

NO: R262

COUNCIL DATE: December 13, 2010

REGULAR COUNCIL

TO: **Mayor & Council** DATE: **December 6, 2010**

FROM: **General Manager, Parks, Recreation
and Culture** FILE: **6980-01**
**General Manager, Finance &
Technology**
**General Manager, Investment and
Intergovernmental Relations**

SUBJECT: **Surrey Sport Tourism Plan – Funding Request for Implementation**

RECOMMENDATION

The Parks, Recreation and Culture, Finance and Technology and Investment & Intergovernmental Relations Departments recommend that Council approve a grant of up to \$30,000 to the Surrey Tourism and Convention Association to match funding provided by that Association for first year (2011) activities related to the implementation of the Surrey Sport Tourism Plan as generally described in this report.

INTENT

The purpose of this report is to respond to the requests that were included in a presentation related to the Surrey Sport Tourism Plan that was made by the Surrey Tourism and Convention Association (“Tourism Surrey”) at the Council-in-Committee meeting on November 15th, 2010.

BACKGROUND

In 2008, Tourism Surrey applied to become a pilot community to participate in the Community Sport Tourism Development Program, a joint partnership of 2010 Legacies Now and Tourism British Columbia. The objective of this pilot program was to create a detailed community specific sport tourism situation analysis and a customized 5-Year Sport Tourism Strategic Plan. Their application was successful.

A working group was formed with representation from the City of Surrey, sports event rights holders and community stakeholders. A series of planning meetings were held over a year-long consultation process, led by facilitators from Strategex Consulting Group and Citius Performance Corporation. In collaboration with this working group, the Surrey Sport Tourism Plan (“the Plan”) was developed. A copy of the Plan is attached as **Appendix 1**.

At its Council in Committee meeting on November 29, 2010, Council heard a delegation from Tourism Surrey regarding the Plan during which Tourism Surrey requested a matching grant from the City to assist in offsetting the costs to Surrey Tourism for first year activities associated with

implementing the Plan. Council referred the request to staff for a report on the matter. This report responds to that request.

DISCUSSION

Sport tourism is one of the fastest growing segments in Canada's tourism industry and many BC communities are recognizing the potential economic and social benefits that sport tourism can provide. The travel and tourism industry estimates the value of sport tourism in Canada at \$3.4 billion in annual spending (Statistics Canada 2008) and states that sport tourism is a stabilizing force during times of volatility within the tourism industry.

In BC, Sport tourism is estimated at 2.0 to 2.5% of total tourism spending, generating about \$300 million per year in tourism revenue. It is estimated that Surrey's sport tourism sector is worth about \$31 million in tourism revenue annually.

Surrey has hosted many sport events, including both national and international events. The City and Surrey Tourism have both identified sport tourism as an area to pursue in relation to its benefits to the City. One of the best sport tourism opportunities for Surrey in the short term is the hosting of the 2012 BC Summer Games. These Games will allow Surrey to showcase its ability to host a major sporting event and an opportunity to demonstrate its ability and interest in hosting other major sporting events. The 2012 Games will also leave a financial legacy, being an endowment for annual grants to local amateur sport and recreation groups.

The Plan as presented by Surrey Tourism includes a variety of elements including researching potential bid opportunities, coordinating with local sport and community organizations including Surrey Tourism, bid development and submission have been completed with City resources including support in the past three years from one-time resources allocated to support Surrey's 2010 Olympic and Ahead of the Game initiatives. There are currently not sufficient resources within existing budget allocation to sustain these efforts and advance Surrey's Sport Tourism Plan. Should Council support the recommendations contained in this report, \$30,000 would be identified in the 2011 operating budget to be allocated to the partnership with Surrey Tourism.

Council has adopted a Build Surrey Program that will add over the next 5 years several new national class recreational facilities and sports fields to the City's inventory, which will increase the number of sport hosting opportunities available to the City.

Surrey Sport Tourism Plan (the "Plan")

The Plan identifies the need to create a new sport tourism organization that engages the 3 pillars of community sport tourism: these being, the City, tourism organizations and local sport organizations.

Based on budget limitations and knowing that setting up a stand alone organization would require more resources than establishing such an as part of an existing organization, it was decided that Surrey's sport tourism organization could start as a department of Tourism Surrey and consideration could be given to a transition to a stand alone organization over time.

It is also recommended that the sport tourism organization be governed separately from Tourism Surrey, even though it may begin as a department of Tourism Surrey. Such an arrangement would allow representation from all stakeholders involved in sport tourism. The organization

would be overseen by an Advisory Board that then transitions to a Board of Directors once the sport tourism body becomes a stand alone organization. The makeup of this Board would be roughly 1/3 City representatives, 1/3 tourism representatives and 1/3 local sport organization representatives with a total of approximately 10-12 directors.

The Plan originally proposed a budget of \$100,000 for the first year of operations, which would allow for the hiring of a Sport Tourism Manager. The Board of Directors for Tourism Surrey realized that this amount is significant and asked their staff to re-visit the initiative with a view to reducing the budget requirements for the first year of the Plan while still allowing for a reasonable program of activities in support of the Plan. A revised budget for Year 1 of \$60,000 was developed, which would support a part-time Manager position and the development of reasonable materials for the early stages of the program of activities in support of the Plan. Tourism Surrey is willing to provide office space, equipment and administrative support at their offices on 176 Street at 8th Avenue. In the presentation to Council, Tourism Surrey requested a matching grant from the City in the amount of \$30,000 for this project to proceed in 2011. Since their presentation to Council, Tourism Surrey has provided a letter to the City, dated November 8, 2010, that provides further information in support of their request. A copy of that letter is attached as **Appendix 2**. If Council adopts the recommendations of this report, a Memorandum of Understanding (MOU) will be developed and executed between Tourism Surrey and the City of Surrey.

The individual hired as the Sports Tourism Manager will be an experienced and qualified sport tourism professional, who will have the skill set to source, secure and execute bids as well as the ability to calculate and report on the economic impact of events held in Surrey. The Manager would meet regularly with key local sport organizations in relation to hosting events and provide on-going communications with the City and tourism businesses related to sport tourism. The Manager would also assist in coordinating and organizing accommodation and transportation for participants and spectators for events held in Surrey and would use their contacts to obtain products, services and sponsorships for Surrey-based events.

Staff Comment

City staff is very supportive of the Surrey Sport Tourism Plan and views its implementation as strongly supportive of the City's objectives related to sport tourism. The investment being requested of the City is considered to be modest in relation to the expected benefits that would accrue to the City through the successful implementation of the Plan.

Funding

Funding to support the recommendation of this report is included in the 2011 Budget.

SUSTAINABILITY CONSIDERATIONS

The Surrey Sport Tourism Plan will assist the City in achieving the goals of the Surrey Sustainability Charter in both the Socio-Cultural Sustainability Pillar and the Economic Pillar.

This Plan supports the Charter's vision to promote active living opportunities for Surrey residents and, through increased tourism, supports the broad economic goal of bringing more jobs to Surrey.

CONCLUSION

Based on the above discussion, it is recommended that Council approve a grant of up to \$30,000 to the Surrey Tourism and Convention Association to match funding provided by that Association for first year (2011) activities related to the implementation of the Surrey Sport Tourism Plan as generally described in this report.

Laurie Cavan
General Manager,
Parks, Recreation & Culture

Vivienne Wilke
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Finance & Technology

Shaun Greffard
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Relations

Appendix 1: Surrey Sport Tourism Plan

Appendix 2: Letter dated November 8, 2010 from Tourism Surrey



COMMUNITY SPORT TOURISM DEVELOPMENT PROGRAM

SURREY SPORT TOURISM PLAN

OCTOBER 13, 2009

FINAL

Community Sport Tourism Development Program Surrey Situation Analysis

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Appendix 1: Notes from June 9, 2009 Planning Session

EXECUTIVE SUMMARY

This sport tourism plan for Surrey is a 3-5 year strategic sport tourism plan that is customized for Surrey and is the outcome of the Community Sport Tourism Development Program through Tourism BC and 2010 Legacies Now. This sport tourism plan addresses the conclusions and implications brought forward from the Situation Analysis and is intended to guide the sport tourism activities of Surrey.¹

The plan sets out the objectives that Surrey's sport tourism sector will strive to achieve, using the strategies and tactics described. Evaluation methods to track the objectives are listed, and an estimated budget is provided. While this plan serves as a roadmap, it should also be flexible enough to take new, unexpected opportunities into consideration during implementation.

Principles and Vision

The principles that Surrey's sport tourism organization and those involved in sport tourism in Surrey will follow include:

- a. Sport tourism helps to generate economic benefits for Surrey and benefits residents as an additional influence for bigger and better sport facilities that would be available to the entire community.
- b. The municipality, tourism sector, and local sport organizations are all critical to the success of sport tourism in Surrey.
- c. Sport tourism should benefit Surrey as a sport community and as a tourism destination, balancing community needs with sport tourism needs.
- d. A significant portion of funds generated by sport tourism in Surrey should be reinvested in sport development in Surrey.
- e. Sport tourism should establish strong relationships with and support local sport organizations, particularly youth sport.
- f. The sport tourism organization should be the first contact and coordinating body for sport tourism in Surrey. It supports sporting events and event organizers from bid stage to planning stage to evaluation of the sporting event, providing exceptional customer service to participants, spectators, and the sport tourism community.
- g. The sport tourism organization will place a high priority on tracking and evaluating results of sport tourism events.

The vision for Surrey's sport tourism organization is:

Sport Tourism Surrey works closely with the tourism industry, community sport groups, and the City of Surrey to attract sport tourism in Surrey in a sustainable manner to contribute to growth in Surrey's economy and sport development.

Quantifiable Objectives

The objectives are stated from 2011 to 2014, as 2010 is considered the baseline year.

- a. Surrey will host at least xx regional sporting events, yy provincial sporting events, and zz national and international sporting events in 2011, increasing the number of provincial, national, and international sporting events by one each year from 2012 to 2014. The intention is to move from regional to provincial to national to international sporting events over time.

¹ Refer to the Situation Analysis for the analysis upon which this sport tourism plan is based.

- b. Surrey will generate xx room nights from sport tourism in 2011, increasing 5% each year from 2012 to 2014.

The numbers for each of the objectives will be set using baselines that will be established in 2010.

Organizational Structure

Based on limited budget and knowing that the set up as a standalone organization will require more resources than as part of an existing organization, Surrey's sport tourism organization would start as a department of Tourism Surrey and after three years, if more funding becomes available, consider transitioning to a standalone organization.

Focus of Effort for Sport Tourism

Short Term: One of the best opportunities for Surrey in the short term is its hosting of the 2012 BC Summer Games. It allows Surrey to showcase its ability to host a major sporting event and should be viewed not just as an event but as an opportunity to demonstrate its ability and interest in hosting other major sporting events.

The sport tourism events that Surrey should be pursuing are regional to international events that current sporting facilities can currently host (with some upgrades). Surrey's sport tourism facilities do not currently lend themselves to many national and international level events and until these limitations are addressed, the short-term focus should be on the following list.

- i. International championships such as World Championships and World Cups in softball, ultimate, volleyball – sit, kabaddi, goalball, and cycling BMX.
- ii. Regular international tournaments in cricket, field hockey, golf and the sports listed in point i.
- iii. National championships in box lacrosse (age group), field lacrosse, baseball, cycling mountain bike, artistic gymnastics, rhythmic gymnastics, hockey (age group – women), synchro swimming, team handball, sledge hockey,² and the sports listed in points i and ii.
- iv. Regular national tournaments in athletics (marathon), rowing (head or bumps racing), soccer and the sports listed in points i, ii and iii.
- v. Provincial championships in badminton, broomball, cerebral palsy sports, cycling – road, diving, fencing, rodeo, sport parachute, swimming, table tennis, taekwondo, weightlifting, wheelchair basketball, wheelchair rugby, wheelchair tennis, wrestling and yachting – windsurf.
- vi. Provincial tournaments in dodge ball.
- vii. Regional championships in archery and athletics – track.
- viii. Regional tournaments in basketball, boxing, canoe, curling, figure skating, football, gaelic football, judo, karate, rugby, tennis, triathlon, volleyball, and water polo.

Long Term: The long-term focus of effort will be partially determined by any major upgrades or new sporting facilities and partially determined by Surrey's success in some of the sporting events identified above.

² Currently, the Surrey Sport and Leisure Complex does not hold large numbers of spectators, and this is the limiting factor for sledge hockey. Surrey can hold international events in sledge hockey that do not require large numbers of spectator seating.

Tactics

The product development, market development, and research and evaluation tactics:

- a. Set up Surrey’s sport tourism organization.
- b. Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.
- c. Implement hosting grants for local sport organizations.
- d. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, and tourism businesses related to sport tourism.
- e. Meet regularly with key local sport organizations about their interest in hosting sporting events in Surrey.
- f. Build on the enthusiasm and organizational capacity developed by hosting the 2012 BC Summer Games.
- g. Increase the organizational capacity of local sport organizations to host key sport tourism events.
- h. Support key sport tourism volunteers by providing individual recognition
- i. Keep Surrey’s list of sporting facilities up to date on www.hostingbc.ca.
- j. If there is organizational capacity to do so, develop created events to attract out-of-town visitors.
- k. Conduct a sport facilities feasibility study with the intention of upgrading and/or building new sport facilities.
- l. Address the lack of accommodation close to sporting facilities.
- m. Build and research the list of potential sporting events for which Surrey can bid.
- n. Collect common information needed for bids.
- o. Prepare bids for selected sporting events.
- p. Assist the event organizers of the 2012 BC Summer Games to stage the best BC Summer Games ever.
- q. Once Surrey has been successful in winning a bid, assist the event organizers on the business aspects of planning the event.
- r. Assist event organizers in maximizing the tourism benefits of the planned sporting events.
- s. Collaborate with other Lower Mainland communities to bid for large sport tourism events.
- t. Track each type of sporting event taking place in Surrey.
- u. Work with accommodation properties to track number of room nights resulting from sport tourism.
- v. Track number of bids and success of each bid.
- w. For key sporting events, calculate estimates of tourism expenditures to better understand the economic impact of sport tourism

Budget

The budget for years 1 to 5 is as follows:

Year 1	Year 2	Year 3	Year 4	Year 5
\$100K - \$125K+	\$105K - \$130K+	\$105K - \$130K+	\$185K - \$225K+	\$185K - \$235K+

1. INTRODUCTION AND METHODOLOGY

This sport tourism plan for Surrey addresses the conclusions and implications brought forward from the Situation Analysis and is intended to guide the sport tourism activities of Surrey. The plan sets out the objectives that Surrey's sport tourism sector will strive to achieve, using the strategies and tactics described. Evaluation methods to track the objectives are listed, and an estimated budget is provided.

Background

Sport tourism is one of the fastest growing segments in Canada's tourism industry and many BC communities are recognizing the potential economic and social benefits that sport tourism can provide. Tourism BC and 2010 Legacies Now are working in partnership to further sport tourism in BC through a number of programs.

Sport tourism is defined as any activity in which people are attracted to a particular location as a sport event participant, an event spectator or to attend sport attractions or sport-related business meetings. Sport tourism visitors travel more than 80 km to reach the host community and/or stay overnight.

Sport tourism is a very significant element in the tourism world, and has become a highly competitive niche tourism business. As interest and participation in sport grows within the leisure industry, the desire of people to travel to compete in or to view sporting events has grown significantly.

BC has capitalized on the opportunity and the province's success in marketing itself as a ski, golf and sports activity destination has yielded significant increases in visitors and tourism revenues. The hosting of the 2010 Olympic and Paralympic Winter Games in BC moves sport tourism to a new level in the province. With the 2010 event comes a range of other tourism possibilities for: pre-Olympic hosting, training camps and sport conferences, media exposure and business development. The benefits to the sport tourism sector will extend far beyond 2010 as BC communities build their sport tourism capacity and reap the benefits of BC's enhanced reputation as an international sport tourism destination.

Tourism BC and 2010 Legacies Now Sport Tourism Partnership

The Tourism BC and 2010 Legacies Now sport tourism partnership was established in 2004. The sport tourism partnership initiatives aim to educate BC communities about the significant economic and social value of local sport event hosting and to promote BC as a premier sport hosting destination. The sport tourism partnership initiatives respond to Tourism BC's objective to maximize the long-term tourism benefits of hosting the 2010 Olympic and Paralympic Winter Games, enable communities to participate in the business of sport tourism and increase tourism revenues to communities over the longer term.

In addition to the Community Sport Tourism Development program, other initiatives offered by Tourism BC and 2010 Legacies Now include:

- Hosting BC grant
- Community Sport Tourism Workshops
- Sport Tourism Guide
- BC Sport Tourism Events Marketplace
- BC Sport Tourism Network
- Sport Tourism Community Legacy Award
- Hostingbc.ca
- Hosting BC concierge service for event rights holders

- Sport Facility Image Partnering Project
- BC Night at the CSTA Sport Events Congress.

Community Sport Tourism Development Program

The Community Sport Tourism Development Program is designed to provide planning assistance to communities to create a 3-5-year sport tourism strategic plan that will focus communities' efforts and resources on the opportunities that will be of greatest benefit. This CSTDP is the most advanced planning program offered by Tourism BC and 2010 Legacies Now and incorporates the activities of the Canadian Sport Tourism Alliance.

The primary objectives of the program are to assist BC communities to use sport tourism:

- to increase visitor expenditures to their communities and to British Columbia
- to encourage repeat visitation for sport tourism and/or other leisure travel
- to raise the profile and image of the community on a provincial, national and international level as a sport event hosting destination through bidding and hosting
- to build the capacity to host major sporting events through leadership, volunteerism and sport system development
- as a means to further the development of sport in BC communities.

This program is one of several programs designed to assist different aspects of tourism in BC to increase tourism revenues and benefit from tourism as a means of economic development, through destination development and market development initiatives. A complete description of Tourism BC's programs can be found at:

<http://www.tourism.bc.ca/pdf/Program%20Guide%202007%20Web%20Version.pdf>

A related program, Community Tourism Foundations, was designed by Tourism BC to provide planning assistance to communities to allow them to build tourism revenue throughout all areas of the province. The program offers a range of tools, proven resources, and the services of professional facilitators to assist communities in developing a comprehensive multi-year tourism plan. The program accommodates the needs of communities at different stages of tourism development through a step-by-step approach that encompasses destination development and market development. While the Community Sport Tourism Development program specifically meets the unique planning requirements of the sport tourism sector, the Community Tourism Foundations program offers a broader approach that includes a range of tourism products and sectors including outdoor adventure, food and wine, heritage and culture, ski, and golf, among others. Since its launch in 2005, the Community Tourism Foundations program has provided tourism planning assistance to over 100 communities across BC.

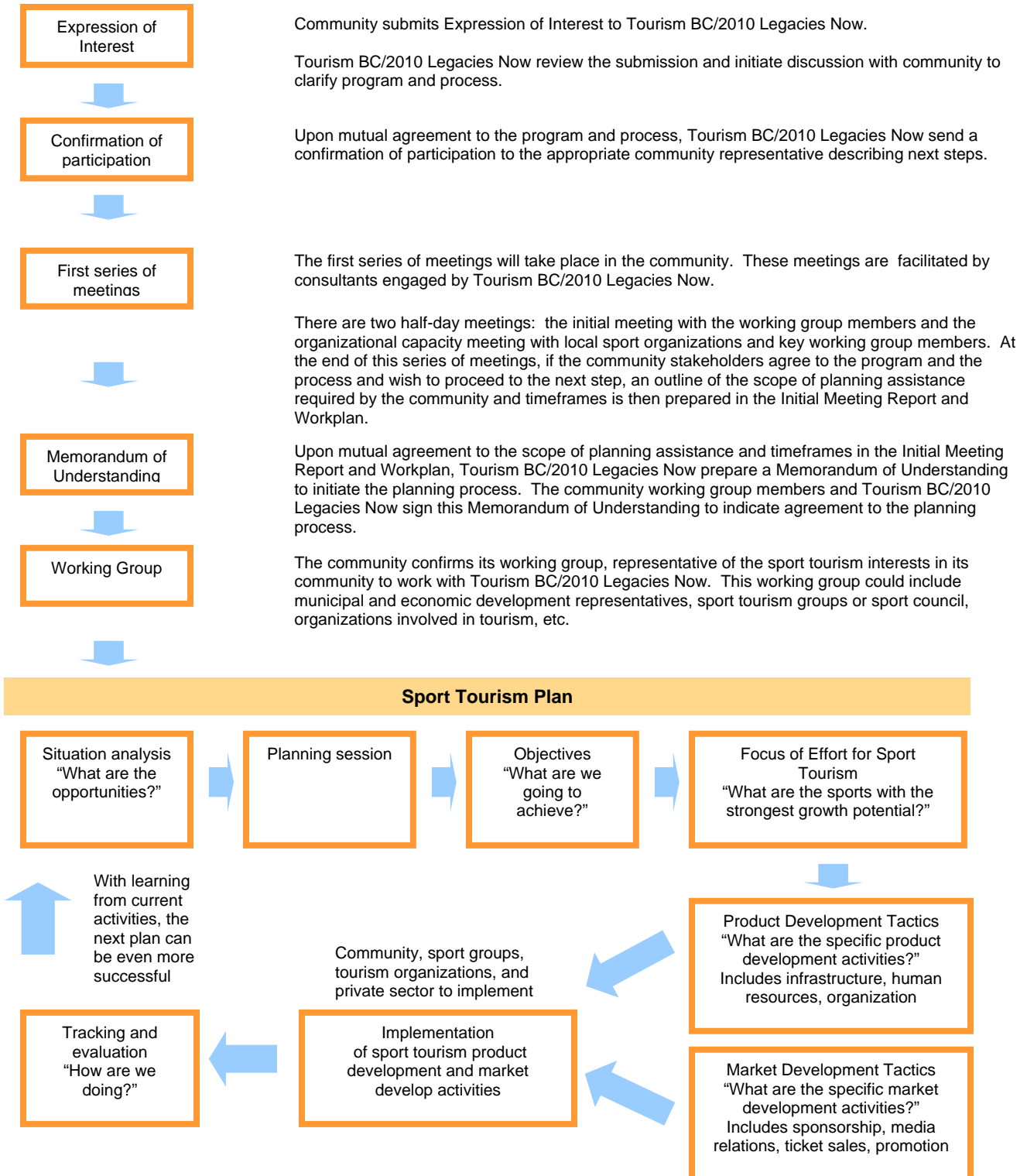
Some communities that have participated in the Community Tourism Foundations Program may move on to the Sport Tourism Development Program if their tourism plan identified sport tourism as a priority product. Other communities, with a variety of sport tourism assets and a track record of hosting sport tourism events, may choose to focus their tourism planning efforts predominantly on sport tourism through the Community Sport Tourism Development program (without going through the Community Tourism Foundations program).

Sport Tourism Plan

The outcome of the Community Sport Tourism Development program is a 3-5 year strategic sport tourism plan that is customized to a community and serves as the embodiment of the overall vision; sport tourism development, economic, and community legacy goals; and provides a roadmap for the years ahead to achieve your community's vision with regard to sport tourism. The sport tourism plan

encompasses 3-5 years and while it serves as a roadmap, it should also be flexible enough to take new, unexpected opportunities into consideration during implementation.

The process of developing the sport tourism plan can be illustrated as follows:



Surrey Planning Process

Surrey has hosted many sport events, including national and international events, and the City of Surrey and Tourism Surrey have both identified sport tourism as an area to pursue. The planning process started with an initial meeting on December 3, 2008 to confirm Surrey's sport tourism needs and review the Community Sport Tourism Development Program. The participants at the meeting identified the need for a coordinated approach to sport tourism to help Surrey achieve its potential. Coupled with this coordinated approach was the recognition that a dedicated budget and human resources will be needed to carry out the sport tourism plan once it is completed.

Following this meeting, a workplan was developed that was agreed to by the stakeholders. On January 27, 2009, a facilitated session on organizational capacity in Surrey took place, as well as a familiarization tour of Surrey's sporting facilities with potential for sport tourism.

Subsequent to these two meetings, a working group was formed and a planning session was held on June 9, 2009 in which the working group reviewed the Situation Analysis and set priorities for the sport tourism plan.

June 9, 2009

Community Participants:

Petra Barker	Guildford Shopping Centre City of Surrey, Parks, Recreation & Culture, Sport Ventures & Athletic Events
Megan Blaker	City of Surrey, Community Development
Sukhi Bahia (part)	City of Surrey, Parks, Recreation & Culture
Laurie Cavan	City of Surrey, Arenas
Chris Gain (part)	Thornley/ Hayne
Bruce Hayne	City of Surrey, Aquatic
Jeff Holland	Tourism Surrey
Cathy James	City of Surrey
Joanne Reston	Sheraton Vancouver Guildford Hotel
Nadine Semenowich	City of Surrey, Economic Development
Mary Ann Smith	Sheraton Vancouver Guildford Hotel
Eric Towne	

Tourism BC / 2010 Legacies Now representatives:

Christina Cafouros	Tourism BC
Caterina Papadakos	Tourism BC

Consultants (provided by Tourism BC and 2010 Legacies Now):

Denise Hayes	Strategex Consulting Group
Linda Lee	Strategex Consulting Group
Richard Way	Citius Performance Corp.

Note that more than 20 local sport organizations were invited to the meeting but did not attend.

A meeting on September 29, 2009 was held in which the draft Surrey sport tourism plan was discussed and members of the working group provided feedback. With the feedback from the working group (provided in person or by email), the Surrey sport tourism plan was finalized.

2. CONCLUSIONS AND IMPLICATIONS FROM SITUATION ANALYSIS

The conclusions and implications are the culmination of the Situation Analysis and the planning session. They represent the key insights that distil the learning and identify the key areas that the sport tourism plan must address.

- a. While sport tourism is an area of interest to Surrey, Surrey has hosted many provincial sporting events, and has successfully bid for the 2012 BC Summer Games, Surrey has hosted just a few national and international sporting events. For Surrey to move to the next level in sport tourism, it will need to invest resources in its sporting facilities and in creating an effective sport tourism organizational structure.
- b. Surrey needs to create a new sport tourism organization that engages the three pillars of community sport tourism: municipality, tourism organization, and local sport organizations. The options presented include department of municipality, standalone organization, or department of tourism organization. Each of these is a viable option but Surrey needs to determine the structure that works best for its needs. With this new sport tourism organization should be dedicated long-term funding to allow for the sport tourism organization to adequately plan for a tourism sector that has long lead times.
- c. To have a strong sport tourism sector in Surrey, it will be important to provide assistance and support to local sport clubs such that they can take the lead in successfully bidding for larger and more prestigious sporting events. This assistance and support could take the form of the newly formed sport tourism organization providing workshops, promotional support, and coordination with businesses and the municipality. Other forms of support to be considered include commissions/rebates from accommodation properties and hosting grants from the municipality and/or sport tourism organization based on actual room nights. (See Section 12.2 in the Situation Analysis for details on commissions/rebates. For details on hosting grants, see Section 6.3 in the Situation Analysis and Appendix 6 under community hosting grants.)
- d. The current focus of addressing residents' needs first with regard to allocation of municipally controlled sporting facilities will need to be adjusted to allow for growth in sport tourism.
- e. The sports and sporting venues where Surrey currently has strengths include softball at Softball City, the Stetson Bowl, BMX facilities, Olympic-sized ice sheet at South Surrey Arena, and sledge hockey facilities at Surrey Sport and Leisure Complex. See Section 9.29 in the Situation Analysis for specific details.
- f. In decisions around sporting facility infrastructure, Surrey should consider upgrading facilities to national and international standards, taking into consideration potential sport event hosting and potential professional franchise opportunities, multi-sport games hosting standards, temporary infrastructure and equipment (such as bleachers), technology upgrades, potential national training centres in specific sports to be attracted to Surrey, etc.
- g. The sporting events that have potential in Surrey, with some upgrades to sporting facilities, include:
 - i. International championships such as World Championships and World Cups in softball, ultimate, volleyball – sit, kabbadi, goalball, and cycling BMX.
 - ii. Regular international tournaments in cricket, field hockey, golf and the sports listed in point i.

- iii. National championships in box lacrosse (age group), field lacrosse, baseball, cycling mountain bike, artistic gymnastics, rhythmic gymnastics, hockey (age group – women), synchro swimming, team handball, sledge hockey, and the sports listed in points i and ii.
 - iv. Regular national tournaments in athletics (marathon), rowing (head or bumps racing), soccer and the sports listed in points i, ii and iii.
 - v. Provincial championships in badminton, broomball, cerebral palsy sports, cycling – road, diving, fencing, rodeo, sport parachute, swimming, table tennis, taekwondo, weightlifting, wheelchair basketball, wheelchair rugby, wheelchair tennis, wrestling and yachting – windsurf.
 - vi. Provincial tournaments in dodge ball.
 - vii. Regional championships in archery and athletics – track.
 - viii. Regional tournaments in basketball, boxing, canoe, curling, figure skate, football, gaelic football, judo, karate, rugby, tennis, triathlon, volleyball, and water polo.
- h. As Surrey decides on the sporting events it wishes to pursue, it needs to ensure that the proximity of the sporting facilities, accommodation, and food and beverage options are as convenient as possible for participants and spectators, of course, where there is opportunity to cluster new development.
- i. Sport tourism, as part of the overall tourism strategy in Surrey, needs to follow the general tourism strategy led by Tourism Surrey. While sport tourism has specific characteristics related to sporting facilities and sport clubs, sport tourism should contribute to generating incremental visitation and economic benefit to Surrey (while at the same time reinvesting some of the benefit into sport development). As a result, it will be important for the tourism messages associated with sport tourism to be consistent with the tourism messages for tourism in general.
- j. Tracking and evaluation tools should be built into the sport tourism plan to ensure the implementation of the plan is on track and to adjust activities to become more efficient over time. This means that Surrey would be able to hone in on those types of sporting events where it is most successful and build on those, for example. Conversely, Surrey would put less emphasis on other types of sporting events.

3. PRINCIPLES AND VISION

The principles that Surrey's sport tourism organization and those involved in sport tourism in Surrey will follow include:

- a. Sport tourism helps to generate economic benefits for Surrey and benefits residents as an additional influence for bigger and better sport facilities that would be available to the entire community.
- b. The municipality, tourism sector, and local sport organizations are all critical to the success of sport tourism in Surrey.
- c. Sport tourism should benefit Surrey as a sport community and as a tourism destination, balancing community needs with sport tourism needs.
- d. A significant portion of funds generated by sport tourism in Surrey should be reinvested in sport development in Surrey.
- e. Sport tourism should establish strong relationships with and support local sport organizations, particularly youth sport.
- f. The sport tourism organization should be the first contact and coordinating body for sport tourism in Surrey. It supports sporting events and event organizers from bid stage to planning stage to evaluation of the sporting event, providing exceptional customer service to participants, spectators, and the sport tourism community.
- g. The sport tourism organization will place a high priority on tracking and evaluating results of sport tourism events.

The vision for Surrey's sport tourism organization is:

Sport Tourism Surrey works closely with the tourism industry, community sport groups, and the City of Surrey to attract sport tourism in Surrey in a sustainable manner to contribute to growth in Surrey's economy and sport development.

What this means:

- "Sport Tourism Surrey works closely with the tourism industry, community sport groups, and the City of Surrey" recognizes the importance of the three pillars of sport tourism: the tourism industry, community sport groups, and the City of Surrey. Each of these pillars is integral to the success of sport tourism in Surrey and each must be closely involved with the sport tourism organization.
- "To attract sport tourism in Surrey in a sustainable manner" means that the primary purpose of the sport tourism organization is to help attract sporting events that generate visitor revenue. At the same time, the sport tourism organization recognizes that the growth of sport tourism in Surrey needs to take place without straining current facilities to the detriment of residents, although some short-term inconvenience may be experienced by residents in order to accommodate the larger sporting events that generate greater economic benefits.
- "To contribute to growth in Surrey's economy and sport development" means the sport tourism organization recognizes the importance of both generating economic benefits and contributing to sport development. Through the generation of economic benefits from sport tourism (such as commissions from accommodation), community sport groups can receive financial assistance in their sport development initiatives.

4. QUANTIFIABLE OBJECTIVES

The quantifiable results that Surrey's sport tourism plan expects to achieve are identified for the five-year period of the sport tourism plan -- from 2010 to 2014. Objectives should be realistic, achievable, yet challenging, with a timeframe and are measurable. The objectives are stated from 2011 to 2014, as 2010 is considered the baseline year.

- a. Surrey will host at least xx regional sporting events, yy provincial sporting events, and zz national and international sporting events in 2011, increasing the number of provincial, national, and international sporting events by one each year from 2012 to 2014. The intention is to move from regional to provincial to national to international sporting events over time.
- b. Surrey will generate xx room nights from sport tourism in 2011, increasing 5% each year from 2012 to 2014.³

The numbers for each of the objectives will be set using baselines that will be established in 2010. The objectives should be reviewed each year and, based on the results achieved for the previous year, adjust future objectives as appropriate.

Sport tourism in BC is estimated at 2.0 to 2.5 percent of total tourism spending, generating about \$300 million per year in tourism revenue.⁴ If Surrey achieves its fair share of sport tourism in BC (based on population), Surrey's sport tourism sector could be worth about \$31 million in tourism revenue annually.⁵ Surrey may choose to set and measure sport tourism revenue objectives but this will require sophisticated and costly research methodology. An alternative could be to help event organizers track and calculate tourism expenditures by sporting event to obtain estimates of the larger events.

³ A 5% increase in room nights from sport tourism should be achievable, as Surrey is starting from a low base. The 5% number assumes that the budget as identified in this plan is available and the strategies and tactics in this plan are implemented. The 5% number is realistic yet challenging, as objectives should be. Surrey's occupancy rates are measured by Pannell Kerr Forster and are reported as Langley/Surrey together. In 2007, the year with the highest occupancy rates, occupancy rates ranged from a low of 46.0% in December to a high of 78.2% in July, with an annual occupancy rate of 62.2%. This compares to the BC occupancy rate of 66.9% in 2007. These numbers indicate there should be capacity for sport tourism in every month.

⁴ See Section 4.2 Sport Tourism Visitor Spending and Market Value Estimates in the Situation Analysis for the methodology.

⁵ Surrey's population in 2008 is 452,979, 10.3% of BC's population of 4,381,603. 10.3% of \$300 million calculates to \$31 million.

5. ORGANIZATIONAL STRUCTURE

The organizational structure for Surrey's sport tourism organization was a topic of much discussion among the working group. There was equal support for the sport tourism organization to be a department of Tourism Surrey or for it to be a standalone organization. Based on limited budget and knowing that the set up as a standalone organization will require more resources than as part of an existing organization, Surrey's sport tourism organization would start as a department of Tourism Surrey and after three years, if more funding becomes available, consider transitioning to a standalone organization.

The governance of the sport tourism organization, even though it may begin as a department of Tourism Surrey, should be separate from the governance of Tourism Surrey, to ensure there is good representation from all stakeholders involved in sport tourism. As a department of Tourism Surrey, the sport tourism organization should be governed by an advisory board that then transitions to a board of directors once the sport tourism body becomes a standalone organization.

The following discussion about the options considered is excerpted from the Situation Analysis.

Department of Tourism Surrey

The advantages for Surrey's sport tourism organization to be a department of Tourism Surrey:

- *Streamlined organization that is able to act quickly and is not constrained by municipal procurement policies.*
- *Close ties to tourism partners and resulting ability to optimize economic benefits of sporting events.*
- *If a community has limited resources, sport tourism can be combined with other tourism responsibilities rather than having one or more staff members being responsible only for sport tourism.*

The disadvantages of the sport tourism body being part of Tourism Surrey include:

- *Upper limit to funding when the tourism organization is funded by the hotel tax.⁶ This is a particular disadvantage for communities with few accommodation rooms.*
- *Limited relationship with local sport organizations.*
- *Possible tendency to focus on larger events such as national and international events and providing little assistance to smaller events such as provincial and regional events. This disadvantage would be exacerbated if the person responsible for sport tourism also has other responsibilities.*
- *Difficulty in engaging municipal government if it is not part of the sport tourism body.*

To address some of the inherent disadvantages, the sport tourism body, as a department of Tourism Surrey should consider:

- *An advisory committee that includes a broad cross section of stakeholders involved in sport and tourism, such as the municipality (such as council member or senior municipal staff), municipal parks and recreation representative, representative from non-municipal facilities, local sport organizations, hotels, restaurants, etc. The relationship with the municipality is particularly important, as it controls a large portion of facilities suitable for sporting events and municipal support is critical to bids.*

⁶ It is recognized that the hotel tax that currently funds Tourism Surrey will disappear on July 1, 2011. It is assumed that alternative forms of funding will be found for Tourism Surrey.

- *Building in ways of including the local sport organizations in the organization and ensuring good access to local sport organizations on an ongoing basis (e.g. through committees). Significant resources may need to be put toward building relationships with local sport organizations, as tourism organizations often do not have pre-existing relationships with local sport organizations. A concern that might exist among local sport organizations is that the tourism organization may be only interested in assisting with larger national and international events due to the larger economic benefit and may not wish to work with the local sport organizations on the smaller events that help build organizational capability over the longer term.*

Standalone Sport Tourism Organization

The advantages for Surrey's sport tourism organization as a standalone organization:

- *Streamlined organization that is able to act quickly and is not constrained by municipal procurement policies.*
- *No built in bias toward either the needs of the municipality or the needs of the tourism industry, as the sport tourism body is not part of either organization.*
- *Greater ability to include local sport organizations as part of a new standalone organization.*

The disadvantages of a standalone sport tourism organization include:

- *Requires time and resources to set up separate organization.*
- *May lack ability to engage municipal government.*
- *May lack access to municipal parks and recreation facilities.*
- *May lack ability to engage tourism organization.*
- *The need to balance sometimes differing priorities of the tourism organization and municipality, as neither would have control compared to the other two organizational structure options.*
- *Potential disagreements about funding sources, as the likelihood is that this separate sport tourism body will require at least two sources of funding, such as through the municipality and the tourism organization. This may also limit the total amount of funding provided, as each funding partner may not wish to "overpay".*

To address some of the inherent disadvantages, Surrey's standalone sport tourism organization should consider:

- Building in ways of access to the municipality. The relationship with the municipality is particularly important, as it controls a large portion of facilities suitable for sporting events and municipal support is critical to bids.
- Building in ways of including the local sport organizations in the organization and ensuring good access to local sport organizations on an ongoing basis (e.g. through board structure and/or committees).
- Ensuring the board includes a broad cross section of stakeholders involved in sport and tourism, such as the local tourism organization, hotels, restaurants, local sport organizations, municipal parks and recreation representative, municipal council member or senior municipal staff member, representative from non-municipal facilities, etc.

The potential make up of the board will likely be a subject of much discussion but could comprise the following:

- 10 to 12 members (a small board is recommended as the sport tourism organization will be small)
- 1 from City Council
- 2 from Surrey parks and recreation
- 1 from non-municipal sport facilities
- 1 from Tourism Surrey
- 2 from tourism businesses
- 3 from local sport organizations including sport council
- Up to 2 at-large members

The makeup of the board is roughly 1/3 municipality, 1/3 tourism, and 1/3 local sport organizations to reflect the importance of all three pillars of sport tourism. The seat for non-municipal sport facilities ensure that sport facilities other than municipal ones are being considered. The up to 2 at-large members takes into consideration other individuals or groups that might be influential in advancing sport tourism in Surrey.

Due to the number of sport groups and the desire to involve as many of them as possible, the sport tourism organization could have a sport sub-committee that comprises all interested sport groups from which the three representatives on the board of the sport tourism organization are nominated. The sport representatives on the board could also rotate but, due to the need to ensure consistency, each sport representative should spend at least one to two years on the board. In addition, Tactic D identifies implementing ongoing communications with sport groups.

It will be important that the members of the board have a big picture view and agree that while each may represent a particular sector of the community, each board member has the responsibility to achieve the best possible results for sport tourism in Surrey as a whole and is not an advocate for any particular business or sector. Due to the limited budget and resources of the sport tourism organization, the members of the board would be expected to assist in some of the sport tourism initiatives. As a result, the board should be a mix of those who will influence as well as those with the time and inclination to volunteer some significant time each year.

The makeup of the board will likely change over time to reflect changes in how sport tourism grows in Surrey. The seats on the board as identified here should not be considered permanent; they should be reviewed each year to determine whether changes need to be made.

The sport tourism organization needs to have at least one full-time staff person. This staff person should be an experienced, well-qualified sport tourism professional, with both sport and tourism experience ideally. Most of the activities of the sport tourism organization require time and expertise; as a result, the right person will make the difference between a mediocre and a great sport tourism organization.

6. FOCUS OF EFFORT FOR SPORT TOURISM

Short Term

One of the best opportunities for Surrey in the short term is its hosting of the 2012 BC Summer Games. It allows Surrey to showcase its ability to host a major sporting event and should be viewed not just as an event but as an opportunity to demonstrate its ability and interest in hosting other major sporting events.

The sport tourism events that Surrey should be pursuing are regional to international events that current sporting facilities can currently host (with some upgrades). Surrey's sport tourism facilities do not currently lend themselves to many national and international level events and until these limitations are addressed, the short-term focus should be on the following list.

As many sporting events necessarily come to a community through the local sport organizations, since the local sport organizations have the contacts with provincial sport organizations and national sport organizations, provide much of the technical expertise, and have many of the volunteers to run a successful sporting event, the following is the long list of potential sporting events that would be supported by Surrey:

- i. International championships such as World Championships and World Cups in softball, ultimate, volleyball – sit, kabaddi, goalball, and cycling BMX.
- ii. Regular international tournaments in cricket, field hockey, golf and the sports listed in point i. For example, Surrey has previously hosted PGA, LPGA, and Skins Game events, demonstrating that it has the capacity to host such events.
- iii. National championships in box lacrosse (age group), field lacrosse, baseball, cycling mountain bike, artistic gymnastics, rhythmic gymnastics, hockey (age group – women), synchro swimming, team handball, sledge hockey,⁷ and the sports listed in points i and ii.
- iv. Regular national tournaments in athletics (marathon), rowing (head or bumps racing), soccer and the sports listed in points i, ii and iii.
- v. Provincial championships in badminton, broomball, cerebral palsy sports, cycling – road, diving, fencing, rodeo, sport parachute, swimming, table tennis, taekwondo, weightlifting, wheelchair basketball, wheelchair rugby, wheelchair tennis, wrestling and yachting – windsurf.
- vi. Provincial tournaments in dodge ball.
- vii. Regional championships in archery and athletics – track.
- viii. Regional tournaments in basketball, boxing, canoe, curling, figure skating, football, gaelic football, judo, karate, rugby, tennis, triathlon, volleyball, and water polo.

See the Situation Analysis for details on Surrey sport facilities (section 9) and Surrey's organizational capacity (section 11).

⁷ Currently, the Surrey Sport and Leisure Complex does not hold large numbers of spectators, and this is the limiting factor for sledge hockey. Surrey can hold international events in sledge hockey that do not require large numbers of spectator seating.

Long Term

The long-term focus of effort will be partially determined by any major upgrades or new sporting facilities and partially determined by Surrey's success in some of the sporting events identified above. If Surrey is successful in a particular sport such as swimming at the provincial level, it could progress to national level swimming, provided there are major upgrades or new sporting facilities to support these requirements.

The intent is that Surrey will increase the number and size of national and international level sporting events to grow as a sport tourism community. At the same time, Surrey recognizes the need to continue to host regional and provincial level sporting events such that it continues to develop its organizational capacity in the sports for which Surrey has strengths. The sports listed above and any new or upgraded sporting facilities should be used as the starting point for the long-term focus of effort.

Number of bids

The number of bids that Surrey intends to make each year will be dependent on the complexity of the particular bids and the likelihood of winning the bid. While the number of bids prepared each year might change, it would be worthwhile to have a range in mind about the number of bids to be sent out. The number of bids is not identified under objectives because the measure of success is to win bids, not just preparing them.

Surrey should develop a baseline that includes bids by all organizations including the municipality, tourism groups, and sport organizations. Currently, the total number of bids submitted is not known as bids are not coordinated. Once the baseline has been established, a range can be established for the number of bids to be submitted each year. (Other communities in BC, even those that are considered sport tourism leaders, have the same challenge of coordinating bids among all the different organizations.)

7. LIMITATIONS OF SPORT AND TOURISM ASSETS

Sport Asset Limitations

Surrey does have limitations in sporting facility infrastructure and most sporting facilities do not meet national and international standards. How Surrey might address these limitations are listed below.

- a. Consider potential sport event hosting and potential professional franchises opportunities that can be attracted to Surrey in the planning and design of new sport facilities or upgrading of existing facilities.
- b. Consider multi-sport games hosting standards when planning, designing and building new sport infrastructure in Surrey. The Commonwealth Games, Canada Games, Western Canada Summer Games, BC Summer Games, and BC Senior Games all have facility standards that should be considered.
- c. Determine, with sport event hosts, temporary infrastructure and equipment (tenting, bleachers, spectator control, signage etc.), which would assist in hosting events. The purchase, storage, maintenance, and renewal of temporary infrastructure and equipment could be shared with another municipality depending on the demand.
- d. Complete a feasibility study on bringing national training centers to Surrey in the following sports: cricket, cycling BMX, field hockey, kabbadi, goalball, golf, softball, volleyball – sit, and ultimate.
- e. Softball currently is Surrey's greatest strength. To build on this strength, Surrey can determine how further development of permanent or temporary Infrastructure can bring new events or expand/enhance existing events.
- f. The Stetson Bowl could be used for rodeo and cultural festivals, with potential for football, soccer and other field sports if all weather turf is installed.
- g. Surrey's BMX facilities can be upgraded to international standards.
- h. Surrey should consider upgrading technology access at all facilities, specifically wireless for indoor and outdoor facilities.
- i. To become a more effective and efficient sporting event community, Surrey should review how it allocates facility use for resident use vs. sporting event use and how it can make the best use of existing facilities.
 - For example, an old-timer soccer event that has a significant economic impact, the Wanderpokal, has a difficult time finding a host city due to the tremendous demands on fields by youth soccer. Without allocation policies, which give priority to a limited amount of events, these opportunities will not be available to Surrey.
 - Currently, many types of swim events request access to the Surrey Sport and Leisure Complex, more than can be accommodated. However, some of those events would suit other Surrey facilities. As a result, events are currently turned away from one facility while others seek events. Surrey could have a hosting strategy that re-directs bids to other facilities within the City.

- Surrey could consider providing some incentives for sport clubs to support the allocation process for hosting sport tourism events. A suggestion from the working group is, for selected sporting events, leaving a legacy that benefits sport development such as permanent seating or other facility upgrades.
- j. Surrey needs to ensure its allocation policies regarding facilities are compatible with sporting event bids. For example, if a bid has to be submitted one year in advance, yet the facility allocation is only six months before use, the bid cannot comply with current policies.

Tourism Asset Limitations

Because Surrey's sporting venues were designed for resident use rather than for sport tourism, there are some limitations that affect Surrey's ability to be competitive for sport tourism business.

- k. While some of Surrey's recreational facilities are close to accommodation, such as in Guildford, Whalley, Newton, and Fleetwood, there is a need for more accommodation that is close to the cluster of sporting facilities in South Surrey. Because of Surrey's size and the need to provide recreational facilities for a population dispersed throughout the municipality, Surrey's recreational facilities are also dispersed.
- l. As Surrey decides on the sporting events it wishes to pursue, the location of the sporting facilities that are associated with these potential sporting events need to be taken into consideration such that more accommodation and food and beverage options can be encouraged in these locations.
- m. To counter Surrey's distances between sporting venues and accommodation options, Surrey will need to provide event-specific transportation for larger sporting events in the short term. In the longer term, more clustering of sporting venues and accommodation can help to mitigate this challenge.

8. PRODUCT DEVELOPMENT TACTICS FOR SPORT TOURISM

In addition to addressing the limitations listed in the previous section, product development tactics might also include:

a. **Set up Surrey's sport tourism organization.**

As identified in 5. Organizational Structure, Surrey needs to set up a sport tourism organization, first as a department of Tourism Surrey, as insufficient financial resources are available to set up Sport Tourism Surrey as a standalone organization. An advisory committee needs to be set up that includes a broad cross section of stakeholders involved in sport and tourism, including the municipality, local sport organizations, and tourism organizations. This advisory committee should meet with Tourism Surrey and discuss how the sport tourism department can be set up within the structure of Tourism Surrey but with governance from the advisory committee rather than from Tourism Surrey's existing board of directors.

Based on a review of other sport tourism organizations in Canada, a start-up sport tourism organization might start with a \$100K budget that includes one full-time staff member, ramping up to \$150K, and then building to \$300K or more if sport tourism is a major focus for the community. Surrey's sport tourism organization needs to secure funds to ensure three to five years of funding, as many sport tourism initiatives are longer term in nature. The likely source of funds is the City of Surrey, with Tourism Surrey providing in-kind services such as office space and administrative support.

Once the department has been set up, a sport tourism manager should be hired to take on the responsibilities of the sport tourism organization along with the advisory committee. Due to limited budgets, it is anticipated that one sport tourism manager is the sole employee of the sport tourism organization, with administrative support from Tourism Surrey. This one individual would report to and work closely with the advisory committee.

The advisory committee, also due to limited budgets, is envisioned to be hands-on and takes on some of the tasks that the sport tourism organization needs to be undertaking. The new sport tourism organization will not be able to function well without these additional human resources. Prior to hiring the sport tourism manager, governance documents need to be written that include:

- the governance manual for the sport tourism organization
- the respective roles and responsibilities of the advisory committee and sport tourism manager
- the job description for the sport tourism manager
- the level of administrative support provided by Tourism Surrey.

Responsibility: Surrey sport tourism working group / advisory committee, City of Surrey, Tourism Surrey

Budget:

- Years 1 to 3: \$70K to \$90K for salary and benefits for sport tourism manager, \$20K in year 1 for set-up and operational costs including computers and office equipment, \$20K for each of years 2 and 3 for operational costs (such as meeting expenses, travel, etc.), \$5K to \$10K annually for administrative costs (such as rent, accounting services, telephone, internet, etc. with the assumption that much of the administration needs can be donated)

- Years 4 to 5: \$75K to \$95K for salary and benefits for sport tourism manager, \$40K to \$50K for salary and benefits for sport tourism coordinator, \$30K in year 4 for set-up and administrative costs for new standalone organization (includes additional computers and office equipment, legal fees, creation of governance manual), \$30K to \$40K annually for administrative costs starting in year 5 (such as rent, accounting services, telephone, internet, etc.), \$30K to \$40K for operational costs (such as travel, meeting expenses including board meetings, stationery, printing, etc.).

b. Implement a simple system for local sport organizations to use to approach accommodation properties for commissions for sporting events.

This would involve meeting with local sport organizations and accommodation properties to determine the parameters for this system. Variables to take into consideration include:

- Time of year of event
- Days of the week the event takes place
- Potential number of room nights
- Type of rooms and prices that participants and spectators might be expecting (for example, some youth events might require sharing of rooms and need low to moderately priced accommodation while some national level adult events might require more upscale accommodation)
- The range for commissions (a higher percentage might be given for low season rooms and a lower percentage – or even no commission – might be given for high demand times).

This system would be expected to be specific to Surrey and take into account when accommodation rooms are in higher or lower demand. While the “system” might be more of a systematic way of coming to an agreement than a set formula, having such a system means that both accommodation properties and local sport organizations will be knowledgeable about the variables.

The commissions could then be used by the local sport organizations for sport development and to help stage the sporting event. The commissions also encourage local sport organizations to stage sporting events that attract out-of-town participants and/or spectators to help build Surrey’s sport tourism.

The working group noted that the commission system needs to take into consideration existing relationships between some properties and particular sport groups. It is also important that all accommodation properties agree to the system in order for it to succeed.

Responsibility: Sport tourism organization (whether as a department of Tourism Surrey or as a standalone organization).

Budget: staff time.

c. Implement hosting grants for local sport organizations.

The purpose of the hosting grants is to encourage local sport organizations to stage sporting events that attract out-of-town participants and/or spectators and is in addition to the commissions from accommodation properties. The hosting grants recognize the economic benefits of sporting events that attract visitors from outside the community. It is envisioned that the hosting grants would be funded and administered by the City of Surrey, as with other jurisdictions.

The specifics of the hosting grants will be determined by the amount of funding available but could include the following characteristics:

- Pre-event
 - Event organizers prepare an application that includes estimates of participants and spectators and projected economic impact using a prescribed economic impact model.
 - Municipal staff and sport tourism manager interview event organizers and confirm application and any special requirements for facilities.
- Post event
 - Municipal staff receive and reconcile receipts and tallies for overnight stays from event organizers and accommodation providers.
 - Event organizers complete the prescribed economic impact model for review by municipal staff.
 - Municipal staff calculates the grant amount (St. Catharines uses the following calculation although Surrey's could be different) $15\% \times \text{facility cost} + (\$1.25 \times \text{room nights})$ and prepares a report to municipal council.
 - Once approved, municipal staff forwards cheque to event organizers with a copy of the economic impact statement for use in next year's sponsorship drive.

The outcome of these grants should be to increase the number of sporting events that have higher numbers of room nights. As these hosting grants are provided after the event is over, they could be applied to development of the next year's event or to sport development. The information required for the hosting grant applications should be consistent with the tracking and evaluation requirements of for sport tourism (see Tactic T. Track each type of sporting events taking place in Surrey.)

A suggestion was made by some members of the working group that these grants could be in the form of facility improvements as a legacy. While facility improvements would likely be welcomed by sport groups, these should not be replacing cash grants, as cash is required to operate sporting events – without cash, sporting events might not be able to take place, regardless of how attractive facility improvements might be.

Responsibility: City of Surrey, sport tourism organization.

Budget: to be determined but could be in the range of \$50K to \$100K annually.

d. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, and tourism businesses related to sport tourism.

Currently, many local sport organizations, municipal council and staff, and tourism businesses are not aware of the activities of the other groups with regard to sport tourism and do not have close relationships with the other groups. Local sport organizations may be staging sporting events without engaging the other groups and thus could lose the opportunity to maximize the economic benefits of the sporting events. The municipality and tourism sector may not have the support of local sport organizations in their interest in pursuing sport tourism for Surrey.

Ongoing communication is needed to keep people and organizations informed that are within the three pillars of sport tourism and to further engage them. With information such as what each of the three pillars are doing with regard to sport tourism, case studies about how different organizations are working together to bid for and stage sport tourism events, tips about how people and organizations can get involved, this ongoing communication can be in the form of e-newsletters, presentations, attendance at meetings, etc. Initially, in-person meetings are recommended to establish the relationships.

Responsibility: Sport tourism organization.

Budget: staff time.

e. Meet regularly with key local sport organizations about their interest in hosting sporting events in Surrey.

Based on the sporting events identified in [6. Focus of Effort](#), meet with the respective local sport organizations to determine their interest in working together to attract and host sporting events in Surrey. As hosting sporting events may not be the highest priority for local sport organizations, the sport tourism organization can assist in planting the idea, in providing support for bid preparation, and ensuring the local sport organizations are aware of the accommodation commissions and sport hosting grants that are available to help stage the event and to put toward sport development.

Depending on the organizational capacity of various local sport organizations, and this can easily change over time as volunteers turn over, some may be more able to host sporting events than others.

Responsibility: Sport tourism organization, sport council.

Budget: staff time.

f. Build on the enthusiasm and organizational capacity developed by hosting the 2012 BC Summer Games.

The 2012 BC Summer Games presents a great opportunity to build Surrey's sport hosting memory and experience. The organizers and volunteers associated with the 2012 BC Summer Games, assuming the Games are a success, may be interested in continuing their involvement in sport tourism. One of the challenges in hosting a major sporting event is that the group that organizes the event is a temporary organization that disperses after the event takes place. As a result, learning that takes place during the event is not documented such that the group that organizes the next major sporting event often starts from the beginning.

The organizers of the 2012 BC Summer Games can ask each area to document what they did and any recommendations for future events, perhaps in the form of a questionnaire. This learning can then be consolidated and used for the next major sporting event such that each subsequent event in Surrey is better than the next. Reports about the sporting event should be provided to sponsors containing the information that is of most interest to them, such as number of participants, number of spectators, number of volunteers, number of sponsor coupons or brochures given out, demographics of participants and spectators (if this information is available), etc.

In concert with this documentation, the organizers and volunteers themselves are a great resource for future sport tourism events. They could be surveyed to obtain contact information and to determine their interest in future sport tourism events.

Responsibility: Sport tourism organization, organizers of 2012 BC Summer Games.

Budget: staff time.

g. Increase the organizational capacity of local sport organizations to host key sport tourism events.

Currently, few local sport organizations in Surrey have the organizational capacity to host sporting events, particularly those that attract significant out-of-town participants and/or spectators. While local sport organizations may be well versed in the technical aspects of running a sporting event, there are many other aspects to a sporting event where they could use additional capacity.

Once Surrey has been successful in winning key sporting events, the sport tourism organization can assist the local sport organizations to plan and stage the event:

- using its contacts and resources to obtain products and services at discounted prices or as donations
- organizing transportation for participants and/or spectators
- obtaining sponsors for the event
- coordinating with the City of Surrey's various departments
- finding additional volunteers from the community, business, and tourism sectors
- publicizing the event.

See section 12. Best Practices in Organizing and Resourcing Sport Tourism Events in the Situation Analysis for more detail.

Through Surrey hosting some of the events in the World Police and Fire Games and its hosting of the 2012 BC Games, Surrey will already be on its way in building its organizational capacity.

Responsibility: Sport tourism organization.

Budget: staff time.

h. Support key sport tourism volunteers by providing individual recognition.

Sport tourism volunteers generously donate their time to sport tourism events to benefit community sports, as they typically are volunteers for a sport club such as soccer and are motivated to organize a sport tourism event to further develop their sport (soccer in this example). To support and motivate sport tourism events, other tactics in this plan provide for commissions from accommodation properties and sport hosting grants from the city to benefit sport development, and additional volunteers and operations support to help stage a sport tourism event. This tactic recognizes key individual sport tourism volunteers that are instrumental in enabling sport tourism in Surrey.

This recognition could include benefits from community businesses such as a weekend at a hotel (perhaps at a related hotel in another city to give the volunteer some time away from home), a spa package, a weekend with a sports car, meals, or even a recognition ceremony. The intent is to thank the key volunteers for their efforts and to ensure they know their efforts are appreciated.

Responsibility: Sport tourism organization, Surrey businesses.

Budget: staff time.

i. Keep Surrey's list of sporting facilities up to date on www.hostingbc.ca.

Keeping this content up to date will not only ensure Surrey's facilities are considered by those using the website but will also assist with preparation of bids. The responsibility for keeping the information up to date could rest with the sport tourism organization or with those responsible for the specific facility (with the sport tourism organization playing a coordination role).

Responsibility: Sport tourism organization, sport facilities

Budget: staff time.

j. If there is organizational capacity to do so, develop created events to attract out-of-town visitors.

The intention of the created events is to increase the number and calibre of sporting events that Surrey can host, as its sporting facilities were not designed to meet national and international standards for sanctioned sports. For Surrey to embark on sport tourism in the short term, while upgrades and new sporting facilities are being contemplated, developing created events can generate sport tourism in the short (and longer) term.

Many created events do not involve local sport organizations and originate from event organizations. Created events could be created specifically to attract out-of-town visitors and some do not require the use of sporting facilities (and thus do not compete with facility allocations for community groups or displace residents from community facilities). Marathons are good examples, as they are often organized by event organizations that specialize in marathons (rather than local sport organizations) and use existing roads and public spaces rather than sporting facilities. They attract adults, many of whom plan their vacations around running marathons.

Responsibility: Sport tourism organization, organizer of created event.

Budget: staff time plus costs of running the event (which would be part of each event budget that would be offset by ticket sales, sponsorships, commissions, hosting grants, etc.)

k. Conduct a sport facilities feasibility study with the intention of upgrading and/or building new sport facilities.

The purpose of this study is to identify the best locations for indoor and outdoor stadiums as well as how other existing facilities can be upgraded for sport tourism. It is noted that a new indoor swimming pool is already part of the ten-year plan.

A couple of sport facilities that were identified by the working group include an outdoor stadium similar to Swangard stadium and a multi-purpose arena similar to the new Abbotsford Entertainment & Sports Centre that had a budget of about \$65 million. While it rarely makes economic sense to build facilities specifically for sport tourism, it does make sense to incorporate sport tourism requirements into a facility to ensure it can be used both for residents and for sporting events. As part of the sport tourism requirements, facility upgrades could be factored in that could be used for legacy purposes as part of potential sport tourism events. If an outdoor stadium or multi-purpose arena is contemplated in Surrey, either or both would be a significant addition to Surrey's sporting facilities, as there are few that can host national and international calibre events.

For optimum sport tourism benefits, new sporting facilities should be located close to other complementary sport facilities, close to accommodation, and close to food & beverage facilities.

With this feasibility study, Surrey can then use this information to encourage senior levels of government to invest in Surrey's sporting facilities.

Responsibility: City of Surrey.

Budget: to be determined.

I. Address the lack of accommodation close to sporting facilities.

The lack of branded hotels and a lack of more upscale hotels were identified as weaknesses in Surrey by the working group. Currently, there are few accommodation rooms located close to sporting facilities – having close proximity between sporting venues and accommodation is a competitive disadvantage compared to other sport tourism destinations. For example, Richmond can offer sporting venues and accommodation within walking distance.

There are challenges related to available space around existing sporting facilities and it may not be feasible in the short term to increase accommodation close to sporting facilities. If there are opportunities to address the weakness of locating accommodation rooms close to sporting facilities, these should be pursued. In the short term, it may be necessary to provide transportation between sporting facilities and accommodation for those participating in sporting events.

Responsibility: City of Surrey, Tourism Surrey, sport tourism organization.

Budget: staff time.

9. MARKET DEVELOPMENT TACTICS FOR SPORT TOURISM

m. Build and research the list of potential sporting events for which Surrey can bid.

The starting point should be the list identified in 6. Focus of Effort and any created events. This list building should be completed with local sport organizations, as there needs to be interest among the respective local sport organizations for hosting events in their sport. Once the long list has been built, each sporting event needs to be researched to understand the bidding requirements and timetable. Each event will have its own sequence of when bids are invited for events taking place by year, with national and international events typically with longer lead times and with specific rotation patterns.

Once the initial research has taken place, the list should be reviewed by the advisory committee and the most likely opportunities should be identified. Tasks should be assigned to advisory committee members, local sport organizations, other community leaders, or the sport tourism manager on more thorough research. The research could include:

- Request a copy of the bid guidelines
- Find out how many competitors/participants are expected and have participated in previous events
- Determine whether the required competitions/practice facilities are available in your community
- Find out the dates, check if they are flexible and whether the dates conflict with other events at your community's facilities
- Find out the cost associated with bidding, including sanction fees and guarantees
- Check the timelines that are given to prepare and submit the bid
- Determine who would be responsible to act as "legal host" of the event – municipality, local organizing committee, sport organization, etc.
- Find out who else is bidding
- Determine if there are politics involved in the bid (sometimes the best bid does not win, as the rights holder may choose to reward a community that has new facilities or may choose to go to a new community to further build the sport)
- Determine whether your community has any connections to the selected opportunity (e.g. whether particular individuals in your community have relationships with those making the decisions – this can give the rights holder a level of confidence in the bid committee)
- Begin intelligence work through reports from past events, whether the event made money, what was the attendance, sponsorship levels, etc.

Once the research has taken place, Surrey can decide whether it has a good chance of winning a bid and whether it is worth its while to take the time to prepare the bid.

Responsibility: Sport tourism organization with local sport organizations.

Budget: volunteer and staff time.

n. Collect common information needed for bids.

As part of most bids, there are common pieces of information that are needed. They might include detailed information about Surrey's sporting facilities, unique aspects of Surrey as a destination, general community profile including demographics and population, previous event hosting experience, etc.

Much of this information has likely been prepared previously for bids such as the 2012 BC Summer Games, for hostingbc.com, and for this Community Sport Tourism Development Program. This information needs to be constantly updated and readily accessible such that the information can be easily inserted into new bids.

Responsibility: Sport tourism organization, Tourism Surrey.

Budget: staff time.

o. Prepare bids for selected sporting events.

After the research has been completed and there is a short list of sporting events for which Surrey is believed to be a strong contender, the preparation of bids can begin. The bid preparation can include the following steps, depending on how competitive the sporting event is (the more competition there is, the more likely the bid process will be more formal):

- Determine potential impacts of hosting the sporting event
- Obtain approvals from stakeholders
- Assemble the bid committee
- Prepare the bid
- Present the bid
- Communicate bid results.

The following steps are excerpted from Section 7. How to Effectively Bid to Host a Sporting Event in the Situation Analysis.

Determine Potential Impacts of Hosting the Sporting Event

Once the research has been done, the next step is to do an actual assessment of the event and what the impacts of hosting that event will have on the community. Some of the key factors to consider:

- Municipal impact – how would the event affect economic development of the community? Could the event help accelerate downtown renewal? Could the event facilitate the upgrading of or the development of new sport facilities? Could the event build a more positive image of the community?
- Socio-cultural impact – can the event assist with job creation, civic pride, volunteer development, enhanced infrastructure for the benefit of residents?
- Fiscal / administrative responsibility – is there enough capacity in the community to hold the event? Can the community develop a sufficiently strong business plan so the event can be financially viable?
- Sport impact – how does the event enhance the sport capacity in the community? How does it aid sport development (coaches and technical officials) and support local sport organizations?

- Tourism impact – does the event take place during a period when there is excess room capacity or will it displace existing visitors? If it displaces existing visitors, is the event prestigious enough and does it generate enough media attention for the community to warrant the minimal economic impact? (An example is the 2010 Winter Olympic Games – the net economic impact to Whistler is likely minimal during the 2010 winter season, as Whistler is typically at capacity during that time but the media attention gained can likely build Whistler’s business over the long term.)

Obtain Approvals from Stakeholders

Once the event appears to be feasible for your community to host, the necessary approvals need to be obtained from the various partners and stakeholders to ensure they are backing and supporting the effort to bid on and host the event. It is important to note that this includes supporting the event once it has been awarded to your community. This would include;

- Determine what steps are required to go to the next stage – city council approval, etc.
- Determine whether the funding is available – community driven, other municipalities, partners, provincial/federal governments
- Obtain local sport support – needed for provincial event
- Obtain provincial sport support – needed for national event
- Obtain national sport support – needed for international event.

Assemble the Bid Committee

After support has been gained for the bid, it is time to determine the group/committee that will develop the bid and gain the necessary support from your community. This group/committee should be selected carefully and include influential individuals with recognized leadership within your community including;

- Political and community leaders
- Local sport expertise (particularly those with connections to the rights holder)
- Operational expertise in all areas of organization – sport technical, finance, special events etc.
- Business community leaders.

With the bid committee now in place, it is time to engage them in preparing the bid and identifying their roles and responsibilities throughout the process. This should include the following steps for each committee member;

- Review the bid guidelines with the bid committee
- Outline information required by each operational area
- Determine and set deadlines, review information and progress
- Determine the cost of the bid – committee work, printing, site review, meetings, travel etc.
- Outline roles and expectations of committee members.

Prepare the Bid

The bid committee must determine the essential elements / information that would be required to include in the bid -- from the bid guidelines. Not only should the bid follow the bid guidelines but it will be important to consider what will separate your bid from other bids being submitted. This could include the following;

- Community overview - what is unique about your community and its attractions compared to other communities that might be submitting bids, general community profile including demographics and population, previous event hosting experience,
- Host organizing committee overview – vision, mission, goals/objectives, measurable success indicators, operating structure, key individuals
- Business plan that is validated and has details on:

- financial projections
- human resources and volunteers, including recruitment, training, and recognition
- marketing and sales plans
- fundraising and sponsorship
- legacy proposals
- economic impact study
- critical path (including transition from the bid committee to the organizing committee)
- Operational plan that has details on:
 - transportation – internal/external
 - accommodations – capacity, type, price points
 - food services – per diem, vouchers
 - ceremonies and special events
 - event leadership and organizational structure
 - facilities – existing contracts – do they conflict, cancellation clauses, flexibility, partners, clean venues, etc.
 - information technology
 - security
 - sport specific information – expertise, infrastructure, cad drawings, specifications etc.
 - whatever else the bid guidelines indicate

An important element once the bid material has been developed is to conduct an evaluation of the material:

- Review bid with sport groups, service groups, key decision makers, corporate stakeholders, facility managers, etc.
- Review bid and financial plan with city officials and/or other funding partners
- Refine and make changes to prepare the final product.

Present the Bid

Once the bid committee has evaluated the final product, it is time to determine the format that will be used to form the final bid package that will be submitted and next steps if there is a bid presentation. Considerations include:

- Obtain and put together binding, print type, paper type, cover, pictures, CD Rom, DVD
- Determine who presents at presentation if there is one
- Understand what is permitted at the presentation (gifting)
- Ensure there are knowledgeable people at each venue if a site evaluation is taking place by the rights holder
- Showcase the community and it's commitment
- Be ready for any question
- Send them away with NO DOUBT that your community can do it.

At this point, it is important to keep in mind some other very important elements of a bid and the bid process itself:

- Plan to win all phases of the bid process
- Practice due diligence throughout the bid phase
- Always remember the care and comfort of the participants
- Ensure you have 110% support from all involved
- Showcase what is UNIQUE about your bid
- Focus on the aspects of the bid that will win you the bid and where your community can make a difference
- ALWAYS DO A COUPLE OF DRY RUNS OF YOUR PRESENTATION!

Communicate Bid Results

Once the decision is made by the rights holder and you are notified of the decision, it is important to communicate this to your community regardless of whether you were successful or not:

- Organize a press conference to announce final decision – successful or unsuccessful
- Make this an opportunity to thank the community
- Announce next steps
- Keep it positive.

Responsibility: Sport tourism organization with local sport organizations.

Budget: volunteer and staff time plus \$5K for bid expenses.

p. Assist the event organizers of the 2012 BC Summer Games to stage the best BC Summer Games ever.

Surrey has a timely opportunity to build its reputation as a sport hosting community with the 2012 BC Summer Games. Achieving excellence in all aspects of the 2012 BC Summer Games will bode well for other sporting events, especially since the BC Summer Games is a multi-sport event and gives Surrey experience in a number of sports. Using the principles identified in the following tactic, the sport tourism organization, Tourism Surrey, tourism businesses, the City of Surrey, and the community can provide assistance in areas such as:

- funding and sponsorship
- marketing and promotion
- event staffing and volunteers
- event operations.

Working with the event organizers, members of Surrey's sport tourism working group could start by helping to prepare a tactical plan that covers the immediate timeframe up to Games time. Perhaps the focus of the sport tourism working group could be on marketing and promotion with assistance on sponsorship, as these are areas in which the tourism industry would have particular experience. With this assistance, Surrey could then maximize the tourism and economic benefits of this event. Once the sport tourism manager is hired, this person could be on the organizing committee to liaise between the event, the City of Surrey, and the tourism industry.

Responsibility: Sport tourism organization, City of Surrey, Tourism Surrey, tourism businesses to assist the event organizers and involved local sport organizations.

Budget: volunteer and staff time. It is anticipated that the 2012 BC Summer Games would have its own budget.

q. Once Surrey has been successful in winning a bid, assist the event organizers on the business aspects of planning the event.

Once a community has secured a sporting event, it needs to organize to effectively stage the event. Having the right organizational resources can make the difference between a frustrating event experience and a wildly successful one. However, the “right” resources will differ depending on the event, as a local event run completely by volunteers will be quite different from a major international sporting event with a budget of millions of dollars and thousands of paid and volunteer staff. There is no single solution, with different options to consider and some principles that have broad application.

While Surrey’s sport tourism organization can assist in a number of areas of organizing the sporting event, the areas where it can provide the greatest assistance are sponsorship and marketing and promotion. The following is excerpted from the Situation Analysis, with more detailed steps in Section 12. Best Practices in Organizing and Resourcing Sport Tourism Events.

If a community has not already addressed the event program in the bidding process, the following areas need to be addressed before moving on to organizing the event itself:

- Confirm the dates of the event
- Understand the potential number of participants and spectators and ensure the facilities will accommodate that number
- Ensure the sporting facilities and hospitality facilities (such as accommodation) are secured
- Establish the schedule and activities associated with the event (such as social and award functions).

The core team that will be organizing the event will need to be established, ideally including some people who were part of the bid process. The core team could include one or more members of the sport tourism organization through its board, staff, or committees to ensure the core team for each event (this is essential for the larger events) benefits from the knowledge built up by the sport tourism organization. This core team would form the host organizing committee, often established as a not-for-profit society so it can enter into contracts as a legal entity. For smaller events, a sport club might serve as the legal entity although all members of the host organizing committee may not necessarily come from the sport club.

Regardless of the type or size of an event, there are four key functional areas to consider when organizing a sporting event:

- funding and sponsorship
- marketing and promotion
- event staffing and volunteers
- event operations.

Funding and Sponsorship

All sporting events require a budget to pay for items such as venue setup, athlete recognition, provision of officials, food and beverage, etc. The amount can vary substantially depending on the size of the event. The funds to cover these expenses can come from the following (and most events utilize all these sources of funds):

- Government grants from municipal, provincial, or federal governments. For example, the City of Kamloops through the Tournament Capital Program has a grant program that provides funds based on the type of tournament being held.

- Operating revenue such as gate receipts, concession revenues such as snack bars and beer gardens, hotel commissions, and product licensing arrangements. For example, some events are paid a percentage of the total hotel room revenues by the host hotel(s).
- Corporate sponsorship where a company provides cash and/or goods or services for promotional value or corporate citizenship. The bigger an event becomes, the more important corporate sponsors become. As an example, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games' (VANOC) corporate, international and domestic, sponsorship commitments make up 59% of its total revenue⁸

Contributors provide funding in two ways:

- Cash or cash equivalents where funds can be used with or without restrictions and can be in the form of hosting grants, sponsorship fees, or loans.
- Value-in-kind (VIK) where goods and services are provided to support the event. These should be goods and services that the event would have otherwise purchased. VIK contributions are the most common form of contribution for an event.

Marketing and Promotion

A successful event requires a detailed marketing and promotions plan and resources to implement it. If an event is sanctioned, the sanctioning body (provincial, national, or international) often has some marketing vehicles that help to promote the event.

Sometimes the marketing and promotion plan must consider the residents of the community in which the event is being held if the event is using facilities that could be disruptive to residents (e.g. marathons, triathlons). As an example, for events that could be disruptive to residents, the City of Vancouver requires event organizers to undertake a series of activities including community meetings for residents and interested parties, meetings with local businesses and community groups, and meeting with council prior to being given permission to proceed.

Event Staffing and Volunteers

The type of organizational model used by an event depends on the type of event, the sport, and the size of the event. The following are examples of models used in event staffing:

- A non-profit entity using volunteers only. This is a model used by most sport clubs and the sport club entity may in fact be the event entity.
- A non-profit entity using a combination of paid staff and volunteers. This is often a new entity established for the sole purpose of running a particular event, e.g. 2009 World Police and Fire Games. In some cases, the paid staff could be provided through an event management company.
 - The BG Vancouver Triathlon World Championships Vancouver 2008 used a paid team of 4 local people, supported by the International Triathlon Union (ITU) headquarters staff, to oversee 1,300 volunteers. The 2007 event was organized by ITU staff supported by an event management company and 300 volunteers.
 - BC Hockey, one of the largest sports organizations in the province representing over 75,000 players, referees, and volunteers, uses volunteers to stage tournaments within the province. BC Hockey volunteers are supported by a paid administrative team at BC Hockey's head office in Saanichton, BC.
- A for-profit entity using a combination of paid staff and volunteers. Outback Events, a small event management company, stages the Oliver Half Iron triathlon event each June in Oliver,

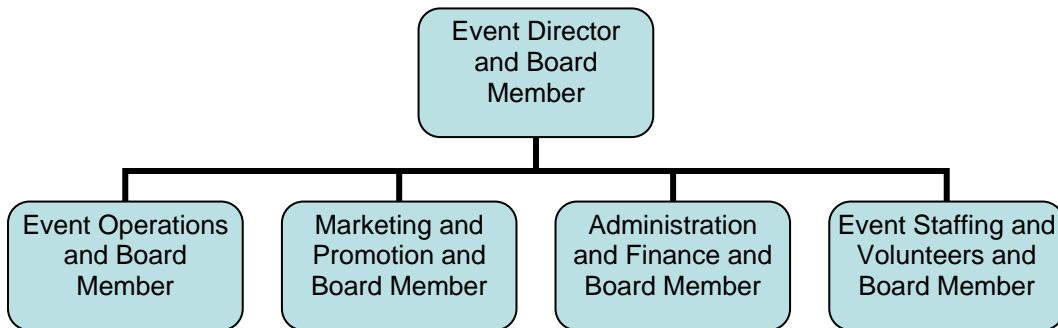
⁸ Total domestic and international sponsorships are expected to be \$961,404,000 and total revenue is expected to be \$1,629,269,000. See <http://www.vancouver2010.com/dl/00/61/92/-/61922/prop=data/fc0usl/61922.pdf>

British Columbia. Paid staff fill key organizational roles while volunteers act as race marshals, race officials, and provide medical services.

Generally, smaller events are operated with an all volunteer team. Larger events will often have some paid staff. Events that involve major corporate sponsors, as title or presenting sponsor often require paid staff in one or more key positions.

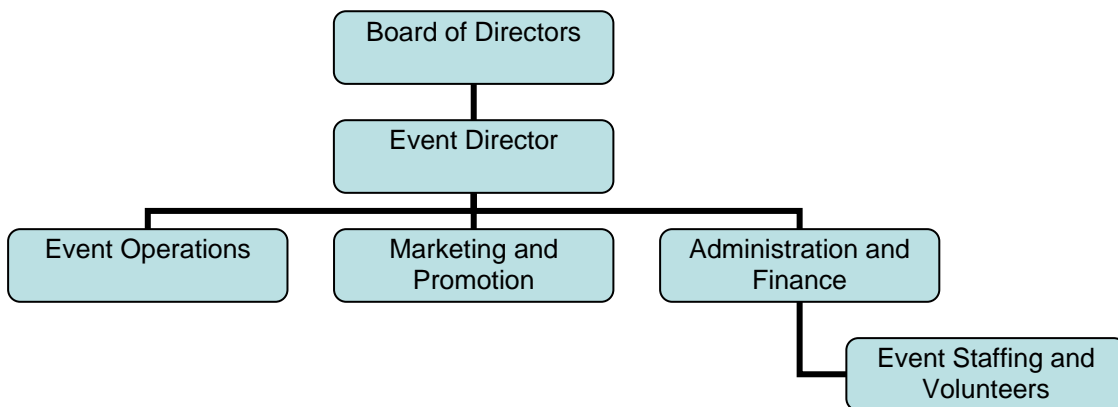
A couple of typical organizational charts follow, with the first one showing a smaller organization with a hands-on board of directors taking on functional responsibilities.

Organizational Chart for Smaller Sporting Event



The second chart shows a more formal, larger organization that has an event director separate from the Board of Directors. For larger events and organizations, one or more positions might be paid positions. The chart shows only the top positions for the key functional areas, as there would be many more people supporting each of the functional areas.

Organizational Chart for Larger Sporting Event



Event Operations and Event Staffing and Volunteers are two areas where there are large requirements for people resources.

- The Event Staffing and Volunteers function helps to ensure the event has the people resources it needs across all functional areas including Event Operations, Marketing and Promotion, and Administration and Finance. For a smaller host organizing committee, the Event Staffing and Volunteers function often reports directly to the Event Director. For a

larger host organizing committee, it might report through the Administration and Finance area.

- Event Operations include technical operations and venue operations. These might be two separate teams for larger events.
 - The technical operations team's responsibility is to conduct the sport competition on the field of play (FOP). This includes medical (and anti-doping if applicable), timing and scoring, sport equipment, and sport presentation.
 - The venue operations team is responsible for the provision of and management of the event venue. This includes transportation, security, logistics, and technology.

Responsibility: Sport tourism organization, City of Surrey, Tourism Surrey, tourism businesses to assist the event organizers and involved local sport organizations.

Budget: volunteer and staff time. It is anticipated that each event would have its own budget.

r. Assist event organizers in maximizing the tourism benefits of the planned sporting events.

While event organizers and local sport organizations are well versed in the technical side of staging a sporting event, they may not be as experienced at maximizing the event's tourism benefits. Surrey's sport tourism organization and tourism industry can provide a great deal of assistance in making an event valuable not only for sport development but for economic development as well. Through the accommodation commissions and sport hosting grants, event organizers are encouraged to attract out-of-town participants and spectators.

However, attracting more out-of-town participants and spectators and increasing their length of stay can further increase the economic benefits to Surrey. Some ideas for consideration include:

- Communicating to participants well in advance of arrival and sending them information about what there is to see and do in Surrey may encourage them to stay longer on their trip to attend the sporting event.
- Providing incentives to participants and spectators to experience more of Surrey than just the sporting event with coupons and special offers from businesses in Surrey. These provide information about visitor experiences in Surrey and help make participants and spectators feel welcome. These incentives can be provided as part of a welcome package for participants and the event program for spectators.
- Encouraging accommodation providers to promote area attractions and businesses to guests.
- Making it easy for participants and spectators to experience other parts of Surrey with an information desk at the sporting venues and/or accommodation properties, shuttle service to other visitor experiences, special tours that stop at specific attractions, etc.
- Coordinating with Tourism Surrey to utilize its media relations and marketing team to promote the upcoming sporting event to potential visitors. This might involve including the sporting event in media relations messages, including the sporting event in the list of events on the Tourism Surrey website, making it easy for potential visitors to purchase tickets to the sporting event such as links to the sporting event website, etc.

Responsibility: Sport tourism organization, Tourism Surrey, tourism businesses to assist event organizers and involved local sport organizations.

Budget: volunteer and staff time plus \$5K in printing costs.

s. Collaborate with other Lower Mainland communities to bid for large sport tourism events.

While Surrey does not have large numbers of sporting facilities that can host large sport tourism events such as multi-sport events, it can host a portion of large sporting events with other Lower Mainland communities. Surrey has already done so for the World Police and Fire Games, although Surrey is seen as a supporting player to Burnaby, the host of the events. The reasons for collaborating with other communities could be to build organizational capacity to host higher profile, larger events; to build Surrey's hosting resume so it can then attract higher profile sporting events on its own at a later date when it upgrades or builds new sport facilities; to increase room nights in Surrey by being the host of a larger sporting event that requires sport facilities that are not available in Surrey; etc.

Responsibility: Sport tourism organization, City of Surrey, Tourism Surrey.

Budget: covered in bid budget.

10. RESEARCH AND EVALUATION TACTICS FOR SPORT TOURISM

t. Track each type of sporting event taking place in Surrey.

With 2010 as the base year, Surrey will need to develop a baseline for the sporting events that it currently hosts that includes the following information (consistent with the inventory templates provided by the Community Sport Tourism Development Program):

- Name of event
- Dates
- Description
- Total number of athletes
- Total number of spectators
- Number of out of town athletes
- Number of out of town spectators
- Number of room nights
- Number of volunteers
- Number of paid staff
- Operating budget
- Sources of operating budget
- Capital costs
- Sources of capital expenditures
- Other comments

The list of sporting events can be grouped by sport and also by level (i.e. regional, provincial, national, and international). With this list of information, the sport tourism objectives for Surrey can be tracked on a regular basis. The progression by level and by sport can also be tracked to better understand in which sports Surrey has better success than others.

The template provided by the Community Sport Tourism Development Program can be used as the input master, with the sport tourism organization working in collaboration with event organizers and local sport organizations to fill in the information.

The information needs for hosting grants should be consistent with this tactic to ensure information can be used for multiple purposes and can be as efficient as possible for all concerned.

Responsibility: Sport tourism organization, event organizers, local sport organizations, Tourism Surrey.

Budget: volunteer and staff time.

u. Work with accommodation properties to track number of room nights resulting from sport tourism.

One of the measures of success for sport tourism in Surrey is the number of room nights attributed to sport tourism. A simple tracking system needs to be put into place that is easy for accommodation properties to fill in and the sport tourism organization to administer. Tourism BC has an accommodation tracking system that could be adapted for use for sport tourism. It is envisioned that the accommodation properties would fill in a simple form on a monthly basis and then provide the information to Surrey's sport tourism organization.

For information on how to implement this system, the contact at Tourism BC is: Research & Planning, tel: 250-387-1567 or 1-877-877-8811, email: research@tourismbc.com

While the templates for sporting events for the Community Sport Tourism Development Program include an estimation of room nights by the event organizers, room nights should also be tracked through accommodation properties to obtain robust and cross-referenced data.

Responsibility: Sport tourism organization, Surrey accommodation properties, Tourism Surrey, Tourism BC Research Department.

Budget: staff time.

v. Track number of and success of each bid.

To understand the success rate of the bids that Surrey submits, a master list of bids should be prepared. This list could include information such as:

- Event
- Sport
- Level (regional, provincial, national, international)
- Successful bidder
- Learning from bid process.

Over time, this list will help Surrey determine which sports and which levels in which it has better or worse success than other communities. The methodical description of learning from each bid process should allow Surrey to further improve its bids over time.

Responsibility: Sport tourism organization, bid committees, Tourism Surrey.

Budget: staff time.

w. For key sporting events, calculate estimates of tourism expenditures to better understand the economic impact of sport tourism.

Ideally, this process should be undertaken for every sporting event but it is recognized that this is not feasible for the numerous smaller sporting events. For larger sporting events, estimates should be calculated as described below (excerpted from Section 13. Measuring the Impacts of Sport Tourism in the Situation Analysis).

Recommended Approach to Measuring Economic Impact

While opinions in the industry are many and varied, and “best practices” are often tempered by the pressures of time and priorities, the following is recommended for communities increasing their attention to sport tourism.

- First, benchmark current sport hosting and the broad estimate of the magnitude of impact for previous events. Complete an inventory of events, the number of out-of-town attendees, how many are day visitors, how many are overnight, the length of stay and estimated daily expenditure.
- As events are held or new events considered, routinely estimate the tourism impact, beforehand to help evaluate the value in bidding, and “post-event” as part of the assessment, using the “broad estimate” approach.

- Start to collect expenditure data using visitor surveys at selected major events, when the cost justifies the value in having the information. See the Tourism BC link above. This data will also help to refine broad estimates for similar events in the future.
- If there is a value in having information on economic impact, employment, etc., STEAM PRO or similar models can be used to translate expenditure information into economic impact. This will require training in input and analysis, or could be contracted out.
- Note: For large events in communities with limited hotel accommodation, it is possible that other tourists may be deterred from visiting if the community is near “sold out”. An adjustment to the net impact of the event should be made in this case.

Pre-Bid or Post- Event Broad Estimates

It is recognized that sport event organizers often need to prepare broad estimates to determine whether a bid is worth undertaking or to provide a quick order of magnitude. During the pre-bid phase, some sport event organizers rely on the estimates provided in the bid package by the event rights holder that will often estimate the number of participants and economic impact.

Others may use simple calculations based on numbers of participants or room nights, average rates, number of days/nights, and/or daily expenditure averages, often “rules of thumb” applied across many events, not fine-tuned for each individual event. A community might use its standard leisure daily spending rate as a base, or this could be judgmentally increased or decreased on a case by case basis for the type of event. A lower figure may apply for youth events, certainly if billeting or dorms are used. When parents come with their children, party size can be beneficially high.

These broad estimates are not recommended for good forecasts of expenditure and economic impact. Variations between broad estimates and survey-based estimates may be large. The purpose is only to get an order of magnitude as a starting point. As experience builds, the learnings from surveys can be used to refine this procedure for the community going forward. A simple way of calculating broad estimates for tourism expenditures is outlined below.

Broad Estimate Calculations for Tourism Expenditures

	Overnight Visitors	Day Visitors *	Total
Out of town participants	X1	X4	
Out of town friends/ parents/ spectators	X2	X5	
Out of town officials/VIPs	X3	X6	
Total out of town visitors	Add = xx1	Add = xx2	Add
Nights/days per visitor	y1	y2	
Total visitor nights/days	xx1 * y1	xx2 * y2	Add
Daily per capita spend estimate	\$z1	\$z2	
Total Spending \$	xx 1* y1 * z1	Xx2 * y2 * z2	Add

Notes:

- Day visitors are defined as those from outside the community. Do not include any local community attendees.
- Only include visitors purposely coming to the community for the event, not any visiting mostly for other reasons.
- Only include OOT officials/VIPs whose expenses are not paid by the host community.

Event organizers can provide event capital and operating spending for adding to the tourism expenditures to obtain a broad estimate of the direct expenditure impact of the event.

Survey-Based Estimates

For major events only, custom event visitor surveys can be conducted to give accurate, specific information on expenditure. Tourism BC's Research Department, with other organizations across Canada, has developed detailed guidelines on conducting these surveys available on the corporate website (<http://www.tourismbc.com/Research/ResourcesForResearchers/HowToGuides.aspx>). Once specific data has been collected, if required, the expenditure data can be turned into economic impact estimates using an economic impact model

Economic Impact Models

Formal "input-output" or econometric models calculate the impact of expenditure generated by an event in terms of GDP, employment, industry output and taxes. There are numerous such models available, one comparison listing six. Their role is not to provide expenditure data, but to convert expenditure data into further economic impacts. Knowing the employment, tax impact, etc., may or may not be useful or important to a community.

STEAM (Sport Tourism Economic Impact Assessment Model).is the best-known model for assessing the impact of sport, with the benefit of being applicable at a local level, unlike some of the other models.

There are two variants: the original STEAM has built-in estimates of daily visitor expenditure. Please note the basic STEAM model is not recommended by Tourism BC or similar tourism bodies. Experience across Canada has shown it is not differentiated enough to use for different major events, and the data on which spending is based are not drawn only from those motivated to travel by sport. Many spending profiles show unrealistically low per diem expenditure.

An improved newer extension of the model, STEAM PRO now allows host communities to use specific spending data collected through surveys on site at sport events.

Even experienced sport hosts conducting tens or hundreds of events annually evaluate events with basic STEAM, STEAM PRO or other models only occasionally. A recent survey of leading sport hosting communities in BC and Canada showed only occasional use, usually for very large events at most.

11. SUMMARY TIMETABLE AND BUDGET

The following budget presents broad estimates for budgeting purposes only.

Tactic	2010	2011	2012	2013	2014
a. Set up Surrey's sport tourism organization.	\$95K - \$120K	\$95K - \$120K	\$95K - \$120K	\$175K - \$215K	\$175 - \$225K
b. Implement a simple system for sport organizations and accommodation for commissions for sporting events.	0	0	0	0	0
c. Implement hosting grants for local sport organizations.	TBD	TBD	TBD	TBD	TBD
d. Implement ongoing communication and relationship building for local sport organizations, municipal council and staff, and tourism businesses related to sport tourism.	0	0	0	0	0
e. Meet regularly with key local sport organizations about their interest in hosting sporting events in Surrey.	0	0	0	0	0
f. Build on the enthusiasm and organizational capacity developed by hosting the 2012 BC Summer Games.			0	0	0
g. Increase the organizational capacity of local sport organizations to host key sport tourism events.		0	0	0	0
h. Support key sport tourism volunteers by providing individual recognition.		0	0	0	0
i. Keep Surrey's list of sporting facilities up to date on www.hostingbc.ca .	0	0	0	0	0
j. If there is organizational capacity to do so, develop created events to attract out-of-town visitors.			0	0	0
k. Conduct a sport facilities feasibility study with the intention of upgrading and/or building new sport facilities.		TBD			
l. Address the lack of accommodation close to sporting facilities close to sporting facilities.		0	0	0	0
m. Build and research the list of potential sporting events for which Surrey can bid.	0	0	0	0	0
n. Collect common information needed for bids.	0	0	0	0	0
o. Prepare bids for selected sporting events.	\$5K	\$5K	\$5K	\$5K	\$5K
p. Assist the event organizers of the 2012 BC Summer Games to stage the best BC Summer Games ever.	0	0	0		
q. Once Surrey is successful in winning a bid, assist event organizers on business aspects of planning the event.	0	0	0	0	0
r. Assist event organizers in maximizing the tourism benefits of the planned sporting events.		\$5K	\$5K	\$5K	\$5K
s. Collaborate with other Lower Mainland communities to bid for large sport tourism events.			Covered under (o)	Covered under (o)	Covered under (o)
t. Track each type of sporting event taking place in Surrey.	0	0	0	0	0
u. Work with accommodation properties to track number of room nights resulting from sport tourism.	0	0	0	0	0
v. Track number of and success of each bid.	0	0	0	0	0
w. For key sporting events, calculate estimates of tourism expenditures.	0	0	0	0	0
Total (\$000)	\$100K - \$125K+	\$105K - \$130K+	\$105K - \$130K+	\$185K - \$225K+	\$185K - \$235K+

Legend

- Blank means not taking place that year.
- 0 means taking place that year but no budget dollars attached.
- Number means taking place that year with budget attached.
- TBD means taking place that year with budget to be determined.

This budget is consistent with other sport tourism organizations examined (see Situation Analysis section [5.1 Budget and Resources](#) for more detail) where a start up budget might start at \$100K with one full-time staff member, ramping up to \$150K and then building to \$300K or more if sport tourism is a major focus for the community.

Appendix 1: Notes from June 9, 2009 Planning Session

Bold=most important points, as identified by the working group

Strengths (Group 1)

- **Large and active population to draw from, great volunteer base, large numbers of participants**
- **Central location between two international airports, great access to US market, capture traffic from other parts of BC, do not have to cross Port Mann Bridge, calmer and more accessible**
- **Guildford/Fleetwood cluster is a strength due to facilities, access, accommodation, infrastructure, shopping**
- Affordable accommodation
- Stetson Bowl/Rodeo/Cloverdale Exhibition Grounds with spectator seating
- **Reputation of the recreation department at Surrey and will have experience hosting large scale events after 2012 BC Games (not currently a competitive advantage) – staff and community aware of challenges**
- Schools in the community
- Pride in Surrey, energy is positive
- Good relationships with local community and sport groups
- **Good support from Mayor and Council**
- **Improved reputation and image of Surrey**
- Diverse multi-cultural population to attract various groups, different dining experiences
- **Reputation of some sport organizations:**
 - **Club India ability to draw international events such as cricket and Kabbadi**
 - **Whalley Little League**
 - **Cloverdale Minor Softball Association**
 - **BC Water Polo – local club**
 - **Surrey Knights Swim Club**
 - **Surrey Minor Hockey**
 - **Surrey Youth Soccer**
- **Golf facilities and capacity such as Northview and Hazelmere**
- Ease of navigation because of grid road system
- **Softball City – facility and capacity, hosts international events, spectator seating**
- **Supportive tourism sector including Tourism Surrey and tourism businesses**
 - **Sponsorships, promotional offers, and incentives from tourism businesses**
 - **Tourism Surrey to change from membership model to stakeholder model to allow for broader participation**

Weaknesses (Group 2)

- **Limited municipal funds**
- High expectations from Council
- **Sport facilities not designed with sport tourism in mind**
- Not competitive with other Lower Mainland communities
- Negative perception of Surrey
- Less convenient than other Lower Mainland communities, less convenient to airport
- **Location of sport facilities not in proximity to tourism assets**
- **Lack of enough full service hotels, lack of large hotels, lack of branded hotels**
- Not strong connection to local sport organizations
- **No sport tourism support for local sport organizations, need organization assistance, lack of sustained organizational capacity for local sport organizations**
- **No large focal stadium especially compared to other Lower Mainland communities**
- Lack of association with professional sport
- **Lack of long term planning for major facilities**
- **Lack of political clout with senior levels of government to invest in Surrey**
- Lack of national and international recognition of Surrey
- Poor public transit, as this relates to spectators
- **Investment in tourism marketing and sport tourism is low**
- Lack of regional and national training facilities/centres
- Little experience hosting large events

Opportunities

- Recapture PGA, LPGA, Skins Game – had them but lost them
- Water polo (national level at least) – can overcome negatives for other aquatic events – requirement for 2 pools
- Sledge hockey (international)
- Provide more support to Canada Cup event at Softball City (International) – recognition of what this event brings to Surrey – determine the economic impact of Canada Cup
- Host international field hockey events on a regular basis
- Grow Kabbadi events if there is capacity
- Build outdoor stadium (comparable to Swangard)
- Build multi-purpose (indoor) arena comparable to Abbotsford
- Conduct a facilities feasibility study to identify best locations for indoor and outdoor stadiums – how can other facilities be upgraded for sport tourism spectators – new indoor swimming pool is already part of 10-year plan
- Host invitational (international) cricket events by age group
- Engage provincial and national cricket organizations to discuss development of cricket facilities over the long term
- Utilize Surrey situation analysis and plan to inform and educate Council about gaps and plans
- Build on capacity developed for World Police and Fire Games and success of 2012 BC Games in Surrey by identifying other multi-sport events

- Build capacity in sport organizations to host more events – provide support to these organizations – free use of facilities as training centres?
- Offer competitive rates and create incentives to financially support events such as commissions and rebates, hosting grants, discounts on rentals of facilities
- Track events on a regular basis through city staff – economic impact and sport development impact and social legacy
- Pursue international championships like world championships in BMX, Kabbadi, softball, ultimate, volleyball – sit (see conclusion g(1))
- G (ii) regular international tournaments
- G (iii) National championships
See situation analysis
- Encourage branded hotel development in Surrey preferable close to sport facilities
- Organize local transportation for sporting events
- For City of Surrey to support the sport tourism plan, includes funding
- Obtain municipal funding for Tourism Surrey

Parking Lot

- Short-term upgrade to Bear Creek Park facilities – athletics facilities

Principles

- Network and support local sport organizations
- Support the development of sport in youth and the entire community
- Recognize the need to strike a balance between community needs and sport tourism requirements
- Portion of funds generated by sport tourism to go back into sport development
- Generate positive economic impact to the community – offset cost of bigger and better facilities
- Facilities developed for sport tourism will also be available to the community
- Tracking and results-oriented to demonstrate value
- The municipality, tourism sector, and sport organizations are all critical to the success of sport tourism in Surrey
- Provide exceptional customer service to participants and spectators and the sport tourism community
- One-stop shop – from bid to running the sporting event

Vision

- Sport Tourism Surrey is committed to harmonious growth and development of sport organization benefiting the community
- Dedicated to enhancing the economic and social well-being of Surrey through sport tourism opportunities
- Supportive resource to the sport community
- Valuable community resource
- Through partnerships with community groups and stakeholders, Surrey will be recognized as the premier destination for sport tourism and event delivery

- To attract and foster sustainable sport tourism in Surrey by providing resources, expertise, and service excellence to sport organizations, visitors, and our community
- Sport Tourism Surrey, the future athletes come here
- Surrey, athletes just want to come here

Sport Tourism Organization

- Tourism Surrey first, standalone second, but city still plays a major role (4)
- Standalone first, Tourism Surrey second (4)
- Option Tourism Surrey for 1 to 3 years, then go to standalone organization

Makeup of Board or Advisory Committee

- Rep from Tourism Surrey
- Rep from Surrey parks and rec (what about festival groups/special events?)
- Rep from City Council
- Rep from outdoor sports
- Rep from aquatic sports
- Rep from arena sports

- 1/3 municipality
- 1/3 tourism
- 1/3 sport groups

- Need a sport council

Council-in-Committee
Monday, November 15, 2010
See Item A.1

November 8, 2010

Mayor and Council,
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Sport tourism is a very significant element in the tourism world and has become a highly competitive niche tourism business. It has been identified as the fastest growing segment of the travel and tourism industry with estimates of its value at \$3.4 billion in annual spending (Statistics Canada 2008), and continues to be a stabilizing force during times of volatility within the tourism industry. As interest and participation in sport has grown within the leisure industry, the desire of people to travel to compete or to spectate has mushroomed. The demographics of the sport and event also determines the number of people involved and their spending preferences and patterns.

Sport tourism is about more than just hosting great events. It offers the potential for something much broader, including opportunities for Surrey to raise its identity as a sport destination, to generate new tourism business and to achieve widespread recognition for its active community and people.

In Tourism Surrey's 2008 Strategic Plan, the potential benefits and value of the sport tourism sector to the community were identified, and we applied to be the pilot community to participate in the Community Sport Tourism Development Plan program. The program, a joint partnership of 2010 Legacies Now and Tourism British Columbia, was designed to take eligible BC communities beyond the scope of the introductory Sport Tourism Workshop and into a strategic planning process to create a detailed community specific sport tourism situation analysis and a 5 year sport tourism strategic plan. The program provides the community with the tools to maximize sport system development, economic development, social and community values.

The attached document, the Surrey Sport Tourism Plan, is a customized 3 - 5 year strategic plan intended to guide the sport tourism activities of Surrey. With the aid of facilitators, sports event right holders, and a strong group of community stakeholders, the plan is a result of a yearlong consultation process, the creation of a situation analysis, and conclusions and feedback from the stakeholder group.

The plan provides a roadmap to help us achieve our vision with regards to sport tourism however, it is flexible enough to take new, unexpected opportunities into consideration during this term. While the two sectors of sport and tourism have very different values, and organizational structures, they offer tremendous partnering opportunities. In the early development phase, we support the creation of sport tourism as a department within Tourism Surrey, governed by a separate advisory committee, with

representatives from the three pillars of the community; municipality, tourism organisation and local sports organisations, and outside of our existing Board of Directors. As the organisation matures and its financial resources develop, we hope to see it as a standalone organisation.

While the plan provided a proposed budget of \$100,00 in Year 1 for salary and benefits for a sport tourism manager, the Board of Directors feel that this expense was too rich for our situation and directed staff to re-visit this initiative and develop a revised budget. Staff has reviewed the objectives of the plan and has submitted a budget of \$60,000 in Year 1 for a part-time staff person and supporting material for the program. The staff person should be an experienced, well-qualified sport tourism professional, who has the skill set to source, secure and execute bids as well as the ability to calculate the economic impact of the events.

In order for this project to become a reality, and with the concurrence of the Executive of Tourism Surrey, the association has allocated \$30,000 in the 2011 budget as seed money for Year 1. In addition, Tourism Surrey has committed to providing office space and administrative support in the form of staff time and equipment at our office on 176 Street.

Tourism Surrey is seeking input of a like amount, \$30,000 from the City of Surrey and respectfully request support for this initiative. We feel that a partnership between Tourism Surrey and the City of Surrey on this specific initiative is beneficial to the citizens of the community as it presents significant economic benefit, offers opportunity for competitive athletic development, maximizes sport system development, and provides social and community legacies for the residents of Surrey.

Respectfully submitted,



Cathy James
Executive Director