



**THE ARTS
ARE WHAT
WE ARE**

**STRATFORD
ARTS**



2023-2027 Sport Tourism Strategy



FINAL DRAFT:
2022-12-21

Table of Contents

Executive Summary	1
Project Summary and Goals	2
The Industry of Sport Tourism.....	2
The Current State of Sport Tourism in Stratford.....	3
SWOT Microenvironmental Analysis.....	3
Sport Tourism Facility and Asset Analysis.....	6
Value of Sport Tourism.....	10
Case 1 - 2022 New Holland Canadian Under-21 Curling Championships, Stratford, ON ...	11
Case 2: 2021 Canadian Junior Girls Golf Championship, Leduc, AB.....	12
Case 3 - STIHL TIMBERSPORTS Canadian Championships 2018, Wasaga Beach, ON	13
Strategic Priorities, Actions and Timelines	14
Strategic Priorities:	14
Strategic Priority #1: Establish and staff a dedicated sport tourism entity in Stratford..	14
Strategic Priority #2: Develop a funding plan to support SST's initial set of programs, operations and services.....	15
Strategic Priority #3: Stratford SPORT TOURISM to create a communication framework and engage local sport organizations, the tourism sector, and facilities.	17
Strategic Priority #4: Identify Strategic Markets within the sport tourism sector.	18
Strategic Priority #5: Identify Short and Medium-Term targets for sport events and sport business meetings, based on existing or easily improved facilities.....	20
Strategic Priority #6: Advocate for the development of new (or improvement of existing) sporting and hosting facilities in Stratford that support sport events that could be held in need periods.	21
Strategic Priority #7: Review and work to improve Stratford's existing policies, procedures and event hosting framework to empower sport tourism activities.....	22
5 Year Budget.....	23

Executive Summary

The City of Stratford's 2018 – 2022 Strategic Plan identified the following Strategic deliverable as a priority:

1. A Sports Tourism Strategy

- Cataloguing current events and tournaments
- Maximizing technology
- Generating spillover impact on our local economy
- Optimizing the availability and capacity of facilities
- Increasing the flexibility of uses within/at facilities

In the fall of 2022, a consortium of partners in Stratford led the effort to develop this Strategy. The project's focus was designed to determine the opportunities, in the aftermath of the COVID-19 crisis, to expand the visitor-based economy through Sport Tourism. "Build Back Better" has become the mantra of the tourism industry, with diversification building resiliency against future major negative events. The consortium recruited Destinate Group Ltd. to undertake a comprehensive assessment of community capacity, needs and opportunities. The outcome of an extensive community engagement process, yielded this 2023-2027 Strategic Plan for Stratford Sport Tourism, which features seven key Strategic Priorities as follows:

Strategic Priorities:

1. Establish and staff a dedicated sport tourism entity in Stratford. (Working title Stratford Sport Tourism [SST])
2. Develop a funding plan to support SST's initial set of programs, operations and services.
3. Create a communication framework and engage local sport organizations, the tourism sector, facilities and related local, provincial and national tourism and sport entities
4. Identify Strategic Markets within the sport tourism sector
5. Identify Short and Medium-Term targets for sport events and sport business meetings, based on existing or easily improved facilities
6. Advocate for the development of new (or improvement of existing) sporting facilities in Stratford that support sport events that could be held in need periods
7. Review and work to improve Stratford's existing policies, procedures and event hosting framework to empower sport tourism activities

Growing Stratford's existing Sport Tourism industry will be a marathon, but all marathons begin with the first step. Implementing this Strategy, with endorsement from Stratford City Council and the community at large, is that first step.

Project Summary and Goals

A coalition of Stratford organizations came together in 2022 to examine the opportunity to use the lucrative Sport Tourism market to diversify and grow the local visitor economy. Invest Stratford led the coalition, which included Destination Stratford and the City of Stratford, with funding support through Regional Tourism Organization 4. The agreed goals included the following:

- **Goal 1:** Determine the size and scope of existing sport tourism opportunities
- **Goal 2:** Examine the economic impact and growth potential of existing sport tourism opportunities
- **Goal 3:** Growth of Sport Tourism Assets and Opportunities

The coalition selected Destinate Group Ltd., through a competitive RFP process, to drive a public engagement and planning process to undertake this assessment then develop a five-year strategic plan for sport tourism in Stratford. Concurrent to this project, was the launch of an initiative to develop a new Municipal Cultural Plan for Stratford. There are distinct opportunities and advantages, to ensuring strong alignment between the Sport Tourism Strategy and the Cultural Plan, with synergies creating optimal economic and social growth in the community.

The Steering Committee that oversaw the Sport Tourism Strategic Plan's creation included the following representatives:

- Joani Gerber, CEO (InvestStratford)
- Zac Gribble, ED (Destination Stratford)
- Christina Phillips, Destination Development Manager (Destination Stratford)
- David St. Louis, Director of Community Services (City of Stratford)
- Mike Beitz, Communications Lead (City of Stratford)
- Brad Hernden, Manager of Recreation & Marketing (City of Stratford)

The Industry of Sport Tourism

Sport is an integral part of our Canadian culture. From our first steps as children, to our most senior years, sport for recreation, competition, fitness and mental health is woven into our lives. Why should Stratford focus efforts on the Sport Tourism industry given the strength of its cultural tourism assets? Understanding the Sport Tourism industry provides the easy answer in both economic and social terms.

Sport Tourism is seen as the fastest growing sector of the tourism industry in Canada. It is a \$7.4 billion industry in this country, of which \$2.7 billion is expended in Ontario alone. Sport participants and spectators make more than 6.6 million visits to destinations each year in this province. When you look at spending patterns, Canadian sport tourists expend \$546 on each visit, US visitors \$775, and international visitors more than \$2,033! Capturing even a small amount of incremental business is a distinct opportunity for Stratford. Generating

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

incremental sport tourism activities, in addition to what already exist in Stratford, can be driven to identified need periods. This will help to address the significant seasonality challenges Stratford's tourism sector is facing. Hosting events can also attract sponsor investment and become a catalyst to drive the creation of new sport venues, which leave a long legacy for the community.

Hosting Sport Tourism events has well-articulated social benefits. These include youth attraction and retention, a particular need for Stratford given its current demographics. Building community pride and animation comes with successfully hosting major sport events as was experienced last spring when Stratford hosted the very successful New Holland Canadian U21 Curling Championships. Pride comes as well, for those young recreational athletes who can show off their best stuff to parents, grandparents and friends at home. And pride builds for Master athletes who quickly develop new skills and friendships from afar, when they host their events in the community. Sport tourism is blind to age.

The Current State of Sport Tourism in Stratford

SWOT Microenvironmental Analysis

Destinate undertook a very significant community engagement process that included:

- An online public survey, with 155 responses, through the Engage Stratford platform
- An online survey, with 60 responses, to Stratford's sport organizations
- An online survey, with 27 responses, to Stratford's tourism and hospitality sector suppliers
- A public Open House with 11 attendees
- Four focus groups with 27 attendees
- One-on-one interviews with seven additional individuals

The community spoke and from their combined input Destinate created a Strengths Weaknesses Opportunities and Threats (SWOT) Analysis as follows:

STRATFORD'S SPORT TOURISM STRENGTHS

- Stratford's sporting community is enthusiastic about expanding events and helping to diversify touristic offerings.
- The City and Destination Stratford support the effort to drive the visitor economy through sport tourism events.
- The community has numerous venues for hosting indoor and outdoor events, capable of hosting regional to national events, and possibly select international events.
- Stratford's strong cultural brand, and new Cultural Plan, should be leveraged to support BIDS and event hosting, while exploiting opportunities for mutual benefits.
- Stratford has great capacity and positioning to host sport business meetings in existing facilities.
- Stratford's immediate (two-hour) market area has a population of more than nine million people.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

DESTINATION WEAKNESSES

- The increasingly moderate winter environment makes outdoor winter event hosting risky.
- Numerous facilities are heavily booked for local recreation, and/or would require capital enhancements to meet upper-level competitive standards.
- Lack of communication within the sporting community, and with the balance of the community, is resulting in coordination issues.
- There is a perceived lack of volunteers, or a process to recruit and train volunteers for events.
- Strong compression during peak festival season will limit hosting capabilities.
- Displacement of regular scheduled games for youth to accommodate higher tier, or adult sport events, is a concern.
- Seasonality of tourism providers, especially accommodations, may limit event hosting capacity.
- Lack of service industry staff may preclude the opportunity to generate new business, even when there is facility availability.
- Some in Stratford are protective of its cultural destination brand, and do not support efforts to grow sport tourism activities.
- There is no overall coordinating body to support the strategic growth of sport tourism.

COMMUNITY OPPORTUNITIES

- Good organizational strength and hosting experience in numerous sports pave the way for mentorship and growth in these sports and others that will benefit from coordination.
- Enhanced communication and marketing activities will enhance visitor experiences and allow for more effective and efficient use of facilities during need periods, primarily winter and spring.
- Capturing new business in the shoulder and off-season, will enhance the viability of current and potential new accommodation providers, with the added benefit of capturing money that might be left on the table during peak season due to capacity limitations.
- Enhanced community-wide coordination will ensure the appropriate sharing of facilities to avoid loss of facility time for youth, or any one sport group.
- A softer July for Festival, and Monday dark days, opens the door for early peak season events and Sunday, Monday sport activities throughout the year to drive hotel occupancy, restaurant and retail business.
- University residences may provide expanded team or participant accommodations during spring and summer.
- An overall, but not exclusive, focus on events that attract lower volume, but high yield visitors, will provide optimal returns while recognizing existing capacity limits.
- Coordination and partnership with nearby communities will expand and diversify Stratford's hosting capacity.
- Strategic investment in upgrades or new facilities will help meet current community recreational needs, while opening the door for incremental growth in sport tourism

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

- events. Hosting major events can be a catalyst for attracting capital investments in facilities.
- Aligning partners, such as retail, food and beverage providers, around both sport and cultural events will create economic and visitor benefits.
 - Hosting sport events opens the door to market the destination for return visits. Media following significant sport events, will often profile the host community, generating new earned media.
 - A new Sport Tourism Entity could provide a one-stop shop for coordination, communication and support for sport groups wishing to develop events, or bid for and host sport tourism events.
 - A Sport Tourism Entity could fill needs for sponsorship development, volunteer recruitment and host training. This will also provide distinct opportunity for cultural events and attractions.
 - Membership in Sport Tourism Canada opens the door to access a wide variety of tools, historic event information and develop connections to sport groups.

THREATS TO SPORT TOURISM GROWTH

- Youth are attracted to communities with strong sporting infrastructure and are excited to play in front of a home crowd at hosted sport events. Stratford's more senior demographics demand a dedicated effort to achieve a better balance, with sport tourism being one methodology to do so, or risk losing youth to other communities.
- Labour shortages are acute in the tourism industry, Stratford's seasonality is a complicating factor and needs to be addressed. Limited business hours are a testament to this threat.
- Seasonality is less evident in nearby communities, creating an investment draw to those competing destinations. Seasonal accommodation operations are a testament to this threat.
- Volunteers are an increasingly scarce commodity. Formalized programs to attract, train and retain volunteers are critical needs for Stratford, for all tourism markets.
- Larger, nearby destinations are expanding efforts to attract sport events and business meetings and have been engaged in this market for many years.
- Sponsors, and their financial allocations, look to larger events to drive marketing of their products and services. Larger events hosted elsewhere, will also take these allocations to communities other than Stratford.
- Failure to ensure appropriate visitor hosting capacity exist, prior to bidding for sport tourism events, could lead to a negative visitor experience and possibly reputational harm to the Stratford brand.

Sport Tourism Facility and Asset Analysis

FACILITIES

Stratford has a diversity of facilities for hosting sports and sports-related activities, primarily for residents, but for visitors as well. A total of 31 venues are split between indoor (10) and outdoor (20) locations with one venue having a combination of the two. These venues comprise 81 sport and non-sport facilities, examples of the latter including meeting rooms, kitchens, dining rooms and administration space.

Generally, the indoor venues tend to be utilized more than outdoor venues, even outside of prime-time hours. Overall, ice rinks and pools are among the least available and outdoor fields the most available. It is noted, however, that utilization estimates for outdoor facilities can be misleading because of weather effects and seasonality. Further, use levels have been greatly affected over the last three years by COVID-related impacts. As these diminish, demand by residents for recreation and sport facilities is expected to return to normal.

A total of 21 sports are supported by existing facilities, including ice and court sports indoors, baseball and soccer outdoors. It is noted, however, that most venues are capable of hosting sports that are not necessarily popular today in the region. Pickleball was virtually unknown 20 years ago, but is now one of the fastest growing sports in North America with millions of participants and hundreds of tournaments annually.

	Indoor	Outdoor	Total
Venues (main complex)	10	20	31
Facilities (i.e., ice pads, sport courts, hall and meeting space, activity rooms within venues)	36	44	81
Major sports	Ice sports	Baseball	
	Court sports	Soccer	
	Swimming	Golf	
Condition	Good-Excellent		

This chart outlines the number of venues, facilities and major sports in Stratford. There are 10 indoor venues (main complex) and 20 outdoor venues for a total of 31. There are 36 indoor facilities (i.e., ice pads, sport courts, hall and meeting space, activity rooms within venues) and 44 outdoor facilities for a total of 81. Major indoor sports include ice sports, court sports and swimming; major outdoor sports include baseball, soccer and golf. The condition of all facilities is rated between good and excellent.

Source: Destinate Group. 2022. Facilities. Unpublished database on file with the City of Stratford.

An informal assessment of building condition based on personal knowledge of the venues indicates most are either in good or excellent condition. Only one venue, Veteran's Bandshell, being an outdoor wood structured, covered entertainment stage, adjacent to the road and parkland, was considered in poor condition. Similarly, most facilities are AODA compliant in respect of the accessibility standards regulation, although it is acknowledged that there are data gaps for private facilities. In compliance with the regulation, Stratford has established an Accessibility Advisory Committee (AAC) which recommends and advises City Council on matters to improve opportunities for persons with disabilities and to provide for involvement in the identification, removal and prevention of barriers to full participation in the community.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

Survey feedback from the public (155 responses) and sports partners (27 responses) indicate a positive view of existing venues and facilities, but with some reservations and suggestions for improvement. When asked if Stratford had a strong facilities base to host sports tourism, 55 per cent of public respondents either strongly or somewhat agreed, whereas 33 per cent did not agree, indicating a lack of consensus either way. Tourism suppliers were surveyed similarly and the responses were like the public survey, but slightly less favourable, with 50 per cent agreeing and 33 per cent disagreeing.

When asked about gaps and weaknesses in sport tourism capacity, more than half of all responses focused on venues and facilities, with reference to upgrading, replacement and new developments. New venues such as indoor pools and cricket grounds were suggested but many respondents spoke to increasing year-round use and greater flexibility in accommodating more and different sports in existing venues.

In the Sport Partner Survey respondents were asked about barriers that they faced in securing and hosting events. The number one answer, receiving twice as many responses as the second-ranked barrier was “limited access to sports facilities due to existing use patterns.” When asked to rate their facilities on a scale of one (very poor) to 10 (very good), the average score was 5.7. However, the scores were very widely dispersed with several very low and very high scores—the median score was 7.0.

HOSPITALITY

One of the major contributors to sport tourism is the hospitality industry, providing accommodation, food and beverage, transportation and retail services. As event participants and spectators arrive and stay in the community, they spend money on services. The more services that are locally available, the greater the spending. The less services available, the more participants and spectators will look to neighbouring communities. A lack of capacity in some key services like accommodation may prevent some events from happening in the first place.

A snapshot of the accommodation sector in Regional Tourism Organization 4 Inc. (RTO4) is provided in the following table. Occupancy rates, daily rates and revenues per available room for 2017 to 2021 clearly show the effects of COVID induced travel restrictions and facility closures. Prior to COVID, occupancies were hovering around 63 per cent and rates close to \$132 per night. Spread across all available rooms, hoteliers were receiving \$84.30 a room and vacation rentals \$65.60 a room in 2019. RTO4 accommodations slightly underperform Ontario averages (i.e., lower occupancies and room rates) for this same period.

Hotels	2017	2018	2019	2020	2021
Occupancy rate	60.3%	63.8%	63.9%	33.0%	42.6%
Average daily rate	\$117.17	\$128.38	\$131.84	\$107.26	\$109.50
Revenue per available room	\$70.68	\$81.89	\$84.30	\$35.35	\$46.69

This chart provides a snapshot comparison of the occupancy rate for hotels in Stratford from 2017 to 2021 as well as their daily rate and revenue per available room. In 2017, the occupancy rate for hotels was 60.3 per cent, with an average daily rate of \$117.17 and \$70.68 in revenue. In 2018, the occupancy rate for hotels was 63.8 per cent, with an average daily rate of \$128.38 and \$81.89 in revenue. In 2019, the occupancy rate for hotels was 63.9 per cent, with an average daily rate of \$131.84 and \$84.30 in revenue. In 2020, the occupancy rate for hotels was 33 per cent, with an average daily rate of \$107.26 and \$35.35 in revenue. In 2021, the occupancy rate for hotels was 42.6 per cent, with an average daily rate of \$109.50 and \$46.69 in revenue.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

Short term rentals	2017	2018	2019	2020	2021
Occupancy rate	n/a	n/a	52.9%	44.4%	58.9%
Average daily rate	n/a	n/a	\$124.00	\$141.31	\$155.54
Revenue per available room	n/a	n/a	\$65.60	\$62.81	\$91.60

This chart provides a snapshot comparison of the occupancy rate for short-term rentals in Stratford from 2017 to 2021 as well as their daily rate and revenue per available room. The data is not available for 2017 and 2018. In 2019 the occupancy rate for short-term rentals was 52.9 per cent, with an average daily rate of \$124 and \$65.60 in revenue. In 2020, the occupancy rate for short-term rentals was 44.4 per cent, with an average daily rate of \$141.31 and \$62.81 in revenue. In 2021, the occupancy rate for short-term rentals was 58.9 per cent, with an average average daily rate of \$155.54 and \$91.60 in revenue.

Source: RTO4. 2022. REGION 4 - Huron, Perth, Waterloo and Wellington Occupancy, ADR and RevPAR Results, for Hotels and Short-term Rentals.

RTO4 does not publish property and room inventories, but Destination Stratford has compiled data for the Stratford-London-Kitchener area, as seen in the following table. A total of 374 properties has 7,671 units available for use.

Accommodation	Properties	Rooms
B&B	52	178
Hotels/Motels/Inns	81	7,101
Short-term rentals	206	279
Vacation rentals	35	113
Total	374	7,671

This chart outlines the number of properties and rooms available in the Stratford-London-Kitchener area. There are 52 bed and breakfasts with 178 rooms, 81 hotels/motels/inns with 7,101 rooms, 206 short-term rentals with 279 rooms and 35 vacation rentals with 113 rooms. This makes up a total of 374 properties with 7,671 rooms.

A hospitality inventory for Stratford is shown in the following table. Stratford has at least 144 properties with more than 1,000 rooms, while there are another 422 businesses providing food service, attractions, retail and different types of personal and business services. Most, but not all, of these businesses are open year-round.

Accommodation	Properties	Rooms
B&B	40	143
Hotels/Motels/Inns	23	706
Short-term Rentals	46	51
Vacation Rentals	35	113
Total	144	1,013
Restaurants	122	
Attractions	48	
Retail	159	
Service	93	
Total	566	

This chart outlines the hospitality inventory for Stratford including the number of properties and rooms available. There are 40 bed and breakfasts with 143 rooms, 23 hotels/motels/inns with 706 rooms, 46 short-term rentals with 51 rooms and 35 vacation rentals with 113 rooms. This makes up a total of 144 properties with 1,013 rooms. On top of this, there are also 122 restaurants, 48 attractions, 159 retail and 93 service making up a total of 566 additional properties.

Source: Destination Stratford. 2022. Unpublished database of hospitality properties.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

All three surveys (public, sports partners, tourism suppliers) provided feedback on the state of hospitality services in Stratford:

- When asked if Stratford had a strong hospitality base to host sports tourism, 58 per cent of public respondents either strongly or somewhat agreed, whereas 36 per cent did not agree. In the suppliers survey the responses to this same question were much less optimistic with only 37 per cent agreeing and 44 per cent disagreeing.
- The same survey asked respondents about gaps and barriers to which 110 separate responses were given. While most answers focused on venues, 14 responses mentioned accommodation as a barrier, particularly during festival season and in respect of catering to large groups and families. Other than three mentions of restaurant hours, no other hospitality concerns arose.
- In the Sport Partners Survey nine of 30 respondents (30 per cent) cited “limitations of other facilities/services such as accommodations, transportation, etc.”
- 20 per cent of the Supplier Survey respondents indicated they received business from sports tourism and were marketing themselves to the sports tourism sector.
- The seasons with the greatest capacity for additional business were spring and winter (80 per cent), followed by fall (38 per cent) and summer (12 per cent). Capacity is also relatively low during public and school holidays. When asked about times of the week they have capacity, respondents unanimously indicated weekdays while eight per cent mentioned evenings.

SPORT GROUPS

Stratford has approximately 44 sports organizations representing 21 different sports and hundreds of volunteers that coordinate participation and are involved in teaching and coaching and help host competitions and events. Some organizations operate for-profit venues and businesses; however, most are non-profits and do not own or operate venues. Many are tenants or clients of the city and private venues.

According to the Sport Partners Survey more than 16,000 athletes participated in sports in 2022, but this may under-represent actual participation as several respondents did not provide an estimate. All age groups were represented from children to seniors. Seasonality was equally diverse with close to 90 per cent of organizations active in the fall (when many sport seasons converge and overlap and the school year begins) and 82 per cent in spring and winter. Summer was the least active period (70 per cent). Almost all organizations host competitions or events of one form or another. Seventy per cent have hosted local events, 63 per cent regional events, 40 per cent regional events, 13 per cent national events and three per cent international events. Some of the sports represented include curling, tennis, cycling, hockey, dragon boats, baseball/softball, pickleball, track and dance.

When asked if they aspired to host an event in the future, 61 per cent of Sport Tourism Partners indicated yes and only nine per cent said no. The other 30 per cent were unsure. The primary motivation for hosting events is to increase sport participation and support development of athletes. Generating revenues to help offset operating cost is also important. Sport organizations clearly see a connection between sport and tourism—94 per cent said that tourism was a component of their sport, the other six per cent were unsure. No respondent stated that there was no connection.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

It was noted above that sport organizations indicated access to venues was the major barrier to hosting events, while availability of hospitality services was also an issue. Other top-ranked barriers were assembling and coordinating facilities, funding and volunteers to launch bids.

Value of Sport Tourism

The following three case studies, one of which is from Stratford, are meant to demonstrate the socio-economic impacts of sporting events in Canadian communities. All cases are based on the national standard Sport Tourism Economic Assessment Model (STEAM) developed by Sport Tourism Canada. The model measures the positive change in economic activity resulting from hosting an event in a community. There are three impact pathways:

- Expenditures of the event organizers in producing the event
- Capital construction costs that are directly attributed to hosting the event
- Spending of out-of-town visitors while they attend the event

In aggregate the impacts represent new money being spent in the host community as well as the region, province and nation.

The elements (outputs of the model) used to measure the economic impacts are as follows:

- **Industry Output** – a measure of all the goods and services produced in a given time period by businesses in an industry or group of industries and sold either to consumers or to businesses outside that industry.
- **Gross Domestic Product (GDP)** – the output of an industry or group of industries minus the value of intermediate inputs that were purchased from other industries, domestic or foreign. GDP is a measure of the value added to output.
- **Employment** – Jobs generated in an industry or group of industries converted to full-time equivalent positions.
- **Payroll** – Labour income paid through wages, salaries, mixed income and employers social safety net contributions.
- **Taxes** – Estimates of tax revenues associated with a change in the output of an industry or group of industries, including income taxes and commodity taxes. Provincial and federal tax revenues include federal and provincial personal and corporation income taxes. Also included are PST, GST and other commodity taxes such as gas taxes, liquor and lottery taxes, air transportation taxes, duties and excise taxes. Property tax revenues are not included in the estimates. Municipal tax revenues are primarily related to accommodation taxes.

Case 1 - 2022 New Holland Canadian Under-21 Curling Championships, Stratford, ON

The championships took place in Stratford between March 25 and April 1, 2022, a full seven-day event co-hosted by the Stratford Country Club and the City of Stratford. The Stratford Rotary Complex was transformed into two, four-sheet curling rinks for seven days of curling by 18 men's and 18 women's curling teams from across Canada.

A total of 144 athletes and 36 coaches were in Stratford for most of the week, the majority coming from out of province and staying in commercial accommodations. More than 1,200 tickets were sold, which along with corporate sponsorships, generated event revenues of \$139,000. The revenue supported salaries, advertising, food and beverage purchases, transportation, retail purchases and a small operating surplus. Most of these expenditures were made to local area businesses. Fifteen workers were directly employed full-time on administrative and hosting services to keep the event running smoothly. Annualized over a full operating year this amounted to 0.3 full-time workers.

The economic impacts of the event were significant for Stratford as a host community, the sport of curling and the city's tourism sector. Impacts occurred along two different pathways, Stratford Country Club's spending as event host and the visitor impacts associated with participants and spectators coming to Stratford and staying for a week. Operating expenditures and impacts are modest in keeping with the nature and size of the event, however, the visitor impacts are substantial and flow to many areas of the local economy.

In Stratford, total event-related spending is estimated to be \$0.7 million, generating GDP (i.e., value added) of \$0.47 million and wages of \$0.29 million. Eight person-years of employment were created. Government is a major beneficiary of sporting event and tourism spending. Payments to all levels of government from the Stratford area are estimated at \$200,988.

Most of the direct spending during the championships occurred in Stratford proper, but indirect and induced effects also flowed to other areas of Ontario and Canada. In Stratford industries that attracted the most spending included accommodation and food services, arts, entertainment and recreation, and retail/wholesale trade.

There are other socio-economic and community impacts that are not quantified above, but are noted following to illustrate the many ways in which sporting events can positively influence a local community.

- **Non-market impacts** – Canadians spent billions of dollars on sports and recreation annually, which represent the costs of participation, but not the full range of economic benefits. Consumer surplus and willingness to pay studies have shown the economic benefits of sports and recreation are double the expenditures made (Lloyd-Smith 2020).
- **Volunteer work** – 100 volunteers contributed approximately 2000 hours to host the championships. Although these hours are unpaid, they still constitute an economic benefit. In 2018, the Conference Board of Canada valued volunteer time at \$27 an hour, which would yield a benefit of \$54,000.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

- **Economic development asset** – Sport infrastructure is an invaluable asset for communities seeking to attract business investment, new residents and visitors. It contributes to the local work-life balance and enhances quality of life.
- **Social benefits** – Investments in recreation and sports infrastructure and programming has a positive effect on crime reduction, educational outcomes for elementary, secondary and post-secondary students and health outcomes.

Case 2¹: 2021 Canadian Junior Girls Golf Championship, Leduc, AB

The 2021 Canadian Junior Girls Championship was held in Leduc, Alberta at the Leduc Golf and Country Club July 19 to 23, 2021. The event was hosted by Golf Canada and the organizing committee in Leduc. It featured 108 female golfers from across Canada and drew 400 visitors over the course of four days of individual stroke play. The city embraced the event and benefited from sport tourism as an economic driver at a time when COVID restrictions were adversely affecting the tourism industry across the province.

The operating budget for the Championship was approximately \$97,000, which went into operational expenditures such as facility rental, marketing and advertising services, professional services, course repairs, food and beverage, accommodations, merchandise, travel, transportation and storage.

Visitor spending totalled nearly \$222,000 during their time attending the event, including accommodations, restaurant meals, other food, transportation, shopping and recreation. More than three quarters of out-of-town visitors stayed overnight, with the average stay being 4.7 nights. The others were making daily day trips to Leduc from their home communities.

The combined operations and visitor spending of \$319,000 generated overall economic activity in the province of \$467,000, including 2.5 jobs, \$131,000 in wages, \$238,000 in GDP and \$73,000 in taxes across all levels of government.

A survey of visitors undertaken to gauge the impacts of the event on the city found that 78 per cent of out-of-town visitors had come to Leduc solely to either participate or watch the competition. In other words, the event generated an incremental economic impact because of travellers who would otherwise not have visited the community. The championship is expected to have benefit future tourism activity as well. Two thirds of survey respondents said they were very or somewhat likely to visit Leduc again, while 73 per cent stated they were very or somewhat like to recommend Leduc to others.

Lessons learned:

- Even though visitation was positive, the event focused primarily on attendance by participants due to the ongoing pandemic-related travel restrictions. Additionally, as an outdoor event the Championship could more easily navigate social distancing and other health safety protocols.
- The Championship generated unique visits to the community, that is without the event most participants and visitors would not have come to Leduc.

¹ Source: Sport Tourism Canada. 2021. Economic Impact Assessment Final Report Canadian Junior Girls Championship Leduc, AB.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

- Sport tourism generates direct economic impacts through the event itself, but survey data indicates it also encourages future visitation and boosts the net promoter score.

Case 3 - STIHL TIMBERSPORTS Canadian Championships 2018, Wasaga Beach, ON²

The STIHL TIMBERSPORTS Canadian Championship 2018, held at Wasaga Beach, Ontario from July 19 until the 22 is part of the STIHL TIMBERSPORTS Series. The event attracted the top 40 athletes from the Pro Men/Women and Rookie Divisions who competed for the title of Canadian Champion.

The STIHL TIMBERSPORTS Canadian Championship is the elite logger sports series in Canada and around the world. The Canadian Championship is the most important event in the calendar year for an athlete and only the best athletes are invited to participate in three divisions: Pro Men, Pro Women, and Rookie. The Canadian Championship features all six disciplines included in STIHL TIMBERSPORTS: Springboard Chop, Underhand Chop, STIHL Stock Saw, Standing Block Chop, Single Buck and Hot Saw. Also taking place during the STIHL Championship was the Wasaga Beach Bike Rally the largest annual motorcycle rally in Canada.

As a major national event, expenditures for operations were comparatively high in the Canadian context—\$643,000. This is partly explained by the fact that this was a dual event with TIMBERSPORTS and the beach rally. Major cost categories were wages and salaries, professional services, marketing and accommodation and food services. Most of these expenditures went to businesses in the local area.

This event was very heavily oriented to regional travel—93 per cent of all attendees were from Ontario, 32 per cent was from the GTA alone. One third spent an average of 3.4 nights in the region (84 per cent stayed in Wasaga Beach), primarily at local hotels and short-term rentals like Airbnb. The average party size was four people. Two thirds of TIMBERSPORTS attendees also went to the beach rally which likely boosted party size and length of stay.

The combined operations and direct visitor spending was \$1.9 million. In Wasaga Beach the impacts were impressive— \$2.5 million in total output, \$1.3 million in GDP, \$0.95 million in wages and salaries, 16 full-time equivalent jobs and \$420,000 in government revenues. The comparable impacts for Canada were \$3.6 million (output), \$1.9 million (GDP), \$1.3 million (wages and salaries), 20 jobs and \$0.57 million in taxes.

Lessons Learned:

- Some sports do not require specialized facilities and therefore event hosting can be easily adapted to a community's existing venues.
- Corporate branded events like the Stihl Championship have high operating budgets, but also substantial national exposure and awareness due to it being a professional circuit with links to the world championships, extensive corporate sponsorships, above-average media and VIP attendance and dedicated marketing programs.
- Dual event hosting can significantly boost attendance and visitation. At Wasaga Beach the visitor experience was enhanced by the beach rally, which was attended by two thirds of Timbersport attendees.

² Source: Sport Tourism Canada. 2018. STIHL TIMBERSPORTS Canadian Championships 2018: Wasaga Beach.

Strategic Priorities, Actions and Timelines

Strategic Priorities:

1. Establish and staff a dedicated sport tourism entity in Stratford. (Working title Stratford Sport Tourism [SST]).
2. Develop a funding plan to support SST's initial set of programs, operations and services.
3. Stratford Sport Tourism to create a communication framework and engage local sport organizations, the tourism sector, facilities and related local, provincial and national tourism and sport entities.
4. Identify strategic markets within the sport tourism sector.
5. Identify short and medium-term targets for sport events and sport business meetings, based on existing or easily improved facilities.
6. Advocate for the development of new (or improvement of existing) sporting facilities in Stratford that support sport events that could be held in need periods.
7. Review and work to improve Stratford's existing policies, procedures and event hosting framework to empower sport tourism activities.

STRATEGIC PRIORITY #1: ESTABLISH AND STAFF A DEDICATED SPORT TOURISM ENTITY IN STRATFORD.

To effectively enter the Sport Tourism market, Stratford needs to establish an entity that is dedicated to the implementation of the 2023-2027 Sport Tourism Strategy. Stratford Sport Tourism (SST), will be a coordinating body exhibiting the following characteristics:

- SST will function independently from the city of Stratford while maintaining a direct linkage to the city through representation by a senior (decision-capable) member of Stratford Administration.
- SST will be managed by Destination Stratford, who will be represented by a senior Destination Stratford staff member. Any incremental operating expenses that include human resources and administrative must be sourced from new revenues, and not pull from existing Destination Stratford resources.
- SST will maintain its alignment to the Committee Terms of Reference
- SST will be populated by experienced community members with understanding of the sport, tourism and cultural sectors, First Nation and/or Métis representatives, Media, facility managers and other community leaders that may best advance the goals of objectives of the committee. Diversity will be key to its strength and value.
- This will be a working committee, with the expectation of specific engagement of committee members in the priority tasks as outlined in the strategy and with the efforts of sport organizations. It is expected that specific task groups from the committee will be established to help achieve various goals over time.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

A new team is needed to drive the implementation of this strategy and to support SST. Destination Stratford will manage the team, who will in turn be accountable to Stratford Sport Tourism. The team will initially require one full-time position as a ***Sport Tourism Coordinator***, and, as resources permit, one part-time contracted or employed ***Director of Sport Tourism***.

Destination Stratford would provide the HR infrastructure and administration of the Stratford Sport Tourism office and in return, would need to be compensated to cover all incremental costs.

To support Stratford Sport Tourism both the implementation and operational stages, incremental funding sources and revenues will be required.

In general, The ***Sport Tourism Coordinator*** will:

- Administrate and support the work of SST
- Provide direct services to sport groups and host committees in their efforts to develop or attract sport tourism events
- Drive the Communication Strategy (Strategic Priority 3) and become known as the key contact for sport tourism activities
- Act as a critical link/liaison with other Destination Stratford staff knowledgeable about other cultural or business events planned for Stratford
- Become the appointed representative of SST with Sport Tourism Canada, of which Destination Stratford is a current member. This will include becoming knowledgeable and competent in the use of STC products and services

STRATEGIC PRIORITY #2: DEVELOP A FUNDING PLAN TO SUPPORT SST'S INITIAL SET OF PROGRAMS, OPERATIONS AND SERVICES.

Initiation phase: To maintain momentum, and until proof-of-concept can be established, SST will require financial support. Higher probability investors should include:

- RTO4 who helped fund the creation of the Sport Tourism Strategy
- City of Stratford as owners of many hosting facilities and who will benefit from their optimal use
- Destination Stratford who may be in a position to access incremental support for this initiative
- Invest Stratford who was the initial project lead and who may benefit from increased overall economic activity in the region
- Sport facilities who may accrue direct revenues as event hosts
- Direct Tourism Recovery Program funding through the Regional Economic Development Agency
- Additional provincial and federal funding opportunities may exist through Ontario Ministry of Agriculture, Food & Rural Affairs, Rural Economic Development Program; Ontario Ministry of Culture, Tourism & Sport; Federal Ministry of Sport/Sports Canada; and FedDev Ontario

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

Mid-term to ongoing phase: Once established and providing services that shows economic growth from its efforts, new opportunities to generate financial support for SST will develop. This may include:

- Collaborate with city of Stratford and Destination Stratford to secure ongoing operating revenues and funding plan
- Sport Event Legacies – for events that received financial/HR support from SST, and who subsequently held financially successful events, SST should be positioned as a potential recipient as a legacy to further its work
- Negotiated room rebates from Stratford Accommodators for events successfully secured by SST
- Corporate contributions – Community-minded companies may wish to underwrite campaigns or provide direct financial support when their goals match those of SST. SST should develop a formal Sponsor Recognition program to attract investors.
- Self-generated income – SST may choose to create and own select events, including Sport Business gatherings, conferences, sport luncheons or workshops that may generate net revenues for the committee
- Government labour market programs – summer/intern/youth

How might the funds be used? The program and activities will be determined by priority needs expressed by the community. These could include:

- HR/financial support to write/produce sport event bids
- Financial support to present bids to decision-makers
- Sport Tourism Economic Impact Assessments (STEAM model through STC)
- Event and Destination Marketing support, including media training
- Event planning support
- HR support to generate and populate the Community Event Calendar
- Host and present workshops and training events for volunteers and event hosts
- Develop an online facility planner to support bids and inform event selection committees
- Funding an incentive program
- Contribute to a legacy fund for facility enhancement or development
- Host sponsor forums to match-make with sport groups
- Sport Tourism Canada membership and attendance at their Sport Tourism Marketplace
- Advocacy alignment – on safety, funding opportunities and asset development

STRATEGIC PRIORITY #3: STRATFORD SPORT TOURISM TO CREATE A COMMUNICATION FRAMEWORK AND ENGAGE LOCAL SPORT ORGANIZATIONS, THE TOURISM SECTOR, AND FACILITIES.

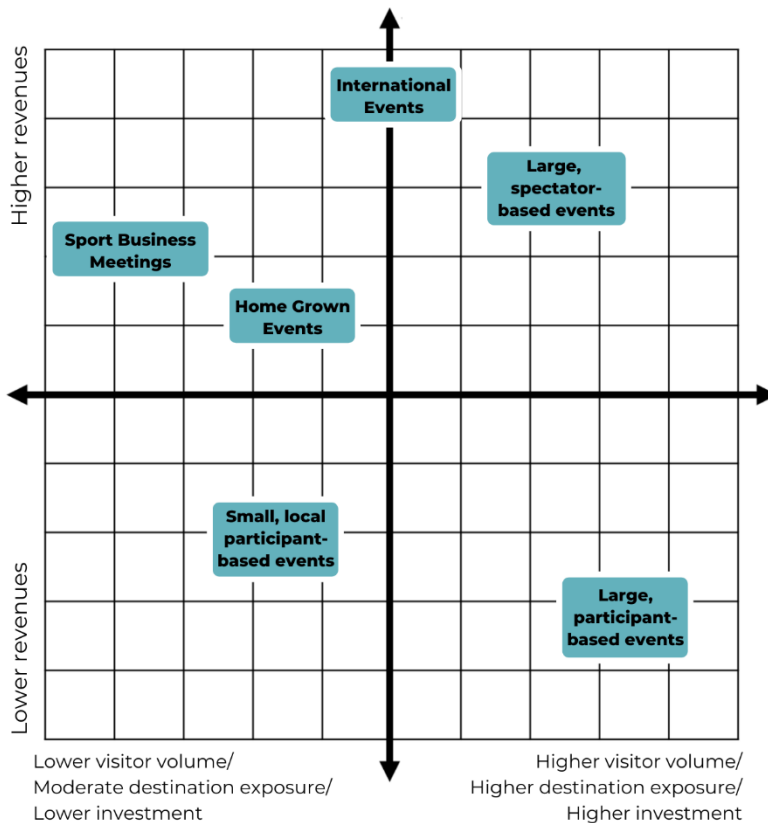
Enhanced communication processes and tools will be fundamental to the success and effectiveness of SST. Many comments from the community revolved around the theme of needing to know in advance what everyone else is planning – with the end goal of focussing new sport tourism business around need periods, when there is capacity to host. While many groups, such as the Stratford Minor Sports Council, have strong communications within their membership, what is lacking is a strong communication system across the community, which would include the tourism service sector, facilities, cultural events and organizations. A critical success factor is being able to look forward. bids for some sporting events are often placed two years in advance or more. The more complete the understanding of Stratford's community calendar, the more effective and efficient will be the timing of events. Tactics to support this communication framework will include:

- An SST website with dedicated content, industry resources and contact us information (password protected for industry-specific information)
- Expanding the Community Event Calendar hosted on the Destination Stratford site and linked to the SST website. Ideally, a password protected extension containing current or future event bids (sport and other) will help with future planning
- Presentations to stakeholders explaining the tools and programs available through SST once established
- Establishing and maintain a regular e-newsletter that will be sent to enrolled users, containing current and relevant information. (SST activities, programs and services, training, workshops, future events and bids
- etc.)
- A social media presence including active posting on upcoming events, education of sport tourism and featuring events as they happen
- Potentially host a volunteer database on the SST or Destination Stratford website, with an associated recruitment, training and recognition program
- Conduct annual sport tourism stakeholder online survey to gauge success of communication efforts, knowledge of programs and future priorities

STRATEGIC PRIORITY #4: IDENTIFY STRATEGIC MARKETS WITHIN THE SPORT TOURISM SECTOR.

Thousands of sport tourism events are hosted annually across Canada. Each has specific inputs and outputs as below. There are many ways to look at sport tourism markets, with the opportunity and challenge for Stratford to define those in which Stratford could have a strategic competitive advantage to secure and host. These include:

- Are there specific sports for which a unique local presence or skill set exists? For example, fencing was cited as a distinct sport that fits this criterion
- Are youth sports, Master’s sports or Indigenous events of particular interest?
- Can you appeal to diversity-based groups such as LGBTQ2S or ethnic-based?
- Are sports with participants having differing abilities a specific opportunity?
- Can you find sport events where participants share a passion for sport and culture?
- Do you have an advantage in hosting sport business events, often overlooked as a market, such as retreats, AGM’s and training workshops?
- Is there an opportunity for multi-year base or training base for select sports/events?
- Is there an existing circuit of related events to which Stratford could join as a host destination?
- Are there events, such as Medieval Games jousting, Taber toss, fencing), that could support the festival and Destination Brand?



This chart outlines the volume of revenue and visitors' different types of sports bring in such as international events versus small, local participant-based events. International events are at the very top with the highest revenue, followed by large, spectator-based events, sport business meetings and home-grown events. Small local participant-based events are on the lower part of the quadrant with a lower revenue, followed by large, participant-based events. Source: Destinate Group

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

Spectator-based events will typically attract larger volumes of visitors to watch elite athletes compete. These events may not be optimal given limited visitor hosting facilities in the winter and spring season and high compression in the summer and fall. These events are often more difficult and expensive to secure and host. They often rely on some form of public investment. That being said, there are opportunities to secure select higher profile events to Stratford, such as you have seen with the 2022 Junior Curling Championships.

Participant-based events which attract recreational athletes from outside the community, but whose spending patterns while in Stratford will closely match those of profile event spectators, are a distinct opportunity for Stratford. This is especially true for youth events, where families, and extended families, come to see their young athlete perform. These may be a part of a larger tour (dragon boats). Participants are easily targeted for future trips to the Destination.

Sport business meetings are the ultimate in low volume, high expenditure visitors. They can be easily hosted in a variety of different venues within Stratford. Stratford is within easy travel distance from major population centres, and these events can be organized around very specific times. A marketing campaign, and support or incentive program, to attract these meetings, is recommended. Stratford's cultural offerings, offered or priced as an incentive, will work in your favour and for mutual benefit.

Home-grown events provide an opportunity for Stratford to focus activities around specific need periods and can be very granular. They come with a higher cost in terms of volunteers and planning needs but provide an opportunity to generate net income for groups. They can be quite unique, and use venues not generally seen as sport hosting facilities, such as Veteran's Drive or a downtown parking lot!

During our research, and focus group sessions, the following Need Period times were noted:

- Generally during the winter and spring, with late summer/fall compression created by Festival
- Some July time periods are opening up with changes to Stratford Festival's schedule. This is especially true if University accommodations, which fit select sport groups, are brought into inventory.
- Monday Dark Days during Festival open the door for events held Sundays or Mondays in terms of filling vacant hotel rooms on Sunday and Monday evenings. This may not hold true if the hospitality sector is unwilling or unable to host additional business on these days.

Multi-community events provide an opportunity for Stratford, especially when tourism services or sport facilities are limiting factors. Many multi-sport events, such as summer or winter games, are designed to be hosted in multiple communities simultaneously. SST should develop a rapport with nearby Sport Tourism organizations that exist in communities such as **Kitchener/Waterloo, Cambridge, and London** to identify event opportunities. SST should work to maximize overnight stays in available accommodations, as spending patterns significantly favour the communities in which visitors overnight.

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

Corporate events are increasingly being used by businesses to build brand and product awareness. Many of these events are driven by corporate event staff with financial support from the corporation. A good example of this is *Stihl Timbersports* held in numerous locations annually.

STRATEGIC PRIORITY #5: IDENTIFY SHORT AND MEDIUM TERM TARGETS FOR SPORT EVENTS AND SPORT BUSINESS MEETINGS, BASED ON EXISTING OR EASILY IMPROVED FACILITIES.

The expansion of the Sport Tourism industry in Stratford is a long-term effort. There will be challenges in the early stages establishing SST as a useful and effective catalyst. Quick wins, in helping to identify and secure new business in need periods, will help develop its reputation. Access to new tools, such as those provided by Sport Tourism Canada, which help event organizers and lower demands on volunteers, will also build reputation.

During the research and community input sessions held in Stratford, the community generated a long “wish list” of future events. Some comments were general “soccer” others very specific such as the “Provincial Basketball Championships 13-18 age group.” The sheer volume and diversity of events listed bodes well for growth. One of SST’s first tasks will be to work with the sport organizations to establish a priority list of events that SST will support, based on its initial HR and financial resources. Criteria to help establish the initial list should include:

- Does it fill a need period in the community?
- Are adequate visitor hosting facilities available for this event?
- Has it been identified as a strategic market?
- Can existing facilities host the event, or with minor modifications?
- Can existing user groups be fairly accommodated elsewhere during the event period?
- Does it make financial sense to host the event in Stratford?
- Is there an existing host committee, or can SST help to generate one?

In most cases, SST will act an **enabling entity**, not assuming the lead for events or event bids. That role is served by the specific sport group interested in hosting. The exception will be specific activities or events that SST chooses to develop and host, to support their own financial health, their profile or to develop the industry, such as volunteer training.

The priority list will constantly evolve and expand over time. Anticipate a growing list of products and services to evolve, based on the specific needs in Stratford, as SST gets established.

STRATEGIC PRIORITY #6: ADVOCATE FOR THE DEVELOPMENT OF NEW (OR IMPROVEMENT OF EXISTING) SPORTING AND HOSTING FACILITIES IN STRATFORD THAT SUPPORT SPORT EVENTS THAT COULD BE HELD IN NEED PERIODS.

The surveys and focus groups sessions yielded a relatively long list of new facility wishes, and the enhancement of existing facilities. Concern was regularly expressed about the capacity of visitor hosting facilities and services. While SST will not likely to be in a position as facility developers, they could play a valuable role as a sounding board, and information source. This could support both city and private sector companies interested in the planning and development of these facilities, to meet current and anticipated future use.

SST will develop an enhanced understanding of sport community/tourism needs and anticipated future demand growth. While the adage “you don’t build a church for Easter morning service” holds true, often advance insight into the facility needs to host larger events and competitions, will open the door for future sport tourism business growth at a fraction of the cost for facility modifications after-the-fact.

We recommend the following:

- In year 1, develop plans to increase the activation and engagement of retail and food and beverage services to meet expanded demand. Hours of operation are a specific concern
- Use the **facility database** as a starting point for further discussions about priority facility/facility enhancement needs, initially governed by hosting events around need periods
- Create a task group from within SST who have a specific knowledge base and interest in facilities. Task group will support other group’s capital development efforts and help to develop capital plan for sport tourism for the community

STRATEGIC PRIORITY #7: REVIEW AND WORK TO IMPROVE STRATFORD'S EXISTING POLICIES, PROCEDURES AND EVENT HOSTING FRAMEWORK TO EMPOWER SPORT TOURISM ACTIVITIES.

Stratford will need to review and enhance its event hosting framework, in terms of existing city bylaws, policies, and procedures in order to create a local environment that is supportive of the community's interests to host future sport tourism events. Stratford needs to ensure a level playing field between sport, and other festivals and cultural events to maximize opportunities and support.

Specific requests that were identified during the Stratford Sport Tourism Café, and focus groups, included:

- A review of city booking policies and procedures for civic facilities
- A review of facility pricing and services, and how they apply to events hosted by community organizations
- Procedures to mitigate the loss of facility use by regular users during events, and how to, at a minimum, ensure the fair reallocation of time amongst all affected groups
- Research hosting support programs/policies that represent industry best practices (these would apply to both sport and cultural events hosted in Stratford)
- A review of clauses in contracts with sporting groups (i.e., for special events)
- A review of City sponsorship and grants for events
- A review of facility pricing and services, and how they apply to events hosted by community organizations.

A strong policy-based **Event Hosting Framework** for the City of Stratford, would include:

- A special event funding program for one-time or select multi-year events (sport and culture)
- An adjudication framework or assessment tool to guide city investment in special events, providing transparency to the community

STRATFORD SPORT TOURISM STRATEGIC PLAN 2023-2027

5-Year Budget

The above strategic priorities will require a modest budget directed towards HR capacity to deliver the plan, as well as supporting activities and tools that will activate the plan and drive its efficient implementation.

Below is an estimated minimum budget for the five-year implementation of the plan. Investment is required to ensure that capacity and resources are available to breathe life into the plan.

Until funding is secured, each year is represented as year 1-5, but the start date would be expected to be within the 2023-2024 timeframe. *Programs to be determined by SST – costs will vary and be dependent on available funding.

	Year 1	Year 2	Year 3	Year 4	Year 5
HR – Full-time Coordinator (including benefits)	\$70,000	\$73,500	\$77,175	\$81,034	\$85,085
HR – Part-time Director	\$27,000	\$47,250	\$49,613	\$52,094	\$54,698
Meetings and workshops	\$1,500	\$1,800	\$2,000	\$2,000	\$2,000
Bid costs	\$2,500	\$4,000	\$6,000	\$6,000	\$6,000
Marketing, media and communication	\$5,000	\$3,000	\$3,000	\$3,500	\$3,500
Sport Tourism Canada Membership/Congress	\$2,600	\$3,800	\$3,800	\$4,600	\$4,600
Programs*	\$2,000	\$6,000	\$8,000	\$8,000	\$8,000
Software	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total	\$111,600	\$140,350	\$150,588	\$158,228	\$164,883

This chart gives an estimated minimum budget for the five-year implementation of the Stratford Sport Strategy. HR costs for a full-time coordinator are \$70,000 (Year 1); \$73,500 (Year 2); \$77,175 (Year 3); \$81,034 (Year 4); and \$85,083 (Year 5). HR costs for part time director are \$27,000 (Year 1); \$47,250 (Year 2); \$49,613 (Year 3); \$52,094 (Year 4); and \$54,698 (Year 5). Meetings and workshops costs are \$1,500 (Year 1); \$1,800 (Year 2); and \$2,000 (Year 3, 4 and 5). Bid Costs are \$2,500 (Year 1); \$4,000 (Year 2); and \$6,000 (Year 3, 4 and 5). Marketing, media and communication costs are \$5,000 (Year 1); \$3,000 (Year 2 and 3); and \$3,500 (Year 4 and 5). Sport Tourism Canada Membership and Congress is \$2,600 (Year 1); \$3,800 (Year 2 and 3); \$4,600 (Year 4 and 5). Programs costs are \$2,000 (Year 1); \$6,000 (Year 2); and \$8,000 (Year 3, 4 and 5). Software costs are \$1,000 for Years 1-5. The total budget for Year 1 is \$111,600; Year 2 is \$140,350; Year 3 is \$150,588. Year 4 is \$158,228 and Year 5 is \$164,883.*