic Fields and Meadowvale Sports Park, the arena, soccer and field house facilities at Hershey SportZone, and the football field and track at Courtneypark. These venues offer high quality sport facilities with excellent proximity to hotels. Facility size precludes a number of national and international events that municipalities such as Hamilton, Kitchener and London are able to pursue. However, there are many provincial and national events that can be hosted in the city's current facilities, and the competition for these events is typically far less than for marquee events such as the Tim Horton's Brier. Furthermore, it can be argued that a series of smaller events, and in particular recurring annual events, can bring more long-term economic benefit to a community than marquee events that have significantly higher costs and risks.

## 6.0 Strengths, Weaknesses, Opportunities & Threats (“SWOT”)

A SWOT analysis is a useful tool in strategic planning. Strengths and Weaknesses are factors internal to the organization, while Opportunities and Threats are factors external to the organization.

A SWOT Analysis for sport tourism in Mississauga was prepared based on discussions with elected officials, city staff, community affiliated groups, tourism operators and other stakeholders.

Strengths	Weaknesses	Opportunities	Threats
Strong population base to support event attendance, volunteers, sponsors.	Current ad hoc approach to dealing with sport tourism opportunities.	Increase event hosting opportunities by modifying venue allocation policies.	Additional resources will be required to implement a strategic approach to event acquisition.
Well established local community groups in mainstream youth and adult sports.	Facility allocation policy limits access to key venues for sport tourism events.	Build roster of events by securing more provincial and national itinerant events.	Other GTA municipalities may be better positioned to capture events aimed at emerging markets (e.g. the South Asian market) and could dominate these segments.
Strong track record in event hosting.	Limited clustering of sport facilities compared to other communities in southern Ontario.	Enhance impact of current events by focusing more on out of town participation.	New competitive event hosting infrastructure will be created in GTA to support Pan Am Games.
Good quality venues with some clustered competitive facilities, proximate to transportation and hotels.	Community is largely built out, leaving few opportunities for development of new large sports parks.	Build community capacity in sports and activities more closely aligned with demographics, including cricket, kabaddi.	

Strengths	Weaknesses	Opportunities	Threats
Excellent transportation infrastructure. Pearson International Airport and highway transportation network are major advantages for hosting provincial and national competitions.	Missing facilities for some key sports, including aquatics, track & field. Other facilities (e.g. gymnasias) largely controlled by third parties.	Develop core competencies in common event management functions (e.g. volunteer recruitment, sponsorship, hospitality) that can support a wide range of community groups and events, including cultural and heritage events that require the same functional activities.	
Excellent range of hotel facilities available with clusters of hotels proximate to the principal athletic facilities. Hotel capacity generally available when needed.	Lack of spectator seating, washrooms, dressing rooms, concessions at most venues.	Create partnerships to upgrade facilities beyond municipal recreational requirements.	
	Operational and service standards for community recreation use may not be fully compatible with major event requirements.	Reconfigure current outdoor facilities as they come up for major renovation or refurbishment to create clusters of similar sports fields.	
	Post secondary educational institutions not as fully developed as Kitchener-Waterloo, Hamilton, London. Affects sports facility infrastructure and opportunities to host CIS events.	Consider opportunities to incorporate competition-quality sports facilities into new master planning initiatives (e.g. Inspiration Lakeview).	
	Event organizers can draw the majority of their participants from the GTA and day trip market. Little incentive to pursue more distant "tourism" markets.		

## 7.0 Event Venue Analysis

Mississauga has the sport hosting venues and community capacity to increase sport tourism activity. Based on a review of the city's sports facilities, the venues best suited to sport tourism are:

Sports Venue	Facilities
Dunton Athletic Fields	4 lit softball diamonds
Hershey SportZone (including IceLand)	4 lit artificial soccer pitches / sport fields 8 indoor rinks Indoor soccer field Triple gymnasium Gymnastics centre Portable FIBA size basketball court 2,000 parking spaces Spectator seating for up to 5,500 arena style in largest rink
Meadowvale Sports Park	1 lit baseball diamond, 2 lit softball diamonds
Courtneypark	artificial turf football field. artificial surface running track, jump pits and other track & field staging areas

These venues offer clustered sports facilities, high quality playing fields, some spectator services and proximity to a range of good quality commercial accommodation. With relatively modest permanent or temporary facility upgrades (e.g. the provision of permanent or high quality temporary washrooms), the venues are well positioned to compete for regional, provincial and some national events.

Over the long-term, more substantial permanent upgrades to playing fields and spectator facilities would further enhance the tournament hosting potential of these venues. Upgrades that should be considered over the medium to long term, or when playing fields are scheduled for major refurbishment, include improved playing field quality (addition of irrigation or artificial turf), lighting and fencing, and expanded spectator facilities (seating, washrooms, concessions).

The city's tournament hosting capacity could also be enhanced over the medium to long term by reconfiguration of some of the city's current sports fields. This would involve conversion of an existing sport field to an alternate use to provide a greater cluster of similar facilities at one site - for example, swapping the Syntex Green ball diamond and the Meadowvale Sports Park soccer pitch would improve the hosting capacity of Meadowvale Sports Park for baseball events, while leaving the same overall inventory of sports fields in the Meadowvale community.

## 8.0 Types of Events to Target

Attracting new sport tourism events is a matching process that begins with identifying prospective events with technical requirements that can be met by the city's sports facilities, organizational capacity, financial resources, and hosting infrastructure. As event bids can require considerable time and effort to prepare, a proactive approach to the selection of event bidding opportunities can improve the city's success in securing new events.

Provincial, regional and national sporting events awarded on a bid basis have event hosting cycles as short as one year for smaller niche events, to more than a decade for the marquee events. Successful bids require four principal capacities:

- Facilities
- Organizational infrastructure
- Logistics and support services (e.g. accommodations, transportation, etc.).
- Financial resources (e. g: sponsorships, ticket sales, direct funding, etc.)

These events generally require a bid team and a bid proposal, which may entail front end costs. The bid process is competitive, with an increasing number of events requiring financial guarantees from the host community or bid sponsor. Despite the higher costs and attendant risks, events in this category are still seen as very desirable, for the following reasons:

- Significant potential to bring non-resident Active Participants and Attendees to the community.
- Can absorb underutilized facilities space, providing increased revenue for municipal and private sports facilities.
- Can provide significant public and media exposure for the community.
- The “event management” model offered by organizations such as Skate Canada can lessen the organizational burden on the host committee.
- Operating and capital grants may be available from senior levels of government.
- Can be a motivating experience for volunteers.
- Allows local sports organizations to develop volunteer, technical, training and other skills and capacities that benefit the organization and the community.

As the city's capacity to host new events is limited by facility availability, staff resources and community capacity, it is important that the application of these resources be directed at events that provide the best return on investment. While return on investment is typically measured by economic impact, event hosting opportunities should consider both the economic benefits captured by key stakeholders, as well as the degree of alignment between the event and the goals and objectives outlined in the city's Strategic Plan. A systematic approach



should be developed to evaluate all new event opportunities, including community-created and itinerant events.

**Priority One: Best Fit Events**

Event hosting opportunities should be pursued based on a Best Fit basis, that is where Mississauga currently has:

- The facilities, event services and organizational capacity necessary to host the event.
- A reasonable opportunity to secure the event, given the competitive environment and the costs associated with the bid.
- An acceptable return on investment and manageable risk profile.

The four main venues identified earlier have considerable potential to increase the city's sport tourism activity. From the current roster of national tournaments and championships, a "long list" of potential best fit events has been drawn, which is included in Appendix A. In just five sport disciplines - baseball, curling, gymnastics, hockey and figure skating - there are at least thirty national events that could be hosted within the four main venues identified (see sidebar, opposite).

Governing Body	Event
Baseball Canada	Canadian Bantam Championships Canadian Junior Championships Canadian Midget Championships Canadian Bantam Boys Canadian Senior Womens Championships Canadian Senior Mens Championship
Canadian Curling Association	Olympic Pre Trials Continental Cup Canadian Sr. Curling Championships Ford World Championships M&M Meatshops Canadian Jr. Men & Women's Championships Mixed Curling Championship Scotties Tournament of Hearts
Gymnastics Canada	Canadian Gymnastics Championships Elite Canada Canada Cup
Hockey Canada	Esso Women's National Hockey Championships Telus Cup The RBC Royal Bank Cup National Women's Under 18 Championship World U-17 Hockey Challenge World Jr. A Hockey Challenge World Sledge Hockey Challenge
Skate Canada	Skate Canada International Skate Canada Challenge Canadian Figure Skating Championships Skate Canada Synchronized Skating Championships

**Priority Two: “Close Fit” Event Opportunities**

Consideration should also be given to events that require upgraded facilities, what can be called *Close Fit* events. To host one of Baseball Canada’s larger National Championships, for example, requires spectator seating for at least 1,500. Temporary bleachers could be considered for a single year hosting bid. However, Baseball Canada accepts two-year bid proposals, and securing this event for two consecutive years could provide the catalyst for a partnership with one or more local baseball clubs for development of a permanent grandstand at Meadowvale Sports Park or Dunton Athletic Fields. A successful event bid may also provide opportunities for financial support from senior governments.

Appendix A contains a preliminary list of Best Fit and Close Fit event hosting opportunities that warrant further evaluation. The focus is on national competitions and hosting opportunities, with an emphasis on team sports, as these events typically generate more out of town participation and media attention. Many of these events fall into the Best Fit category, where Mississauga has the facilities, community capacity and track record to host the event. Others are clearly in the Close Fit category where some facility upgrades would be required. Not included are events that require facilities that have little or no prospect of being developed in the short to medium term, or events such as the Memorial Cup, where the prospects of a winning bid during the next decade are remote. The list does include events where technical shortfalls could be mitigated over the short to medium term if there is sufficient

interest from affiliated community groups to consider partnership programs for venue upgrades.

Further due diligence will be required to develop a final prospect list of event hosting opportunities. Many national and provincial sports organizations post their event bid opportunities on line and provide information on the bid process and technical requirements. Further consultation with sports organizations may be required where such information is not readily available. The due diligence process is outlined below.



Appendix B contains a sample Event Prospect Due Diligence Form.

## 9.0 Capitalizing on the Pan Am Games

The 2015 Pan / Parapan American Games will bring more than 10,000 athletes and officials to Ontario. The Games are expected to attract more than 250,000 tourists, and Mississauga's tourism sector needs to develop strategies and programs to capture its share of visitor spending. The Games are expected to involve more than 20,000 volunteers from the host cities, which provides an outstanding opportunity to build volunteer capacity in the city. The Games are also expected to generate 15,000 jobs, many of which will be in firms providing event services such as catering, AV technology, logistics and hospitality.

The key challenge with capitalizing on these opportunities is that decisions around issues such as volunteer management are being made by the Toronto 2015 Organizing Committee. The city and its private sector partners need to be proactive in identifying the key benefits they would like to see come from the Games. Priority should be given to the following five initiatives:

1. Volunteer Database - many of the volunteers required for the Games will come from Mississauga. The Organizing Committee has asked for assistance in recruiting volunteers, and the city should use this opportunity to build its database of residents interested in volunteering for sports events.
2. Event Service Providers - the city should identify event service needs for the events being held at the Hershey Centre, and work to ensure Mississauga companies are engaged where possible to provide these services. This will enhance event hosting expertise and capacity for future events.
3. City Staff Engagement - the city should identify key employment and volunteer opportunities that could be filled by city staff. The experience gained from these positions will enhance the city's event hosting capacity for future events.
4. Capturing Visitor Expenditures - many of the anticipated 250,000 visitors to the Games will require hotel accommodation in the Greater Toronto Region. With more than 5,000 hotel rooms and outstanding transportation infrastructure, Mississauga has an opportunity to provide spectators an affordable alternative to downtown Toronto, with a central location for many of the venue clusters.  
  
Although the competition schedule won't be released for some time, spectators will likely have large blocks of open time between events. Mississauga has an opportunity to keep spectators in the city by promoting its attractions, and staging events during the Games.
5. Event Hosting Venues - Hershey Centre has a well deserved reputation as an event hosting venue, having successfully staged many national and international championships and tournaments. Hosting the combative sports (judo, wrestling , karate and taekwando) will enhance its event hosting reputation and further demonstrate its ability to hold a wide variety of sports events.

Beyond these opportunities to integrate the sport tourism strategy with the 2015 Pan / Parapan American Games, Mississauga's designation as a host city provides further opportunities to advance the city's strategic objectives:

- The Games will feature a wide range of sports disciplines and promote a healthy active lifestyle;
- Participation in the celebratory activities attached to the Games, such as the torch relay, will enhance civic pride; and,
- The 2015 Pan / Parapan American Games will be covered internationally by print, electronic and social media. The city

has an opportunity to reach an enormous audience to promote its broad economic development goals.

The Games will integrate cultural programming with sports, a model that has been successfully executed for other major sporting events such as the Olympics, the Superbowl and the Grey Cup. The experience gained from participating in the IGNITE program and similar Pan / Parapan American Games initiatives can provide a valuable template for the integration of cultural and community programming into future sport tourism events.

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## 10.0 Financial Support for Events

For the event organizers interviewed for this assignment, their events were critical to the success and sustainability of their organization. As every dollar paid to the city for facility rental and event services reduces the operating surplus from their event, event organizers would like to see a reduction in city charges.

The Consultants do not share this view. Major sports events are, with few exceptions, designed to make a profit for their organizers, and are aimed at a small sub-set of the community, not the community at large. An across the board reduction of municipal charges would be the same as writing a cheque to the event organizers.

Many large marquee events require an event licensing fee or ticket sales guarantee. Such costs should be considered in the overall event evaluation, and treated as event line item expenses. The city should not be expected to underwrite event license fees, although some form of credit line or guarantee could be considered for selected events.

Financial support from the city should be tied directly to achieving the principal goal of this sport tourism strategy, that is attracting more out of town visitors to Mississauga. Specifically, any grants to sport tourism events should be structured along the following guidelines:

1. Tied to the number of overnight visitors attending the event and staying in participating hotels. This could include commissions paid by participating hotels to event

organizers, or venue rental rebates paid by the city based on room nights occupied.

2. Underwriting program content that extends the length of stay or number of out of town visitors. For example, adding activities to expand the Mississauga Marathon from a two day to a three day event.
3. Incubator programs for new events that are structured for high tourism impact.

There are times when the city *should* consider providing financial support for major sports events:

- As event host committees do not have an acceptable financial covenant, many large events require a financial guarantee from the host city. If the event has been identified as a top priority for the city and the business case shows an acceptable level of risk, a guarantee by the city could be considered.
- Events with extensive national or international media coverage will help promote the city to a broader market, supporting the city's economic development objectives. For these events, city sponsorship could be considered.

Mega events such as the Pan / Parapan American Games or the Ontario Summer Games typically require additional municipal staff resources to ensure the event is successfully executed and achieves the host city's underlying goals. As Mississauga evaluates such future events, it should ensure that the necessary incremental staff resources are included in the event business plan and operating budget.





## 11.0 Strategic Framework

From stakeholder consultation and the Visioning Workshop, the following Vision, Strategic Areas of Focus and Recommendations were developed for the Sport Tourism Strategy.

### 11.1 Vision Statement

#### Vision

Mississauga will be recognized as a great community to host sport events. Building on its strengths, Mississauga will strategically and proactively pursue and host sport events to drive economic activity to the city.

### 11.2 Strategic Areas of Focus

The Sport Tourism Strategy is built on four Strategic Focus Areas:

Strategic Focus Areas	Goal Statement
Sport Tourism Leadership	Build leadership capacity to implement the Sport Tourism Strategy
High Impact Events	Assess, acquire and deliver new high impact events.
Community Capacity	Build on the community's capacity to deliver well managed and sustainable events that maximize the community and economic benefits of sport tourism.
Event Friendly City	Develop and implement "event friendly" policies, procedures and promotional programs.

**Strategic Focus #1: Sport Tourism Leadership****Goal Statement:** *Build leadership capacity to implement the Sport Tourism Strategy.*

Successful sport tourism strategies are built on a leadership model that brings together key stakeholders from the municipality, the tourism sector and local sports organizations and provides dedicated staff focused on strategy implementation. Mississauga is well positioned to implement such an approach, given the resources and competencies of the City's Recreation Division and its established relationship with Mississauga Toronto West Tourism.

To attract new high-impact events in today's increasingly competitive environment, the City of Mississauga must demonstrate leadership and be strategic in its policies, practices, and partnerships. Investment from the City and its partners will be required to implement the following key actions in the Sport Tourism Strategy:

- Assess, recommend and lead event bids
- Assess and recommend infrastructure requirements
- Engage Council, the business community, sports organizations and other key stakeholders
- Promote Mississauga as a sport tourism destination to national and provincial sport organizations

- Assist event organizers in developing and implementing event-specific marketing and sales strategies
- Facilitate venue selection and booking, event applications and permits for event organizers.
- Provide support and guidance to event organizers to ensure safe event operations and adherence to city regulations
- Coordinate the delivery of necessary event services from municipal (or regional) government departments.
- Manage the successful execution of mega events such as the Pan / Parapan American Games.

The sport tourism strategy should be implemented and funded by a partnership between the City and key stakeholders. The partnership model envisioned for the sport tourism strategy calls for ongoing leadership from the municipality and the business community. The development of a Sport Tourism subcommittee as part of the Mississauga /Toronto West Tourism Advisory Committee would assist in bringing key stakeholders together to provide input and direction on event bid opportunities and the establishment of Bid and Host Committees.

## Sport Tourism Leadership

Rec #	Recommended Action
1	Operationalize the Sports Tourism Strategy with experienced and dedicated staff resources.
2	Review the partnership agreement with Mississauga Toronto West Tourism to ensure alignment with the objectives of the Sport Tourism Strategy.
3	Establish a Sport Tourism subcommittee as part of the Mississauga / Toronto West Tourism Advisory Committee.
4	Establish an internal Major Sports Event Support Team.

**Strategic Focus #2: High Impact Sport Events.****Goal Statement:** *Assess, acquire and deliver new high impact sport events.*

High impact events are those that most closely align with the City's objectives for economic and social benefits. These events may be locally conceived and executed, or they may be itinerant regional, provincial or national events. Successful sport tourism events can deliver significant economic benefits to event organizers, private businesses servicing event participants, and to senior levels of government. While the municipality may not directly capture a significant share of these economic benefits, events with national or international media coverage can help promote the city to a broader market and support the city's economic development objectives.

The 2015 Pan / Parapan American Games will bring more than 10,000 athletes and officials to Ontario and attract more than 250,000 tourists to the GTA. Mississauga's designation as a host city provides further opportunities to advance the City's strategic objectives and reach an enormous audience to promote the City's broad economic development goals.

While the 2016 Ontario Summer Games will not match the Pan/Parapan American Games in scale or scope, this event does provide Mississauga an opportunity to capitalize on the work it is undertaking to host the Pan /Parapan American Games. The city's population base, market trading area and hosting infrastructure appear well suited for the Ontario Summer Games, and the City should complete a feasibility

study to determine if this event should be pursued.

Locally-created events such as the Dixie Showcase may not generate the media attention or visitation levels of large multi-sport events, but they are a cost-effective means of generating tourism activity. During stakeholder consultation, a number of community sports groups expressed an interest in creating and / or hosting a new event if facility time could be made available. The City should encourage more locally-created, participant-oriented events, while also pursuing itinerant events that generate higher levels of out of town visitors and help to enhance the city's profile and awareness.

The Sport Tourism Strategy includes a preliminary prospect list of national tournaments and championships that are either Best Fit or Close Fit prospects. This list should be reviewed by key stakeholders including City staff, Mississauga Toronto West Tourism and the Sport Tourism Sub-Committee. The intent of this review is to generate a final list of new event prospects. The Sport Tourism Strategy includes an Evaluation Framework (see Appendix D) to assist in that process and ensure the final list of event prospects is aligned with the City's corporate and strategic priorities.



The construction of a new sports facility can seldom be justified by hosting a single event, even one as large as the Pan/Parapan American Games. The recommended Event Evaluation process will identify gaps in Mississauga's event-

hosting infrastructure, and this information should inform the next version of *Future Directions* as well as visioning initiatives such as Inspiration Lakeview.

## High Impact Sport Events

Rec #	Recommended Action
5	Support and host selected events for the 2015 Pan/Parapan American Games and leverage the community and economic benefits from the Games.
6	Complete the feasibility study for hosting of the 2016 Ontario Summer Games.
7	Work with community sport organizations to identify opportunities for new locally-created events.
8	Prioritize the list of prospective events provided and pursue the opportunity to host.
9	Incorporate the assessment of sport tourism infrastructure into future iterations of <i>Future Directions</i> and other visioning, planning initiatives and capital budget forecasts.

**Strategic Focus #3: Community Capacity.**

**Goal Statement:** *Build on the community's capacity to deliver well-managed and sustainable events that maximize the community and economic benefits of sport tourism.*

Local, recurring tournaments are the foundation of any sport tourism strategy. Looking after your existing customers is an axiom for any business, and ensuring that existing events are successful and sustainable is a key platform of this sport tourism strategy.

From the stakeholder consultation process, it appears that some local organizations involved in hockey, baseball and soccer have considerable experience and resources to support their tournament hosting activities. This is not the case for every affiliated organization involved in these mainstream sports, and for smaller organizations involved in sports with lower participation rates. Securing volunteer leadership is a challenge not limited to sports groups and not limited to Mississauga. Smaller groups find the prospect of organizing a major tournament to be overwhelming. Even within the city's most successful community groups, many are having difficulty recruiting and sustaining new volunteer leaders.

Event Organizing Committees focus much of their efforts on event operations and logistics. Marketing efforts are focused on the Greater Toronto Area. Although this makes perfect sense for the event organizers, it greatly limits the tourism

impact of the event.

The sport tourism strategy addresses these issues with a series of programs to build organizational capacity in the community, and to maximize economic impact by increasing average length of stay and visitor expenditures from spectators and active participants. Specific initiatives include:

Event Planning Tool Kit - an innovative and interactive on-line Event Planning Toolkit for current and prospective Event Organizers, that provides:

- Facility listings, suppliers, hospitality and entertainment options, accommodation, municipal contacts, local media etc.
- Municipal Policies and Procedures – all relevant municipal policies and procedures in one reference source.
- Standard forms and procedures – examples of the forms, procedures and agreements typically required for event operations, such as vendor agreements, sponsorship agreements, advertising agreements, volunteer registration, emergency procedures.

Event Organizer Workshops – for current and prospective event organizers, providing best practices on key event planning skills such as marketing, integrating sports and cultural programming, volunteer recruitment and management, sponsorship, health and safety procedures, fundraising programs etc.

Event Management Support – event management assistance through direct involvement of municipal and Mississauga Toronto West Tourism staff on the Organizing Committee for selected events.

Accommodation Strategy - to build overnight stays in participating hotels. Consideration should be given to

incentives that reward tournament organizers for pursuing out of town participants. Welland's Sport Tourism Fee Rebate Program, for example, provides tournament organizers a rebate of up to 20% of total facility rental charges, based on the number of hotel rooms sold during the event.

Attendance Builder Programs - for use by Event Organizing Committees. Attendance Builder programs are aimed at Active Participants and their families, and seek to extend length of stay or increase visitor spending. To include web site links, promotional brochures, visitor guides, visitor maps and suggested itineraries for pre-and post event visits.

## Community Capacity

Rec #	Recommended Action
6	Develop an innovative and interactive on-line Event Planning Toolkit for current and prospective event organizers
7	Develop and implement a series of workshops and roundtables for event organizers.
8	Provide event management assistance through direct involvement of municipal and Mississauga Toronto West Tourism staff on the Organizing Committee for selected events.
9	Facilitate the development of an accommodation strategy to build overnight stays in participating hotels.
10	Work with Mississauga Toronto West Tourism to develop and implement an "Attendance Builder" program for use by Event Organizing Committees.

**Strategic Focus #4 Event Friendly City**

**Goal Statement:** *Develop and implement “event friendly” policies, planning procedures and promotional programs.*

While Mississauga has some facilities (most notably the Hershey Sport Zone) that cluster a number of tournament quality sports facilities in a single location, the city’s approach to the development and operation of its sports facilities has been largely driven by a neighbourhood-based, community first policy framework. This framework is not conducive to building a robust calendar of sport tourism events. To experience a significant increase in sport tourism activity, modifications to the current policy framework are needed. The Major Sports Event Support Team should review policies and procedures for event permits, facility allocation, facility rental and event services. Particular attention should be given to:

- facility allocation and booking policies to permit some “bumping” of in-season league activity to free up venues for sport tourism events; and,
- facility maintenance and operating standards to allow enhanced maintenance and operational support, on a cost recovery basis.
- rates and fees to attract event organizers and encourage utilization of facilities during traditional slow periods.

With a more “event friendly” policy framework in place, it is important that event planners and sports organizations across the country are aware of what Mississauga has to offer. A

marketing strategy should be developed and implemented in conjunction with Mississauga Toronto West Tourism, to include a sport tourism website and promotional material highlighting the city’s sports facilities and event hosting success.

To support new events or existing events with clear potential to attract additional high-yield visitors, a Sport Event Development Grant should be created to provide financial assistance by way of direct grant, or a waiver or reduction of municipal charges.



## Event Friendly City

Rec. #	Recommended Action
15	Review administrative policies, procedures, rates and fees.
16	Develop and implement integrated marketing campaign and required promotional material
17	Develop and implement Sport Event Development Grant



## 12.0 The Business Case for Sport Tourism

The benefits of sport tourism are broadly based, but can be generally categorized into two areas – Community Benefits and Economic Benefits.

Community Benefits	Economic Benefits
Health and well being, physical fitness, recreation and relaxation, sense of achievement	Direct and indirect expenditures by participants, volunteers, attendees and organizers
Family and community cohesion	Enhanced municipal profile
Community safety	Enhancement of existing sports facilities
Enhanced community capacity	Financial support for community sports groups
Celebrate culture & heritage	Promotion of local event service providers
Civic pride	Tax revenue

The majority of the direct economic benefits flow to event organizers, private business servicing event participants, or to senior levels of government in the form of sales and income taxes. Municipalities capture a more modest share of the tax benefits, and may receive additional facility rental income. Sport tourism also facilitates the city's economic development strategy by supporting the city's tourism sector and providing opportunities for national media exposure.

To illustrate the nature and extent of economic activity generated by sport tourism, economic impact studies were prepared for two of Mississauga's recurring sport tourism events. A summary of these studies is shown in the following table. (Additional details are provided in Appendix E, following).

### The Economics of Sport Tourism

The Mississauga Marathon is a locally-managed recurring event that generates considerable economic benefits. The economic impact of this three day event is estimated at \$1.95 million, including:

Transportation	\$633,492
Accommodation	\$198,307
Food & Beverage	\$744,396
Retail	\$147,031

Each year Mississauga plays host to the Umbra Top Rated Invitational Soccer College Showcase Tournament, or as it's commonly known, the Dixie Showcase. This event draws teams from across Canada and the United States and the 7,100 participants and spectators generate an estimated \$896,000 in visitor spending, including:

Transportation	\$310,011
Accommodation	\$133,864
Food & Beverage	\$298,491
Retail	\$153,738



## 13.0 Implementation

### 13.1 Resources

The Recreation Division will require additional staff resources to implement the Sport Tourism Strategy. Mississauga Toronto West Tourism has considerable sales resources already engaged in promoting meetings, conventions and events in Mississauga, and has advised that no incremental staff will be required.

Funds should also be provided for the following activities:

- One-time costs to underwrite the development of Event Organizer Toolkits, workshops and a new sport tourism website.
- Ongoing communication and capacity development initiatives such as stakeholder consultation and event organizer workshops.
- Event marketing support
- Bid preparation
- Grants, rebates and other financial incentives for selected high-yield events.

As these activities are all scalable, an allowance of \$75,000 to \$150,000 should be sufficient to implement these initiatives. The Recreation Division currently has some resources for “Event Hosting” to cover one-time and ongoing operating costs, with the exception of staffing. Given the economic spin-offs from sport tourism, one new event per year would generate sufficient economic benefits to cover the incremental

investment required to implement the Sport Tourism Strategy.

Event related costs (e.g. financial guarantees, event marketing, in-kind services) are not included in this budget range (nor are they covered in the Division’s budget), as these costs can vary widely and should be considered as part of the event business case.

### 13.2 Priorities

It is key to establish the organizational capacity required to implement the strategy and to establish an “event friendly” policy and administrative framework before any resources are committed to pursuing new events.

In terms of organizational capacity, priorities are:

- Securing the staff to implement the strategy
- Establishing the Sport Tourism Sub Committee
- Prioritizing the event hosting prospect list
- Establishing the Major Sports Event Support Team, with representatives from key city departments providing event support services.

With these building blocks in place, a number of initiatives aimed at enhancing the impact of existing events and solicitation of new events can then move forward concurrently.

An implementation plan and summary timeline for the sport tourism strategy is provided on the following pages.

Strategic Focus # 1		Sport Tourism Leadership		
Goal Statement:		Build leadership capacity to implement the Sport Tourism Strategy.		
Recommendation	Priority	Year	Accountability	Outcomes ("O") and Measurements ("M")
1. Operationalize the Sports Tourism Strategy with experienced and dedicated staff resources.	High	2013	Recreation	O: Dedicated staff resources in Recreation to implement strategy and provide additional support for Pan Am Games.
2. Review the partnership agreement with Mississauga Toronto West Tourism to ensure alignment with the objectives of the Sport Tourism Strategy.	High	2013	Recreation	O: Confirmation of key responsibilities and staffing to be provided by MTWT to undertake sport tourism strategy.
3. Establish a Sport Tourism subcommittee as part of the Tourism Advisory Panel Committee.	High	2013	Tourism Advisory Panel	O: Key public and private sector stakeholders actively engaged in providing direction to city and MTWT.
4. Establish an internal Major Sports Event Support Team.	Medium	2014	Community Services	O: Establishment of Major Sports Event Support Team with dedicated staff representatives from other key city departments providing event support services.

Strategic Focus # 2		High Impact Events.		
Goal Statement:		Assess, acquire and deliver new high impact sport events.		
Recommendation	Priority	Year	Accountability	Outcomes (“O”) and Measurements (“M”)
5. Support and host selected events for the 2015 Pan/Parapan American Games and leverage the community and economic benefits from the Games.	High	2013-2015	Community Services	O: Operational plan to meet the host city obligations for selected Pan/Parapan American Games events. M: Event attendance, volunteer engagement, economic impact, staging costs and other identified event performance metrics.
6. Complete the feasibility study for hosting of the 2016 Ontario Summer Games.	Medium	2013	Recreation	O: Detailed assessment of financial, operational, organizational, economic and community impacts of hosting 2016 Ontario Summer Games.
7. Work with community sport organizations to identify opportunities for new locally-created events.	Medium	2015	Recreation	O: List of prospective locally-created sport tourism events.
8. Prioritize the list of prospective events provided and pursue the opportunity to host.	Medium	2014	Recreation	O: Finalized list of regional, provincial and national event prospects.
9. Incorporate the assessment of sport tourism infrastructure into future iterations of <i>Future Directions</i> and other visioning, planning initiatives and capital budget forecasts.	Medium	Ongoing	Community Services	O: Sport tourism infrastructure needs assessment incorporated into terms of reference for future planning initiatives.

Strategic Focus # 3		Community Capacity		
Goal Statement:		Build on the community's capacity to deliver well-managed and sustainable events that maximize the community and economic benefits of sport tourism.		
Recommendation	Priority	Year	Accountability	Outcomes (O") and Measurements ("M")
10. Develop an innovative and interactive on-line Event Planning Toolkit for current and prospective event organizers	Medium	2014	Recreation / MTWT	O: New resources available to assist event organizers M: Number of new locally-created or locally-hosted events. M: Total event participants
11. Develop and implement a series of workshops and roundtables for event organizers.	Low	2015	Recreation	O: New resources available to assist event organizers M: Number of new locally-created or locally-hosted events. M: Total event participants
12. Provide event management assistance through direct involvement of municipal and Mississauga Toronto West Tourism staff on the Organizing Committee for selected events.	High	Ongoing	Recreation / MTWT	O: Successful execution of high profile major events (e.g. Pan Am Games, Ontario Games). O: New recurring events reach sustainable level of financial and organizational capacity within three years. M: Performance metrics for high profile events meet or exceed city targets.
13. Facilitate the development of an accommodation strategy to build overnight stays in participating hotels.	Medium	2015	MTWT	O: Event organizer incentive program(s) based on hotel room nights sold. M: Tracking of total event room nights
14. Work with Mississauga Toronto West Tourism to develop and implement an "Attendance Builder" program for use by Event Organizing Committees.	Medium	2014	MTWT	O: Event organizer incentive program(s) based on hotel room nights sold. M: Tracking of total event room nights



Strategic Focus #4		Event Friendly City		
Goal Statement:		Develop and implement “event friendly” policies, procedures and promotional programs.		
Recommendation	Priority	Year	Accountability	Outcomes (O”) and Measurements (M”)
15. Review administrative policies, procedures, rates and fees.	High	2014	Recreation	O: New facility allocation policy to permit high impact sport tourism opportunities. O: Modified operating and cost recovery policies to permit enhanced facility maintenance and service.
16. Develop and implement integrated marketing campaign and required promotional material	High	2014	MTWT	O: Sport tourism website, database of bid preparation material. O: Proactive and systematic sales strategy for top prospects. M: Number of event bids submitted M: Number of successful event bids
17. Develop and implement Sport Event Development Grant	Medium	2015	Community Services	O: Grant program focused on new events, or expansion of current events designed to increase tourism impact. M: Tracking of total events and event room nights



## Appendix A: National Sports Governing Bodies and Potential Events

Organization	Potential Events	Recent/ 2013 Host City (Venue)
Canadian Curling Association	Canada Cup of Curling World Financial Group Continental Cup of Curling Scotties Tournament of Hearts Ford World Men's Curling Championship	Moose Jaw, SK (Mosaic Place) Penticton, BC (South Okanagan Events Centre) Kingston, ON (K-Rock Centre 2013) Victoria, BC (Save-on Foods Memorial Centre)
Canadian Lacrosse Association	Minto Cup	Whitby (Iroquois Sports Park)
Canada Soccer Association	Various – U14, U15-17, U16 Boys & Girls Championship	Vaughan (U14), Charlottetown (U16), Sydney (U18)
Special Olympics Canada	Special Olympics	London, ON (Summer 2010)
Canadian Ultimate Players Association	Canadian Ultimate Championships Canadian University Ultimate Championships	Victoria, BC Kelowna, BC
Canadian Wheelchair Basketball Association	Canadian Wheelchair Basketball National Championships Canadian Wheelchair Basketball Women's Championships Canadian Wheelchair Basketball Junior and Mini Finals Canadian Wheelchair Basketball Open Finals	Vancouver, BC Richmond, BC Halifax (East), Regina (West) Charlottetown, PEI
Gymnastics Canada	Canadian Gymnastics Championships Elite Canada Canada Cup	Regina, SK (Credit Union Eventplex) Mississauga, ON (Hershey Sports Complex) Langley, BC (Langley Events Centre)
Hockey Canada	Eso Women's National Hockey Championships Telus Cup The RBC Royal Bank Cup National Women's Under 18 Championship World U-17 Hockey Challenge World Jr. A Hockey Challenge World Sledge Hockey Challenge	Charlottetown, PEI Leduc, AB Humboldt, SK Dawson Creek, BC Windsor, ON Yarmouth, NS (Mariners Centre) Calgary, AB
Karate Canada	National Championships	Richmond, BC
Ringette Canada	Canadian Ringette Championships	Burnaby, BC
Skate Canada	Skate Canada International Skate Canada Challenge Canadian Figure Skating Championships Skate Canada Synchronized Skating Championships	Windsor, ON (WFCU Centre) Regina, SK (Co-operators Centre) Moncton, NB Windsor, ON (WFCU Centre)
Softball Canada	U14 Girl's Jamboree U16 Girl's U18 Women's U18 Men's U21 Women's U21 Men's Senior Women's Senior Men's Senior Men's and Women's SP	Brampton, ON (Old Fairgrounds & Duggan Park) Brantford, ON Montreal, QC Fredericton, NB Truro, NS Owen Sound, ON Jarvis, ON Fredericton, NB Dorchester, ON
Volleyball Canada	14/15/16U Canadian East Open 17U/18U Canadian Open	Sherbrooke, QC Abbotsford, BC

Appendix B - Event Due Diligence Form			
Organizer	Skate Canada		
Event Name	Skate Canada Synchronized Skating Championships		
Sport	Ice Skating		
Event Description	Approximately 53 synchronized skating teams from across Canada compete in the novice, intermediate, open, junior and senior categories Skate Canada Synchronized Skating Championships. Roughly 1,000 athletes will be present to compete for the national title in their category and senior teams will have the opportunity to qualify to compete at the ISU World Synchronized Skating Championships.		
Contact Information			
Address	865 Shefford Road Ottawa, Ontario K1J 1H9		
Web Site	www.skatecanada.ca		
Telephone	(613) 747-1007 ext 2508		
Name	Donna Keough	Title	Event Bid Development Manager
Event History			
Year	Host City	Venue	
2012	Windsor, ON	WFCU Centre	
2011	Brampton, ON	Powerade Centre	
2010	Brampton, ON	Brampton, ON	
Committed Events			
Year	Host City	Venue	
2013	Calgary AB	WinSport Athletic and Ice Complex	
2014	Burnaby BC	Copeland Sports Centre	
Open Events			
2015 and beyond. The preferred dates for the 2015 Skate Canada Synchronized Skating Championships are February 19-21 or February 20-22, 2015 or February 26-28 or February 27-March 1, 2015. The preferred dates for the 2016 Skate Canada Synchronized Skating Championships are February 18-20 or February 19-21, 2016 or February 25-27 or February 26-28, 2016.			
Host City Requirements			
Sports Facilities	Exclusive use of one ice surface is required, hourly use of second practice ice surface, preferably in one facility. Ice surface size: 85' x 200' (NHL) or 100' x 200' (Olympic). Seating: minimum 1,500 seats in main competition arena; minimum 500 in second arena.		
Accommodation	Minimum 500 rooms per night for three nights available at hotels within close proximity to one another and the competition venue (not more than 15 minutes by car). Meeting Rooms: Complimentary access to two meeting rooms at the designated official hotel for the event in order to schedule any functions surrounding the competition		
Other	Function rooms/areas: Space for a minimum of 10 working rooms/areas preferably on event level (back-of-house) plus 6 dressing rooms (may require temporary construction). Warm up space for up to 7 teams		
Rotation Policy	Not formalized. Events are awarded based on competitive bidding process.		
Bid Documents	The Bid Package to host the 2015 & 2016 Skate Canada Synchronized Skating Championships will be available in November 2012.		

## Appendix C - Sport Tourism and Major Event Strategies in Other Jurisdictions

### City of Brantford

#### *Strategic Framework*

In 1998 Brantford City Council endorsed a new sport tourism initiative entitled Tournament Capital of Ontario (“TCO”). In 2001 the TCO officially became part of Brantford Economic Development and Tourism Division. The city’s most recent Strategic Plan (*Shaping our Future 2010 - 2014*) includes the following Strategic Action:

- Expand tourism opportunities and benefits
  - Develop a link from the arts, cultural, sports and heritage assets of the City to the tourism opportunities and benefits of the community.

Within the city’s most recent Economic Development Strategy are the following initiative related to sport tourism:

- Accelerate the growth of sports tourism through the strategic marketing of new municipal sports infrastructure and bid and hosting opportunities

Within Tourism Brantford’s 2011-2012 Business and Marketing Plan, is the following objective:

- Take the lead in developing external marketing efforts for the sport tourism sector for the City, in partnership with the Tournament Capital of Ontario and the City of Brantford’s Parks and Recreation Department.

The Tournament Capital of Ontario is a community based organization that assists organizations to promote and recognize Brantford as a recreation and sport tourism destination. Its goals are to:

- Create networking opportunities for the sport and business communities in an effort to coordinate and maximize partnerships.
- Provide assistance to sport organizers who host sports events in Brantford.
- Increase community awareness and help promote sports events hosted in Brantford.

- Provide positive and memorable experience for visitors who come to Brantford to participate in sports.
- Promote Brantford as a preferred sport event destination to stimulate the growth and development of sport tourism in Brantford.

### ***Administrative Framework***

Partners in the Tournament Capital of Ontario initiative include the City (through its Economic Development and Tourism Department) Tourism Advisory Board, Parks, Recreation & Waterfront Advisory Board, business community, sport associations, volunteers and ambassadors network. Tourism Brantford takes the lead role in marketing the city to prospective event organizers.

Tournament Capital services and benefits include monthly networking luncheons, website, welcome packages, sponsorship opportunities, bid assistance and ambassador program.

## **City of Kamloops**

### ***Strategic Framework***

After adopting the slogan “Canada’s Tournament Capital in 2001 and hosting the BC Summer Games in 2006, the City of Kamloops developed the following objectives:

- Continue to grow Kamloops’ reputation as the top sport-tourism destination in Canada for medium-sized cities.
- Use our position as the Tournament Capital of Canada to effectively promote the Kamloops lifestyle advantage.

Kamloops identifies Sport Tourism and its Tournament Capital Program as priority objectives in their strategic plan. It benefits greatly from legacy venues that have been clustered together as the Tournament Capital Centre, including:

- Hillside Stadium, a 135,000 sq. ft multi-sport facility with a FIFA-certified turf (soccer/football/field hockey/lacrosse), 400-metre 8 lane, all-weather running track, dedicated jumps area/throws area, media booth and filming deck, two grass fields and a new field house that includes an international-scale indoor track, dedicated gymnastics space, multi-function gym, classroom and retail space.
- Canada Games Aquatic Centre, which offers a 50m 8-lane competition pool and 1m, 3m and 5m diving towers.



The Tournament Capital program is, to a large degree, a facility marketing plan to drive business to the city's premier recreation facilities.

### ***Administrative Framework***

The Tournament Capital Program is administered and implemented by the Tourism Kamloops Destination Marketing Manager - Sports and Leisure, Tourism Kamloops Manager Sports, Meetings and Events, and by the city's Tournament Capital Coordinator.

### ***Resources Available to Event Organizers***

Cash grants are available to amateur sport groups staging an event within municipally-owned facilities. The city has developed a wide range of on-line tools including facility specifications and schedules, facility booking, on line forms and permit applications.

## **City of Brampton**

### ***Strategic Framework***

Brampton's strategic plan does not specifically identify any sport tourism initiatives. However, a number of programs and initiatives are provided that apply to large sport tournaments.

### ***Administrative Framework***

Major event programs and resources are found in a number of municipal departments. The Recreation Division of the Community Services Department is responsible for city-run events, the Arts, Culture and Theatre Division of the Community Services Department is responsible for supporting a select group of cultural events and Tourism Brampton (part of the Economic Development Office) promotes sports tourism events.

### ***Resources Available to Event Organizers***

Brampton offers generous financial support to selected event organizers. The City-Wide Community Events Account, used to support sporting groups, community events and/or heritage, arts and culture had a 2012 Budget of \$291,000. All funding requests from this account must be approved by Council. In the past twelve months, approved grants include:

- \$36,000 cash grant to 2012 Brampton Canadettes 43rd Annual Female Hockey Tournament

- \$82,000 cash grant for 2012 Ontario Senior Summer Games
- \$5,500 cash grant for Ontario Minor Field Lacrosse Provincial Tournament and the Annual John McCauley Memorial Lacrosse Tournament

## **City of Burlington**

In 2011, the City of Burlington hosted 114 events (58 major events and 56 minor events) for residents and visitors to the community, with attendance spanning from 25 to 190,000. In total an estimated 565,000 people attended or participated in Burlington events in 2011.

### ***Strategic Framework***

The City of Burlington recognizes the importance of major events in terms of quality of life, local economic development and community identity. The City's strategic plan includes the goal of positioning Burlington as a Vibrant Community by enhancing Burlington's arts and cultural opportunities and experiences.

The City's Strategic Plan, the Waterfront Strategic Plan and the City of Burlington Tourism Vision Report have each identified the importance of major events in contributing to Burlington's quality of life, economic development and community identity.

The City of Burlington is proactive in attracting new special events to the city, particularly its Waterfront Park, as well as working with existing event organizers to further the success of their activities.

### ***Administrative Framework***

The city provides support to new and recurring event organizers through its Parks and Recreation Department or, in the case of road-based events, through the Transportation Services Department. Anyone planning an outdoor event must first contact either Parks and Recreation or Transportation Services to obtain event guidelines to ensure all requirements for hosting an event are in place. Based on information provided in the Event Application, the staff liaison provides all necessary City of Burlington applications and city and agency requirements relating to the event.

Events attracting 500 attendees or more, held in a high profile or high traffic area (such as the downtown area or Spencer Smith Park), and city-run events are the subject of an annual report to Council. Third-party events in this category must complete an

application for the coming year by mid-September, and Council approval is obtained by the end of the calendar year. Minor events, i.e. those that are more localized in nature and do not directly impact a high traffic or high profile location, are managed through the City's permit process and do not require Council approval.

The City of Burlington has established a Special Events Team ("SET") to coordinate services from other city departments. SET is comprised of representatives from the City's Roads, Parks & Maintenance (RPM), Fire, Parking, Transportation, Transit, Building, and Parks & Recreation departments, plus Halton Region Police, Emergency Medical Services, and Health Protection Services.

Staffing for special events includes a Supervisor of Festivals and Events, Festival and Events Coordinator, three event programmers and one Coordinator - Revenue Generation. The three event programmers are organized by event type - sports & recreation, waterfront events, other events, while the coordinator of revenue generation focuses on sponsorships for city-run events.

### ***Resources Available to Event Organizers***

Cash grants and fee waivers are available to community based not-for-profit recreational, sport or cultural organizations whose primary purpose is the development or delivery of leisure services to the community.

The city has developed an Event Organizers Manual, which provides information specific to events staged in Burlington (e.g. permits, approvals, timelines) as well as generic best practices and resources.

## City of Hamilton

### ***Strategic Framework***

The City's strategic plan contains no specific objectives, strategies or initiatives related to sport tourism. However, the city's economic development plan identifies the development of a sport tourism strategy as a key deliverable for Tourism Hamilton. Tourism Hamilton, a destination marketing organization funded in part by the city, works with event organizers and other tourism sector stakeholders to increase the number of visitors attending events and festivals in Hamilton. Tourism Hamilton also works the interested parties in attracting events to Hamilton, and acts as a liaison between the tourism sector and event organizers for large events such as the World Cycling Championships.

### ***Administrative Framework***

The City of Hamilton has dedicated staff resources to assist event organizers with operational support and coordinate services from other city departments via its Special Event Advisory Team ("SEAT"). SEAT is composed of staff from the following city departments:

CULTURE DIVISION (3)	MUNICIPAL LAW ENFORCEMENT (2)	BUILDING SERVICES (2)
PARKING (5)	WASTE MANAGEMENT (5)	EMERGENCY MEDICAL SERVICES (2)
FIRE (1)	POLICE (1)	PUBLIC HEALTH (3)
TRAFFIC (2)	FILM – ECONOMIC DEVELOPMENT (1)	ROADS (4)
PARKS (5)	HAMILTON STREET RAILWAY (3)	ELECTRICAL SAFETY AUTHORITY (1)

All events held on city property must submit an Event Application, which is first reviewed by the Culture Division's Arts & Events Unit. This initial review is intended to identify and resolve any immediate problems including scheduling, permitted uses etc. Assuming any such problems can be resolved, the application is then reviewed by members of the Special Events Advisory Team. SEAT offers "one window" service, providing the event organizer with the necessary instructions and department specific applications needed to properly secure the various permits and licenses required. SEAT also advises event organizers of any associated costs (i.e park rental, road closure fee etc.).

Staffing for special events includes a Manager of Arts and Events, a Festivals and Events Officer, two Arts and Event Initiative Coordinators and one part-time Events Coordinator. The Festival and Events Officer and Events Coordinators are each responsible for providing support to a portfolio of third-party events.

### ***Resources Available to Event Organizers***

In addition to the application support provided by the Cultural Division and the Special Event Advisory Team, the city provides an on-line listing of event related support and services, including links to other granting sources. The Culture Division is currently working on an Event Organizers Toolkit.

The City of Hamilton's Community Partnership Program is intended to provide limited financial assistance to community groups and organizations engaged in programs and activities within the City of Hamilton, and is designed "to achieve the self-fulfillment of individuals and the general well-being of the community." The program promotes the self-sufficiency of community groups and programs by encouraging those in receipt of funding from the city to become self-supporting.

Of the \$3.2 million in actual expenditures for the Community Partnership Program in 2010, cash grants to Special Events were \$358,000 and Event Road Closure fee waivers were an additional \$275,000 for a total of approximately \$633,000.

In 2011 event organizers requested a total of \$681,000 in cash grant funding, up more than 90% from the amount approved in 2010. Of the \$330,000 in additional funding requested, the overwhelming majority came from events that had received funding the prior year. Virtually all of these requests for additional funding were denied, although most organizations were approved for recurring funding and typically received an increase of about 3.8% over the 2010 grant.

Only five new event grants were approved. These events requested grants totaling \$58,000 and were approved for grants totaling \$17,000, representing 4.9% of the total approved grants for 2011. Of the \$264,000 budgeted for Road Closures in 2011, the largest share covered police services (\$228,000 or 86%). Most grants were relatively modest, typically less than \$5,000, for small-scale community activities, walks and runs. Events receiving large cash grants, not surprisingly, often received large Road Closure grants as well.

Approximately 95% of the total Special Events grant budget is allocated to recurring events. The size of grant is tied, to some degree, to the nature and extent of municipal services provided (and billed) to the event, and is generally limited to not more than 30% of the total event operating budget. As noted earlier, the Community Partnership Program has the stated objective of "promoting

the self-sufficiency of community groups and programs by encouraging those in receipt of funding from the city to become self-supporting.” It would appear, however, that these grants have become an ongoing source of operating funds that event organizers rely upon.

Tourism Hamilton offers a Sport Tourism Grant of up to \$1,000 per event, based on hotel room nights occupied. However, this grant cannot be combined with funding from the Community Partnership Program.

## **City of Kitchener**

### ***Strategic Framework***

The City of Kitchener’s Strategic Plan identifies “Dynamic Downtown” as critical to the city’s economic health and quality of life. The Citizens’ Vision for Downtown states that Kitchener will be a “community that has built a vital and lively downtown which provides all residents with a unique mix of exciting big city amenities and diverse services”. The initiatives to achieve this vision are found largely in Kitchener’s Economic Development Strategy.

To achieve these objectives, a working group has been formed with representatives from the city’s Economic Development, Arts and Culture and Community Services departments. This working group has developed and implemented a comprehensive program of downtown animation, including free public concerts and other programs at Civic Square, street parties and major events. In addition to these programs delivered directly by the city, the city provides grant funding and in-kind services to third party events that are aligned with the goals of the downtown vitality initiative.

### ***Administrative Framework***

The Enterprise Division of the city’s Community Services department is responsible for direct delivery of city-managed events and supporting the delivery of third-party events on city property. Sports field, arena and park scheduling is managed by Facility Rentals staff within the Community Services department. Staffing for special events includes a Manager of Special Events and three Special Event Coordinators, each of whom has responsibility for one or more city-run events, and supports a number of third party events.

A Special Events Action Plan was approved by Council in 2010, and includes the following strategic themes:

- Deliver Festivals, Events & Celebrations



- Support Urban Vitality through Activity
- Formalize Internal Collaboration
- Build Capacity with External Partners
- Refine Processes and Systems

Specific initiatives included in this strategy include:

- Deliver the current inventory of city-owned major events
- Continue to support third party event organizers and clarify level and type of support
- Create a formal Civic Square activity program with a goal of an intense schedule of daily programming
- Establish a formal event capacity-building program and materials that would incorporate a city wide focus
- Establish a marketing based webpage (not website) outlining services provided by Special Events
- Promote use of on-line calendar

Internally, Special Events is positioned as a service unit supporting the strategic interests of other city departments. Their event planning services and expertise are available, on a cost recovery basis, to other municipal departments staging events as a means of achieving their departmental deliverables.

### ***Resources Available to Event Organizers***

Cash grants and fee waivers are available to community based not-for-profit recreational, sport or cultural organizations that provide services within the City of Kitchener for the common good of all residents.

The city has developed an Event Organizers workshop for prospective event organizers, which provides information on event planning, budgeting, volunteer management, permits and approvals.

## Appendix D - Event Evaluation Framework

On the following pages is a three-step Event Evaluation Framework to guide the city in completing its due diligence of event hosting opportunities. The first step addresses event hosting capacity - the ability to host the event with the facilities and other resources currently available. The next two steps address the alignment of the anticipated event outcomes with the city's strategic objectives.

Event Evaluation Framework			
Section One: Alignment with Event Hosting Capacity			
	Measurement Criteria	Weight	Score
<b>Facility Planning &amp; Operations</b>	Can the event be successfully staged with existing event hosting and other infrastructure.		
	If not, what is the nature and extent of permanent event infrastructure required for the event.		
	Would this investment replace or accelerate planned capital investment(s).		
	Would any new event capacity created through this investment serve an existing or anticipated community need.		
	Are there reasonable prospects that any new event hosting capacity created through this investment would help to attract more or larger events to Mississauga.		
	Would this investment result in any ongoing operating expenditures or operational savings for the city.		
	Are there other public and private sector funding partners committed to this capital project.		
<b>Organizational Capacity</b>	Is there experienced and committed organizational capacity within the community to successfully execute the event.		
	Does the event have organizational support from other key stakeholder groups.		

Event Evaluation Framework				
Section Two: Economic Benefits - Alignment with Strategic Pillar <i>Prosper</i>				
Strategic Pillar	Specific Deliverable	Measurement Criteria	Weight	Score
<b><i>Prosper - cultivating creative and innovative businesses</i></b>	Job creation and revenue generation for local business	Does the event occur at a time when capacity exists within our event hosting and accommodation sectors, or will there be displacement of existing activity.		
		Will the event be one-time or recurring		
		Will the event generate incremental revenue for local accommodation, dining, retailers and event suppliers.		
		Will the event create additional capacity to develop and/or deliver future major events		
		Will the event require financial or other support from the municipality		
		What level of support will be provided by other stakeholders including senior levels of government.		
	Enhanced municipal profile	Media exposure expected		
		Does the event provide an opportunity to showcase other key business sectors in Mississauga		
		Will the event attract participants from a wide geographic origin of participants, and stimulate opportunities for return visits.		

Event Evaluation Framework				
Section Three: Community Benefits - Alignment with Strategic Pillars <i>Belong and Connect</i>				
Strategic Pillar	Specific Deliverable	Measurement Criteria	Weight	Score
<b><i>Belong - Ensuring youth, older adults and new immigrants thrive</i></b>	Improved health & well being through participation in sports activities	Will the event promote awareness of sporting activity with high potential for resident participation		
		Will the event provide a wide cross section of the community with an opportunity to visit community recreation facilities		
<b><i>Connect - Completing our neighbourhoods</i></b>	Family & community cohesion	Will the event celebrate unique culture or heritage of the community.		
	Celebration of culture & heritage	Will the event provide a wide range of opportunities for Active participants and Volunteers and encourage family participation.		
	Increased awareness and appreciation of recreational facilities	Will the event provide a wide cross section of the community with an opportunity to visit community recreation facilities		
	Impact on Affiliated and Community Groups	Will the event displace other regularly scheduled or previously scheduled community programs, or otherwise displace or adversely affect resident use of the event hosting facilities		
		Is the event projected to generate an operating surplus to support the community-based goals of the organizing committee.		
	Impact on Residents & Business	Will the event have other adverse impacts on residents or business (e.g. parking, noise, traffic congestion).		

## Appendix E - Economic Impact of Selected Events

Using the Tourism Region Economic Impact model from the Ministry of Tourism, Sport and Culture and visitor statistics provided by event organizers, the economic impact of two recurring events and two itinerant events was calculated.

### Locally Managed Recurring Events

#### Umbra Top Rated Invitational Soccer College Showcase Tournament

Each year the showcase draws the top Canadian National Cup Champions, Provincial Champions and League Champions throughout the four age groups. Past showcases drew the top Canadian club teams from Calgary, Edmonton, Manitoba, Quebec, as well as Super Y League teams from the Ottawa Fury, Toronto Lynx's and London Gryphon's along with the best club teams Ontario offers. The three-day event is held at four different Field Turf soccer venues including the three main complexes, Ice Lands and the Hershey Sports Zone.

Origin	Number of Visitors	Same Day	Overnight	
		Percent of Visitor Origin	Percent of Visitor Origin	Average Length of Stay
Ontario	5,325	75%	25%	2
Rest of Canada	1,704	0%	100%	2
United States	71	0%	100%	2
<b>Total</b>	<b>7,100</b>	<b>56%</b>	<b>44%</b>	<b>2</b>

**Estimated total visitor expenditure: \$896,000**

#### Breakdown of visitor expenditures:

Transportation	\$310,000	34.6%
Accommodation	\$134,000	14.9%
Food & Beverage	\$298,000	33.3%
Retail	\$154,000	17.2%
Recreation & Entertainment	\$ 83,000	9.2%
Estimated labour income	\$363,000	

## Mississauga Marathon

With a mandate of "A Run for Everyone," the Mississauga Marathon has a festival atmosphere where spectators, volunteers, runners and their families enjoy a day of fitness and entertainment. The event includes the Full Marathon, Half Marathon, Team Relay Challenge, 10K & 10K Student Relay, a community favourite, "The Hazel" 5K and the 2K Family Fun Run/Walk round out the weekend ensuring that there truly is an event for everyone.

Origin	Number of Visitors	Same Day	Overnight	
		Percent of Visitor Origin	Percent of Visitor Origin	Average Length of Stay
Ontario	22,000	72%	28%	1
Rest of Canada	2,000	0%	100	1
United States	750	0%	100	1
Other International	250	0%	100	1
<b>Total</b>	<b>25,000</b>	<b>63%</b>	<b>37%</b>	<b>1</b>

**Estimated total visitor expenditure: \$1,723,000**

### Breakdown of visitor expenditures:

Transportation	\$633,000	36.8%
Accommodation	\$198,000	11.5%
Food & Beverage	\$744,000	43.2%
Retail	\$147,000	18.5%
Recreation & Entertainment	\$224,000	11.5%
Estimated labour income	\$738,000	



## Itinerant Events

### North American Roller Hockey Championship

First held at the Hershey Sport Zone in 2009, the North American Roller Hockey Championship is returning to Mississauga in July 2013. The North American Roller Hockey Championships (NARCh) is a "for-profit company" which operates in-line hockey tournaments in Canada and the United States

Origin	Number of Visitors	Same Day	Overnight	
		Percent of Visitor Origin	Percent of Visitor Origin	Average Length of Stay
Ontario	6,000	20%	80%	7
Rest of Canada	1,000	0%	100%	7
United States	8,500	0%	100%	7
Overseas	2,000	0%	100%	7
Total	17,500	7%	93%	7

**Estimated total visitor expenditure: \$10,549,000**

#### Breakdown of visitor expenditures:

Transportation	\$2,221,000	34.6%
Accommodation	\$2,642,000	14.9%
Food & Beverage	\$3,074,000	33.3%
Retail	\$1,270,000	12.0%
Recreation & Entertainment	\$1,341,000	12.7%
Estimated labour income	\$4,685,000	

**Little Native Hockey League Tournament**

The four-day tournament features 155 teams of First Nations boys and girls up to age 18. Games were played at the Hershey Centre, Iceland and Meadowvale Arena. The event was hosted by the Six Nations Minor Hockey League Association.

Origin	Number of Visitors	Same Day	Overnight	
		Percent of Visitor Origin	Percent of Visitor Origin	Average Length of Stay
Ontario	4,500	10%	90%	3
Total	4,500	10%	90%	3

**Estimated total visitor expenditure: \$1,215,000**

**Breakdown of visitor expenditures:**

Transportation	\$249,000	20.5%
Accommodation	\$262,000	21.6%
Food & Beverage	\$453,000	37.2%
Retail	\$130,000	10.7%
Recreation & Entertainment	\$121,000	10.0%
Estimated labour income	\$504,000	