



P.O. Box 1749  
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**Information Item No. 2**  
**Community Planning and Economic Development**  
**Standing Committee**  
**January 18, 2024**

**TO:** Chair and Members of the Community Planning and Economic Development  
Standing Committee

**SUBMITTED BY:** \_\_\_\_\_ **-Original Signed-**

Cathie O'Toole, Chief Administrative Officer

**DATE:** October 1, 2023

**SUBJECT:** Integrated Tourism Master Plan Update

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**INFORMATION REPORT**

**ORIGIN**

February 2023, 2021, meeting of Regional Council, Item 11.2.1  
MOVED by Councillor Blackburn, seconded by Councillor Outhit  
2. Direct the Chief Administrative Officer to work with Discover Halifax to provide annual updates to Council on the Halifax Regional Integrated Tourism Master Plan;

**LEGISLATIVE AUTHORITY**

*The Halifax Regional Municipality Charter 2008, c. 39*  
Section 1 permits the municipality to undertake a variety of economic development activities.

Marketing Levy

29A (2) The Council may by by-law impose a marketing levy upon a person who, for a daily charge, fee or remuneration purchases accommodations in the Municipality.

(5) The marketing levy collected pursuant to this Section may be only used by the Council to promote tourism.

**EXECUTIVE SUMMARY**

After extensive consultation and engagement with stakeholders and the community, 28 initiatives were identified as part of Halifax's five-year Integrated Tourism Master Plan (ITMP). The plan was developed with a community-first approach to maximize tourism benefits for all 210+ communities in the Halifax region. This report highlights the progress of the initiatives identified in the ITMP, that have been introduced or completed by Discover Halifax and Halifax Regional Municipality. The *Halifax Integrated Tourism Master Plan Two Year Progress Report* (Attachment 1) contains further details.

A range of the initiatives identified in the ITMP have been advanced and, those that have been advanced or supported by the Municipality or Discover Halifax are highlighted in this staff report. Notably, in 2022 HRM worked with Discover Halifax to develop an events attraction and bid process as the foundational initiative preceding the establishment of an events attraction and development program in the Integrated Tourism Master Plan. Festival programs were created for downtown to attract business activity to the entertainment district.

## **BACKGROUND**

Tourism can be defined as the activities of people traveling to and staying in places outside their usual environment for leisure, business, or other purposes for not more than one consecutive year. From a policy perspective, tourism development includes governments, community and private sector efforts to increase tourist visitation and spending. Conventions, festivals, sporting events, cruise ships, air travel, out of province marketing, local tours, and other assets and efforts play a role in attracting tourists to Halifax.

Halifax Regional Municipality (HRM) is a significant tourism stakeholder in the Halifax region. It owns the Scotiabank Centre, a concert, sports, and special events venue in downtown Halifax with a 10,000+ seating capacity. HRM is also a 50% shareholder in the corporation that operates the Halifax Convention Centre. Furthermore, through a tax agreement, HRM provides tax relief to the Halifax International Airport Authority which operates the Halifax Stanfield International Airport. HRM provides funding to attract and host large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a diverse event destination, and attract tourists for multi-day visits. HRM provides operational support to Discover Halifax (DH) to promote the municipality as a year-round destination of choice for business and leisure travelers. More broadly, municipal activities across business units including Transit, Public Works, Planning & Development, and Parks & Recreation, among others, can have a significant impact on tourism.

Through late 2019 and early 2020, DH led the development of a tourism master plan. The primary purpose of this plan is to help prioritize efforts and investments related to tourism to increase economic growth. It is meant to align strategic direction of a range of tourism partners. Regional Council endorsed the development of a tourism master plan, provided in-kind support through staff participation and contributed \$50,000 to the project. The DH board of directors provided oversight on the plan development, and the project team included tourism consultants, HRM and DH staff and a community advisory committee. The community advisory committee included both political and staff representation from HRM and provided feedback on the plan and its development. The engagement process included a dedicated project website, discussion primer and feedback form, town hall sessions, industry and sector working sessions, one on one interviews, an online survey sent to DH members and a wider group of stakeholders, plus a project email address that provided a venue for those who wished to provide unstructured feedback. Overall, there were 32 engagement events, more than 300 people attended the various sessions, and 250 respondents to the online survey. The Halifax Regional Integrated Tourism Master Plan (ITMP) was completed just prior to Covid-19 restrictions being put in place.

In 2021, the ITMP was launched to anchor a framework and vision for tourism in Halifax, to shape economic growth, and to build a bright future and better communities for visitors and residents. The goal was to lead with a community-first approach to maximize tourism benefits for the 210 communities in the Halifax Regional Municipality, to shine the spotlight on the diversity of the region. It's not a plan for Discover Halifax alone, but a plan for all shareholders and stakeholders in tourism and their main beneficiaries - those who live and work here. As no single organization can do this effectively on their own, the ITMP relies on the collective impact of combined efforts and resources of stakeholders. Having reached the halfway mark, much work has been accomplished on many of the 28 initiatives, and some have been seen through to fruition already.

The following discussion will cover highlights of and updates on ITMP initiatives.

## **DISCUSSION**

### **Strategic Initiatives**

Below is a listing of the proposed strategic initiatives identified in the Integrated Tourism Master Plan in which the municipality plays a lead or significant role along with a comment on the status of the work.

#### **Demand Generation - Events**

Initiative: Establish an “Events Attraction Office” and implement the recommendations of the Sport Tourism Assessment Template Pro Report (Attachment 2)

Lead: Halifax Regional Municipality/Discover Halifax

Comment/status: Regional Council requested amendments to the Halifax Regional Municipality Marketing Levy Act to expand the type of accommodation that could be subject to the marketing levy to include short-term rentals, and to increase the maximum amount of levy that could be charged. Enabling legislative amendments were made by the Province of Nova Scotia in fall 2022 that allowed the municipality to create a By-law and impose the marketing levy.

By-Law M-400 was approved by Regional Council on August 22, 2023. It increases the hotel marketing levy from two percent to three percent and requires all accommodations registered under the *Tourism Accommodations Registration Act* to collect and remit a marketing levy of three percent to the Halifax Regional Municipality beginning on October 1, 2023. These changes, together with a change to the split of the Marketing Levy between DH and HRM, increases DH’s capacity in a number of areas, including events attraction.

Discover Halifax has created their events attraction office to organize and coordinate event attraction to the region. Building on the strengths, and working collaboratively with industry stakeholders (like Events East, the municipality, and the province), the office will identify and pursue new opportunities that could attract visitors from around the world. Working closely with local businesses, organizations, and event planners, they will showcase the many assets and attractions of the region and play a role in driving tourism and economic growth by creating successful and memorable events. The events office will provide a range of supporting services to help event organizers plan and execute their events, including assistance with logistics, marketing, and promotion. In 2022 they hired their first Manager of Sport & Culture and in 2023 they created the role of Vice President of Events & Culture.

#### **Return on Investment**

Initiative: Create an investment filter to assess the tourism impacts of proposed investments

Lead: Discover Halifax; Partner: Halifax Regional Municipality

Comment/status: Through the development of the ITMP, an Investment Filter has been created as a tool to assist in assessing the strategic impacts of tourism projects. The tool can be used by both proponents and potential investors. Upon the completion of recommendation 25 to evolve Discover Halifax into a Destination Management Organization, the organization will have the capacity to leverage the Investment Filter tool further through its expanded expertise and provide an analysis on the economic impact, and strategic alignment of new and proposed initiatives. Staff will begin using this tool to inform recommendations for Marketing Levy Special Events Reserve (MLSER) grants. Many events are brought to the Special Events Advisory Committee under the umbrella of “supporting tourism” and this filter was designed to provide a scoring system against the priorities and strategy of the ITMP.

#### **Enhance Demand Generators**

Initiative: Implement the Wild Islands plan

Lead: Wild Islands Tourism Advancement Partnership (WITAP); Partner: Halifax Regional Municipality

Comment/status: Research shows that one of the most sought-after experiences for visitors to the Halifax region is access to the islands that surround our coastline. Building on this demand, and the success of the ‘100 Wild Islands’ conservation campaign undertaken by Nova Scotia Nature Trust, the Wild Islands

Tourism Advancement Partnership (WITAP) has developed a detailed plan to position the area from Musquodoboit Harbour to Sherbrooke as a one-of-a-kind sustainable tourism destination that is recognized internationally. The plan outlines 10 projects based on the Travel Demand Generator model which, much like the ITMP, recommends that research drives the product development.

DH is currently engaging the WITAP committee and offering a direct resource to help re-initiate the project. This will be a priority focus in 2024.

### **Enhance Demand Generators II**

Initiative: Enhance demand generators for the designated arts district, entertainment district, heritage conservation districts

Lead: Halifax Regional Municipality

Comment/status: The municipality has established three Heritage Conservation Districts, Barrington, Schmitdville and Old South Suburb. On November 17, 2020 Council approved the prioritization of new Heritage Conservation Districts and a revised public participation program to support the development of heritage conservation districts. The Downtown Halifax Heritage Conservation District (HCD) work received first reading with Regional Council on September 12, 2023. Downtown Dartmouth will be the next HCD given consideration by Staff and Council. The concept of designated arts and entertainment districts is being considered within the overall development of the Culture and Heritage Priorities Plan.

### **Demand Generation - Events**

Initiative: Create two events including a signature event

Lead and/or Partner: Halifax Regional Municipality or Discover Halifax

Comment/status: Aside from the direct delivery of a core number of civic events, the municipality's role with respect to events development is primarily to enable events through funding support or guidance with respect to meeting regulatory requirements. The municipality may play a role in supporting new events with some components of additional direct event delivery as was the case with municipal participation in the Evergreen Festival, Patio Lanterns and the award-winning Grand Oasis series.

The second Evergreen Festival in November 2021 expanded upon year one with an enhanced collection of outdoor activities that showcased Nova Scotian culture, food, spirits, craft, art and music that celebrate the best of the season. More than 85,000 people took part in the Evergreen Festival between November and December 2021. The Evergreen Festival vision came to life through support from ACOA's Business Development Program, Province of Nova Scotia, and Halifax Regional Municipality.

The Grand Oasis series featured 15 weekends of International and National level music events with the support of DH's marketing team. It was the first direct collaboration between DH and Civic Events. In 2022, The Grand Oasis Event series was awarded the Event Atlantic Summit Award for "Festival of the Year".

### **Outdoor Performance Infrastructure**

Initiative: Complete a needs analysis for additional/enhanced outdoor performance venues

Lead: Halifax Regional Municipality

Comment/status: Staff will work with Discover Halifax towards completion of a needs analysis for outdoor performance venues. Through the ITMP consultation process, event organizers noted that there are numerous challenges to get permission to host events or performances outside, and that the cost to 'stand-up' existing venues is expensive. In a post-pandemic era, it is critical that the Halifax events community have good access to well-equipped venues. Removing barriers will facilitate more events for residents and visitors to experience top local talent, sporting events, as well as arts and culture in safe outdoor spaces. This initiative is set for review in 2024.

### **Provide New Opportunities for Visitors to Get Here and Get Around**

Initiative: Adopt "Ride-Hailing" services

Lead: Halifax Regional Municipality

Comment/status: On September 22, 2020, Council approved by-law amendments to permit Transportation Network Companies to operate in Halifax. These amendments took effect November 1, 2020. These companies remain active in Nova Scotia.

### **Short Term Rentals**

Initiative: Support policy process through the Inclusive Economic Growth Model for Short-term rentals

Lead: Halifax Regional Municipality

Comment/status: On February 21, 2023, Regional Council approved amendments to municipal plans and land use by-laws to establish consistent region-wide policies and regulations for short-term rentals (STRs).

As of Friday, September 1, 2023, new land-use by-law regulations came into effect. Beginning on this date, all STRs are required to comply with the new regulations. Previously, there were no consistent land-use by-law regulations in place for STRs and in many areas were not explicitly permitted.

Other land use by-law regulations that apply to tourist accommodations may also apply to short-term rentals. Hotels, motels, inns and commercial/tourist accommodations uses allow commercial short-term rentals, without a primary residence requirement. Staff are continuing to review STR policies and anticipate provided Regional Council with recommendations for the rural area of HRM in 2024 as per the Regional Council motion of December 13, 2022.

### **Visitor Services – Disperse Visitation**

Initiative: Increase the availability of public washrooms throughout the region

Lead: Halifax Regional Municipality

Comment/status: At their meeting of September 29/30, 2020, Council approved a washroom and drinking fountain strategy for parks. The strategy outlines policy and design recommendations and an action plan for the municipality in considering the planning, recapitalization, and installation of facilities in parks. Council directed the development of annual business plans for washrooms and drinking fountain projects for consideration in the annual capital budgets on the basis of a budget that would see investments and upgrades over the coming 14 years. Of note, in June 2022 the municipality opened a new, net-zero public washroom in Fort Needham and Build Nova Scotia has added 20 new washrooms on the waterfront that will be offered year-round.

The above staff report also notes the need for washrooms and drinking fountains beyond recreational needs in parks though it did not specifically identify the needs of tourists, the potential for future work by the municipality to address the need for washrooms and drinking fountains in a broader context was noted. There is potential to identify other partners not currently identified in the ITMP such as private businesses.

### **Low Season Stimulus – Meetings and Conventions**

Initiative: Develop an incentive program to attract strategic conferences in low season

Lead: Halifax Regional Municipality/Discover Halifax

Comment/status: The meetings and conferences industry is extremely competitive, nationally and globally. It has a long sales cycle with most events planned between two and five years in advance. Most Canadian destinations have formalized incentive programs to help attract these events.

Offering financial support to conference organizers who choose to host their events in Halifax during the low-season months removes a significant financial burden for conference organizers, and after running a successful pilot project with minimal investment, DH operationalized the program and increased investment in 2023.

### **Integrated Tourism Master Plan - Execution and Governance**

Initiative: Evolve Discover Halifax to become the backbone organization for the ITMP

Lead: Halifax Regional Municipality

Comment/status: The Integrated Tourism Master Plan describes the collective impact model; that many stakeholders and organizations need to work together in order to move forward the strategic initiatives of

the plan and ultimately for the community to realize the benefits of the plan. While many organizations need to contribute to this work, in order for the plan to be successfully implemented, a backbone organization is required to coordinate activity, promote accountability among stakeholders, measure results and mobilize resources towards the goals of the plan. Discover Halifax is well positioned but was previously inadequately resourced to perform this role.

Relatedly, with the development of an Integrated Tourism Master Plan, Discover Halifax is fulfilling a need for destination management in Halifax. Discover Halifax's primary focus historically has been on destination marketing. By definition, destination marketing organizations provide destination marketing but many provide a much wider range of services depending on the local need and context. With enhanced funding from the municipality through general revenue and the increase to the marketing levy as noted above, DH is increasing its capacity to take on this role and has recently hired a Vice President of Destination Development.

### **Next Steps**

As noted, many of the strategic initiatives are underway and will continue to be actioned with updates and reports on specific initiatives will be provided to Regional Council as warranted. In addition, the Service Agreement between HRM and Discover Halifax has been updated and incorporates these strategic initiatives and responsibilities.

Destination management is a substantially new function for the organization with the ITMP but is an important shift for the municipality to keep pace with changes to the tourism sector.

### **FINANCIAL IMPLICATIONS**

Any individual initiatives requiring funding would be brought forward independently for Council consideration.

### **RISK CONSIDERATIONS**

Risks associated with endorsement of the Integrated Tourism Master Plan are low. An Integrated Tourism Master Plan helped to identify strategic risks in the area of tourism.

### **COMMUNITY ENGAGEMENT**

Stakeholder engagement was undertaken by Discover Halifax in the course of the development of the Integrated Tourism Master Plan

### **ATTACHMENTS**

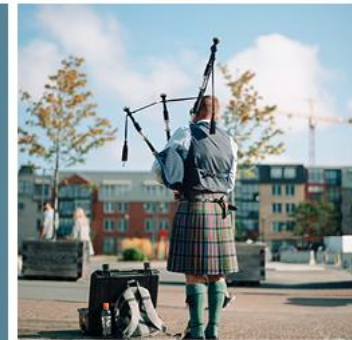
Attachment 1: Halifax Integrated Tourism Master Plan Year Two Progress Report  
Attachment 2: Sport Tourism Assessment Template (STAT) Stat Pro Report, 2019

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Billy Comer, Manager, Events, 902.943.3810

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# HALIFAX INTEGRATED TOURISM MASTER PLAN

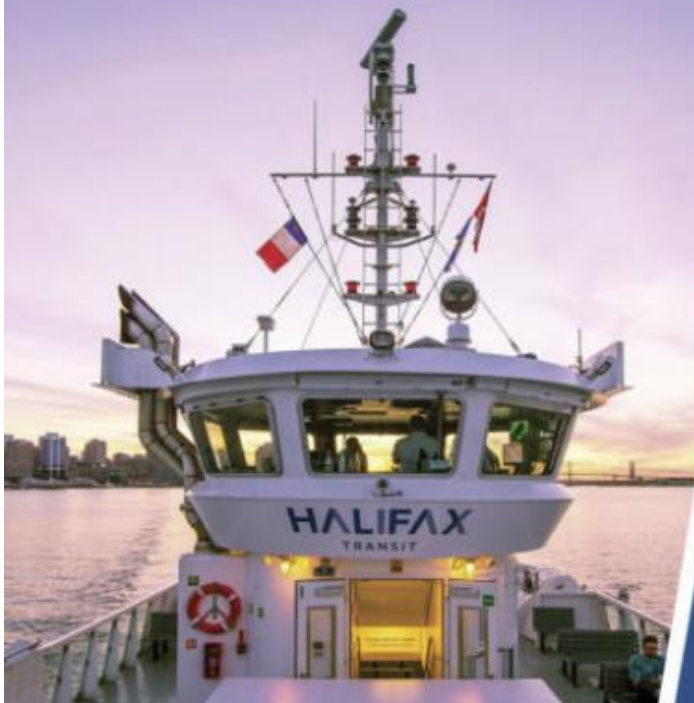
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## YEAR TWO PROGRESS REPORT



# MASTER PLAN FRAMEWORK

Working together, the Halifax region will harness our local culture to build and promote a model, sustainable tourism destination. By remaining authentic to our heritage and Halifax's distinct vibe, diversity, creativity, and talent, we will share our unique communities and a quality of life that is deeply connected to our ocean advantage.



## VISION

TO BE WIDELY RECOGNIZED AS  
THE FAVOURITE CITY IN CANADA.

## GOALS



GROW TOURISM  
REVENUES



ENRICH THE LIVES  
OF RESIDENTS



GROW TOURISM  
EMPLOYMENT



ALIGN WITH  
RELATED STRATEGIES

## STRATEGIC THEMES



BUILD AND  
ENHANCE HALIFAX'S  
KEY DEMAND  
GENERATORS



ATTRACT HIGHEST  
YIELD AND GROWTH  
MARKETS



MAKE IT EASY  
TO GET HERE  
AND VISIT



BE VIBRANT  
AND ALIVE, 365



DEVELOP  
RESPONSIBLE  
TOURISM



ESTABLISH, IDENTIFY,  
AND APPOINT  
TOURISM LEADERSHIP





# Year Two Progress Report

## How we got here

In 2021, the Integrated Tourism Master Plan (ITMP) was launched to anchor a framework and vision for tourism in Halifax, to shape economic growth, and to build a bright future and better communities for visitors and residents.

The goal was to lead with a community-first approach to maximize tourism benefits for the 210 communities in the Halifax Regional Municipality, to shine the spotlight on the diversity of the region.

It's not a plan for Discover Halifax alone, but a plan for all shareholders and stakeholders in tourism and their main beneficiaries - those who live and work in here.

And because no single organization can do this effectively on their own, the ITMP relies on the collective impact of combined efforts and resources of stakeholders.

Having reached the halfway mark, much work has been accomplished on many of the 28 initiatives, and some have been seen through to fruition.

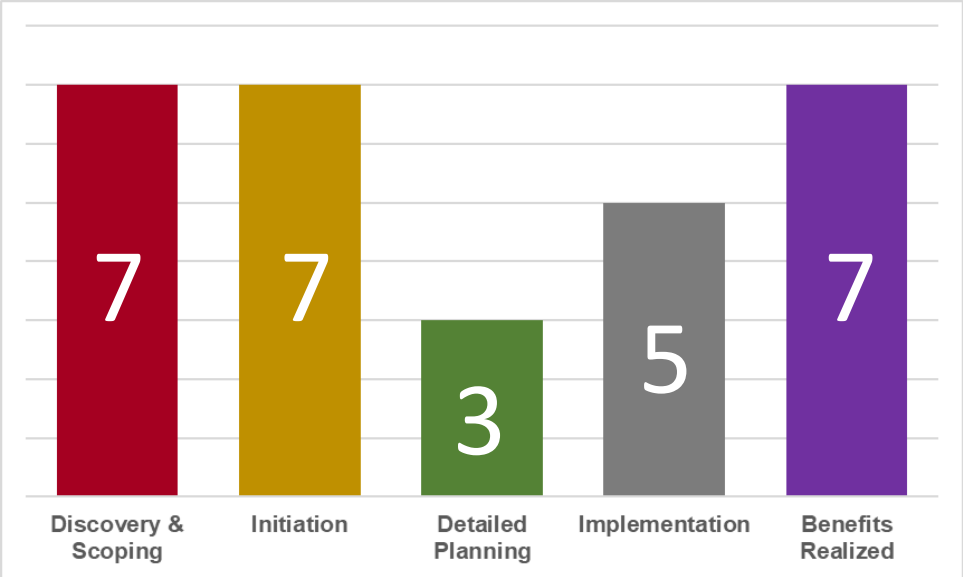
On the following pages, you'll read about progress and updates on the initiatives, and gain a sense of where the next two and half years will take us as we continue work to achieve the objectives and goals of the ITMP.

# Monitoring & Evaluation

Discover Halifax regularly monitors and updates the stages of the 28 initiatives, and their subprojects, within the Integrated Tourism Master Plan.

As a collaborative project involving many partners and stakeholders, and to keep information current, we encourage feedback and updates.

The graph directly below shows the stage of all initiatives, and the dashboard below shows the stage for each initiatives and any subprojects.



## Discovery and Scoping

To advance to the next stage, the project concept must be developed.

## Initiation

To advance, the business case must be development and approved. A sponsor should be identified, or a project manager assigned. Resources are approved and allocated.

## Detailed Planning

The project plan must be developed to advance to the next stage.












## Implementation

To reach the next stage, services have been delivered or the project has reached completion.

## Benefits Realized

At this stage, the project has been completed, either partially or fully, and benefits are being captured.

**DISCOVERY & SCOPING**
**INITIATION**
**DETAILED PLANNING**
**IMPLEMENTATION**
**BENEFITS REALIZED**

INITIATIVE	LAST YEAR	THIS YEAR	CURRENT STATUS
Create an investment filter as a tool to help assess tourism impacts of proposed investments	Benefits Realized	-	
Attract more people to skilled labour program for the restaurant sector	Initiation	Initiation	
Implement the Wild Islands Plan	Initiation	Initiation	
Enhance demand generators for Designated Arts, Entertainment and Heritage Conservation Districts	Discovery & Scoping	Discovery & Scoping	
Create an experience development program	Initiation	Detailed Planning	
Launch Halifax Music City Strategy	Detailed Planning	Detailed Planning	
Develop and enhance culinary experience program	Initiation	Initiation	
Create two events, including a signature event	Implementation	Initiation	
Create a community-led vision for the Dartmouth waterfront to disperse	Discovery & Scoping	Discovery & Scoping	
Enhance the canoe-kayaking competition facility on Lake Banook	Implementation	Implementation	
Implement the Peggys Cove Master Plan	Benefits Realized	-	

**DISCOVERY & SCOPING**
**INITIATION**
**DETAILED PLANNING**
**IMPLEMENTATION**
**BENEFITS REALIZED**

INITIATIVE	LAST YEAR	THIS YEAR	CURRENT STATUS
Fully implement the Harbour Islands Visitor Experience Strategy: A. Georges Island	Benefits Realized	-	
B. McNabs Island	Discovery & Scoping	Discovery & Scoping	
Implement the Marine Visitation Plan	Initiation	Initiation	
Develop the new waterfront Art District as a place for everyone to experience Nova Scotia art and culture	Detailed Planning	Discovery & Scoping	
Complete a needs analysis for additional and enhanced outdoor performance venues	Discovery & Scoping	Discovery & Scoping	
Establish an “Events Attraction Office” to lead implementation of the STAT Pro Report recommendations	Implementation	Benefits Realized	
Expand Stopover program at Halifax Stanfield International Airport	Initiation	Initiation	
Develop business case for increased marketing investment in fly markets	Detailed Planning	Benefits Realized	
Develop an incentive program to attract strategic conferences in low-season	Initiation	Implementation	
Adopt ride-hailing services	Benefits Realized	-	
Action the Halifax Rapid Transit Strategy	Implementation	Implementation	
Support policy process for short-term rentals	Detailed Planning	Implementation	

**DISCOVERY & SCOPING**

**INITIATION**

**DETAILED PLANNING**

**IMPLEMENTATION**

**BENEFITS REALIZED**

INITIATIVE	LAST YEAR	THIS YEAR	CURRENT STATUS
Increase the availability of public washrooms throughout the region	Discovery & Scoping	Initiation	
'Internet for Nova Scotia' – improve broadband throughout region	Implementation	Implementation	
Evolve Discover Halifax to become backbone organization for Integrated Tourism Master Plan	Detailed Planning	Benefits Realized	
Develop a plan for sustainable growth of the cruise sector	Discovery & Scoping	Discovery & Scoping	
Develop the business case for heritage tourism in Halifax	Discovery & Scoping	Discovery & Scoping	
Supporting the development Wije'winen (Reimagined Mi'kmaw Native Friendship Centre)	Initiation	Detailed Planning	



# Success Stories

## **Celebrating project milestones**

The ITMP is a dynamic plan with each project at different stages of development. Each project that crosses the finish line or makes significant progress is a milestone worthy of recognition and acknowledgement. In the last year, several projects have done just that, creating positive impacts in the Halifax region.

# Establish an Events Attraction Office

## INITIATIVE #16

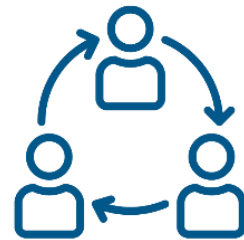
Discover Halifax will soon create a new events office to organize and coordinate event attraction to the region. Building on the strengths, and working collaboratively with industry stakeholders (like Events East, the municipality, and the province), the office will identify and pursue new opportunities that could attract visitors from around the world.

Working closely with local businesses, organizations, and event planners, we will showcase the many assets and attractions of our region and play a role in driving tourism and economic growth by creating successful and memorable events. We will also provide support to encourage and to grow local festivals in our community.

Halifax has much to offer in terms of venues, services, and experiences. The events office will provide a range of supporting services to help event organizers plan and execute their events, including assistance with logistics, marketing, and promotion.



**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



**BE VIBRANT  
AND ALIVE  
365**

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# Develop business case for increased marketing investment in fly markets

## INITIATIVE #18

Thanks to a historic agreement developed between the Halifax Regional Municipality and the Hotel Association of Nova Scotia, Discover Halifax has financing in place to permanently expand its marketing program outside the Maritime provinces to include domestic cities with direct flights to Halifax

We're seeing results from our pilot project in 2021 and 2022. Website traffic, a strong measure of interest and intent to travel, has grown extensively in the new primary fly markets of Ontario, Alberta, and Newfoundland. In 2022, those markets experienced over 67 per cent growth compared to pre-pandemic numbers in 2019. And our reputation score continues to climb among Canadian fly-market respondents.

We will continue to work to build trust as a destination among these potential visitors. Our goal is to reach new audiences and show what makes Halifax a unique and unforgettable destination.



**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



**MAKE IT EASY  
TO GET HERE  
AND VISIT**



# Develop an incentive program to attract strategic conferences in low-season

## INITIATIVE #19

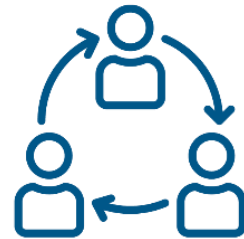
Competing for meetings and conferences is an extremely competitive industry, nationally and globally. It has a long sales cycle with most events planned between two and five years in advance, and most Canadian Destinations have formalized incentive programs to help attract these events.

To secure strategic events in investment industries like oceans, life and science, technology, and events between November and May, the Halifax region needs an appropriate incentive program. We're currently the only destination without such a program.

Offering financial support to conference organizers who choose to host their events in Halifax during the low-season months removes a significant financial burden for conference organizers.

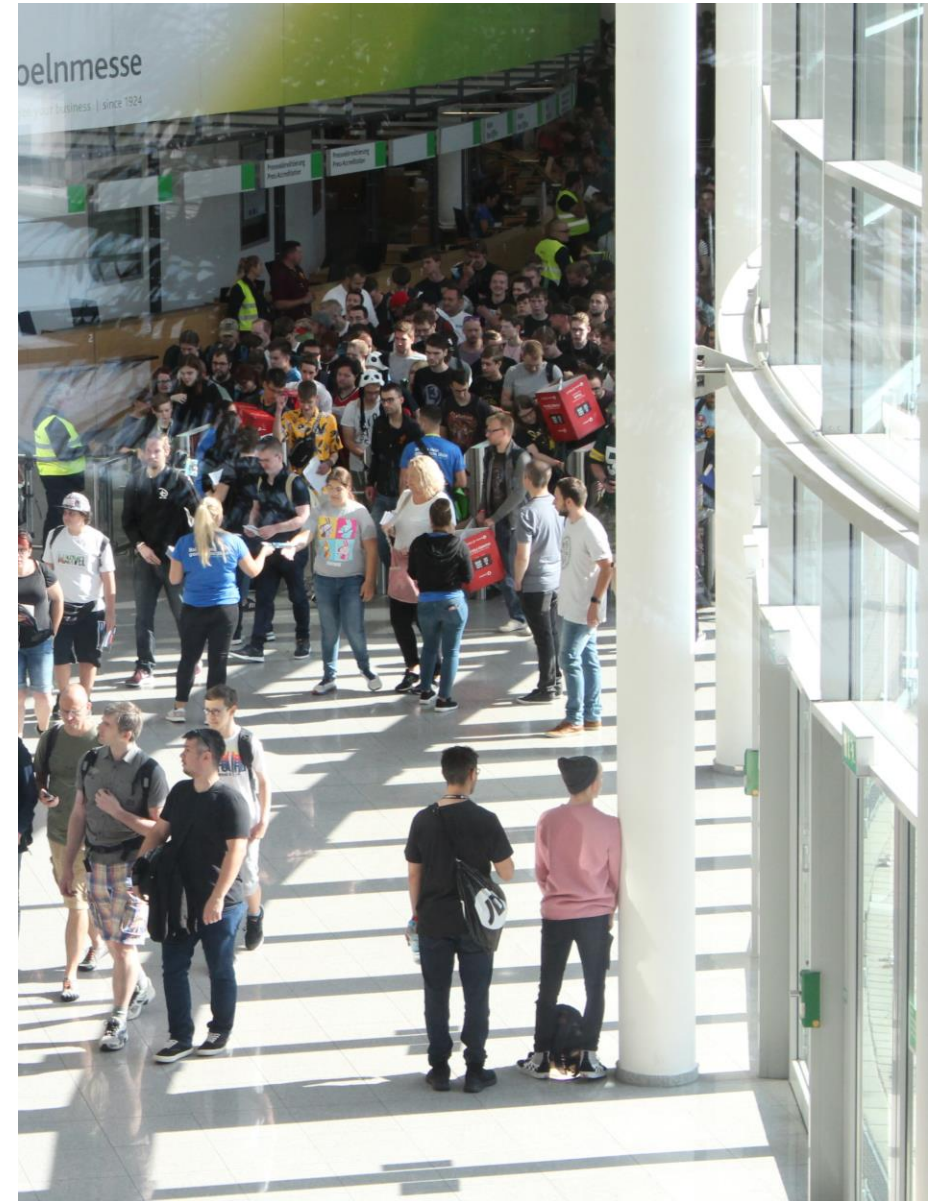


**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



**BE VIBRANT  
AND ALIVE  
365**

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# Develop an incentive program to attract strategic conferences in low-season

## INITIATIVE #19 - continued

Financial incentives could be used by event organizers for many initiatives, including:

- Expanding marketing efforts to delegates;
- Transportation to and from the airport, or around the destination; or
- Enhance the overall delegate experience.

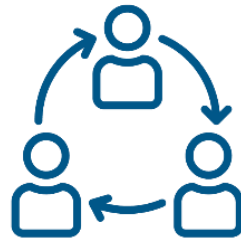
By targeting conferences during the low-season, Discover Halifax hopes to boost tourism and generate economic activity during a traditionally slow time for the tourism industry.

Additionally, the program will help to diversify the city's economy and establish Halifax as a year-round destination for business events.

To qualify, conferences must meet certain criteria, but should bring economic benefit to the region in increased hotel bookings, restaurant sales, and local business activity.



**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



**BE VIBRANT  
AND ALIVE  
365**





# Evolve Discover Halifax to become backbone organization for ITMP

## INITIATIVE #25

Discover Halifax is expanding focus to include the development of Halifax as a destination, reflecting a growing trend among organizations to take a more holistic approach to maximize tourism benefits.

Moving the needle on the ITMP requires an approach that can effectively mobilize the resources necessary to positively impact outcomes. No single organization can do this effectively on their own. Becoming the support behind the ITMP for all tourism organizations is truly an example of the power of collective impact.

Discover Halifax will help coordinate the many organizations and partners that benefit from tourism in our region, combining the efforts and resources of multiple entities in a common agenda.

As we try and create new opportunities for local businesses and job growth in the tourism sector, we will ensure our destination reflects a growing recognition of the importance of sustainable tourism practices. By taking a long-term view and investing in destination development, Halifax is positioning itself to become a more competitive and appealing destination in the years to come.



**ESTABLISH,  
IDENTIFY,  
APPOINT TOURISM  
LEADERSHIP**

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**DEVELOP  
RESPONSIBLE  
TOURISM**

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# Supporting the development Wije'winen

## INITIATIVE #28

Much progress to build a new Wije'winen (or Mi'kmaw Native Friendship Centre) has been made, and there's a lot to celebrate and be proud of. Late last year, further federal funding was secured for the reimaged Friendship Centre, and more recently, HRM sold the former Red Cross building site to the Mi'kmaw Native Friendship Society for a \$1.

According to the Society, the total project cost remains a moving target, but work continues to acquire the appropriate permits and engage the community for feedback on the final design.

Envisioned with sustainability in mind, the new Friendship Centre will feature solar panels, a green roof, and a rainwater harvesting system. In a nod to Turtle Island, and with respect to the Indigenous teachings that originate with the turtle itself, the new centre will be shaped as a turtle, and incorporate natural landscapes throughout.

The new Friendship Centre will allow for expansion of additional facilities to highlight Mi'kmaw language and culture, and include a space for truth and reconciliation, as well as other programs.

The Mi'kmaw people have a long and rich history in Nova Scotia, and the new Friendship Centre is an important step towards recognizing and celebrating this heritage. It will provide a welcome and supportive space for Mi'kmaw people living in Halifax, as well as for non-Indigenous people who are interested in learning more about Mi'kmaw culture.



**ESTABLISH,  
IDENTIFY,  
APPOINT TOURISM  
LEADERSHIP**



**DEVELOP  
RESPONSIBLE  
TOURISM**





# ITMP Year One Progress Report

The following success stories and project updates were shared in 2022, as part of the ITMP one-year status update.

# SUCCESS STORY

# Peggy's Cove

## INITIATIVE # 11

Peggy's Cove is one of Nova Scotia's most magnetic attractions. Expansive granite rocks, a bold coastline, crashing waves, and its historic lighthouse—Peggy's Cove exemplifies the quintessential Nova Scotia that visitors love and residents cherish. But it is a living community first—an active fishing village and home to year-round residents.

The popularity of Peggy's Cove has created longstanding challenges of crowds, traffic congestion and circulation, servicing and maintenance, and inadequate transportation and pedestrian infrastructure. In addition, it was vulnerable to coastal flooding and rising sea levels. And it wasn't accessible to everyone.

Develop Nova Scotia's work with the community of Peggy's Cove began in 2018 through the Tourism Revitalization of Icons Program—an infrastructure funding program from Tourism Nova Scotia to improve the visitor experience.

Develop Nova Scotia believes that the best places to visit aren't built for visitors. They worked closely with the community to create a comprehensive master plan that focused on enhancing livability, sustainability, safety, and accessibility for locals, which will benefit the visitor too.

COVID-19 presented challenges to the destination and local business, but it also presented an opportunity to leverage the plan that Develop Nova Scotia built with the community to build back better (and do so while visitation was low).

Building on the existing funding, Develop Nova Scotia assembled additional funding from the Government of Canada (through ACOA) and from the Province of Nova Scotia for a total investment of nearly \$10 million to support the first phase of the Peggy's Cove Infrastructure Improvement Strategy.

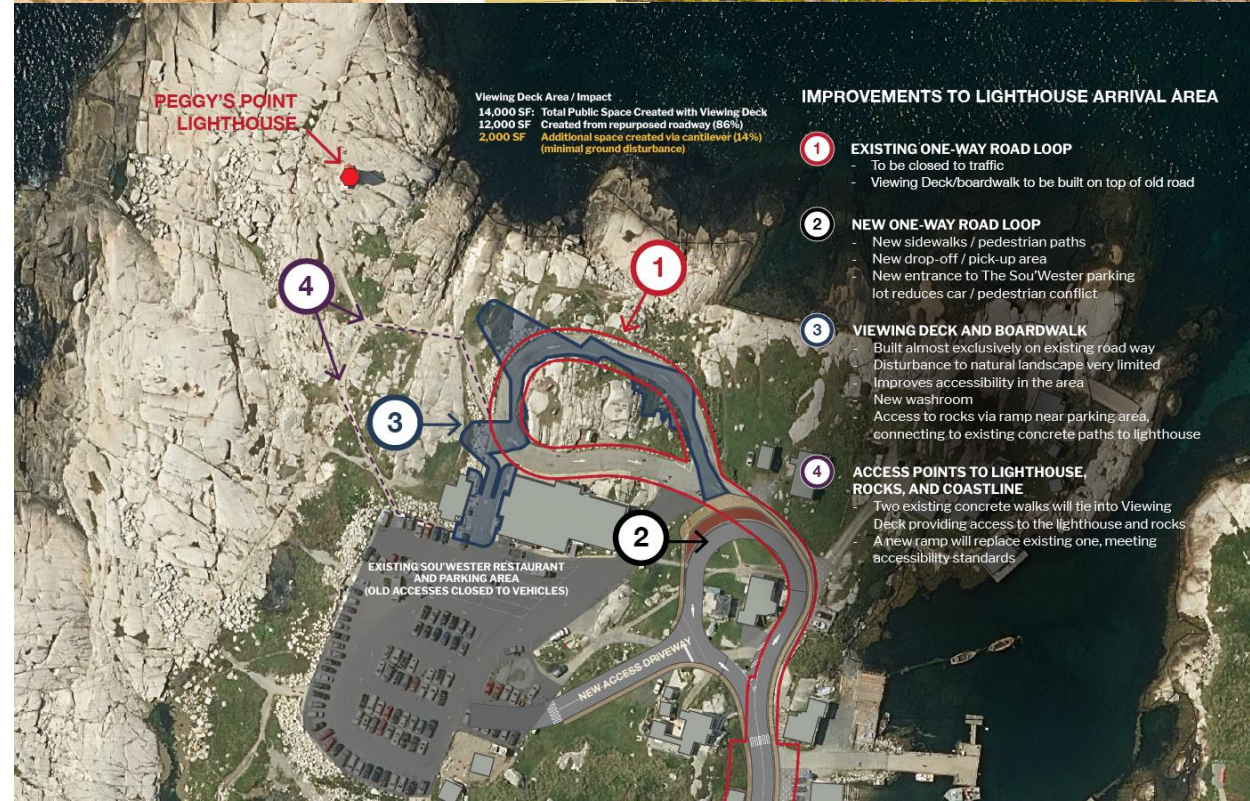


Construction began in the fall of 2020 and the work included:

- road and parking improvements
- new pedestrian infrastructure
- new accessible public washrooms in key areas
- new breakwater
- the restoration and repair of the deGarthe Studio (a provincially owned asset that is important to community history)
- a new viewing deck that replaces an old road with an accessible place for everyone.

With the majority of the work completed in fall 2021, the work has brought dazzling reviews from locals and visitors, increased visitation and business activity, and a renewed interest in private investment in the village.

It can be challenging to justify investment in social infrastructure—it often doesn't have a clear business case on its own. But this work demonstrates that if we invest in building places for people, especially locals, the places we build will be authentic and create the conditions for businesses to thrive and investment to flow. And perhaps most importantly, these places will contribute to enhanced quality of life for everyone.



PEGGY'S POINT  
LIGHTHOUSE

Viewing Deck Area / Impact  
14,000 SF: Total Public Space Created with Viewing Deck  
12,000 SF: Created from repurposed roadway (86%)  
2,000 SF: Additional space created via cantilever (14%)  
(minimal ground disturbance)

**IMPROVEMENTS TO LIGHTHOUSE ARRIVAL AREA**

- 1 EXISTING ONE-WAY ROAD LOOP**
  - To be closed to traffic
  - Viewing Deck/boardwalk to be built on top of old road
- 2 NEW ONE-WAY ROAD LOOP**
  - New sidewalks / pedestrian paths
  - New drop-off / pick-up area
  - New entrance to The Sou'Wester parking lot reduces car / pedestrian conflict
- 3 VIEWING DECK AND BOARDWALK**
  - Built almost exclusively on existing road way
  - Disturbance to natural landscape very limited
  - Improves accessibility in the area
  - New washroom
  - Access to rocks via ramp near parking area, connecting to existing concrete paths to lighthouse
- 4 ACCESS POINTS TO LIGHTHOUSE, ROCKS, AND COASTLINE**
  - Two existing concrete walks will tie into Viewing Deck providing access to the lighthouse and rocks
  - A new ramp will replace existing one, meeting accessibility standards

EXISTING SOU'WESTER RESTAURANT  
AND PARKING AREA  
(OLD ACCESSES CLOSED TO VEHICLES)

NEW ACCESS DRIVEWAY

# SUCCESS STORY

# Georges Island

## INITIATIVE # 12

Since Georges Island National Historic Site opened to the public in the summer of 2020, some 22,000 visitors have explored the historical gem that has long been admired from afar. Georges Island was declared a national historic site in 1965, but it wasn't until 2020, when a new wharf was installed, that the island was finally regularly accessible to the public.

The story of Georges Island's long-awaited opening to the public is steeped in the value of partnership. Opening the iconic landmark was realized through funding support between the Government of Canada and the Province of Nova Scotia, along with Develop Nova Scotia and Parks Canada. With the proper funding and operational support from Develop Nova Scotia (wharf construction and management) and Parks Canada (Georges Island infrastructure), the island is now within reach to residents and visitors alike.

For the past two years, Georges Island has hosted predominantly residents who have been eager to visit this island in the middle of the harbour. A key piece of the puzzle has also been transportation, provided by Ambassatours Gray Line. The local tour operator offers an eco-friendly transportation approach by transporting groups directly to the island.

"Georges Island is nostalgic for residents; people have grown up looking at the island in the middle of our harbour. The opening of Georges Island finally gave residents a chance to experience it," says Emily Sine, a project coordinator with Parks Canada.

Georges Island encapsulates everything that adds vibrancy to our region and showcases some of Halifax's best assets: our signature tourism icons, historical places, ocean advantage, and our natural outdoor resources. Opening the island gives residents a new place to explore in their backyard and attracts visitors seeking authentic experiences.





Stuart Starritt is a resident who had the chance to visit Georges Island with his family in 2020. For the Starritt family, the opportunity to explore the island was a bucket list item during their summer staycation.

"The adventure to Georges Island was two experiences—you enjoy a boat ride in the harbour and tour the island," says Starritt, who has lived in Halifax for 18 years. "The opportunity to visit Georges Island was an additional local destination to explore in our backyard. Our entire family enjoyed the cultural and historical experience."

This summer, Georges Island will open for its third season and welcome visitors over 45 days. As the project has progressed, Parks Canada is now defining the right fit for the operation by implementing what was learned during the pandemic and exploring new opportunities to preserve a sustainable visitor experience and successful operations.

Additionally, Parks Canada will add more permanent interpretive signage to help tell a more inclusive story of Georges Island history. For example, while taking in the view of Kjiptuk (Halifax Harbour), visitors can learn about Mi'kmaq life in Kjiptuk. Another panel shows visitors where Acadian prisoners were held during the Deportation of 1755-64.

Once again during the upcoming summer, local boaters can enjoy complimentary daytime berthing through Develop Nova Scotia's marine program. This is available at the public wharf during Parks Canada hours of operation, as available.

The evolution of Georges Island will continue to make a difference for residents and visitors who choose to embark on the island adventure.



## SUCCESS STORY

# Adopt ride-hailing services

### INITIATIVE # 20

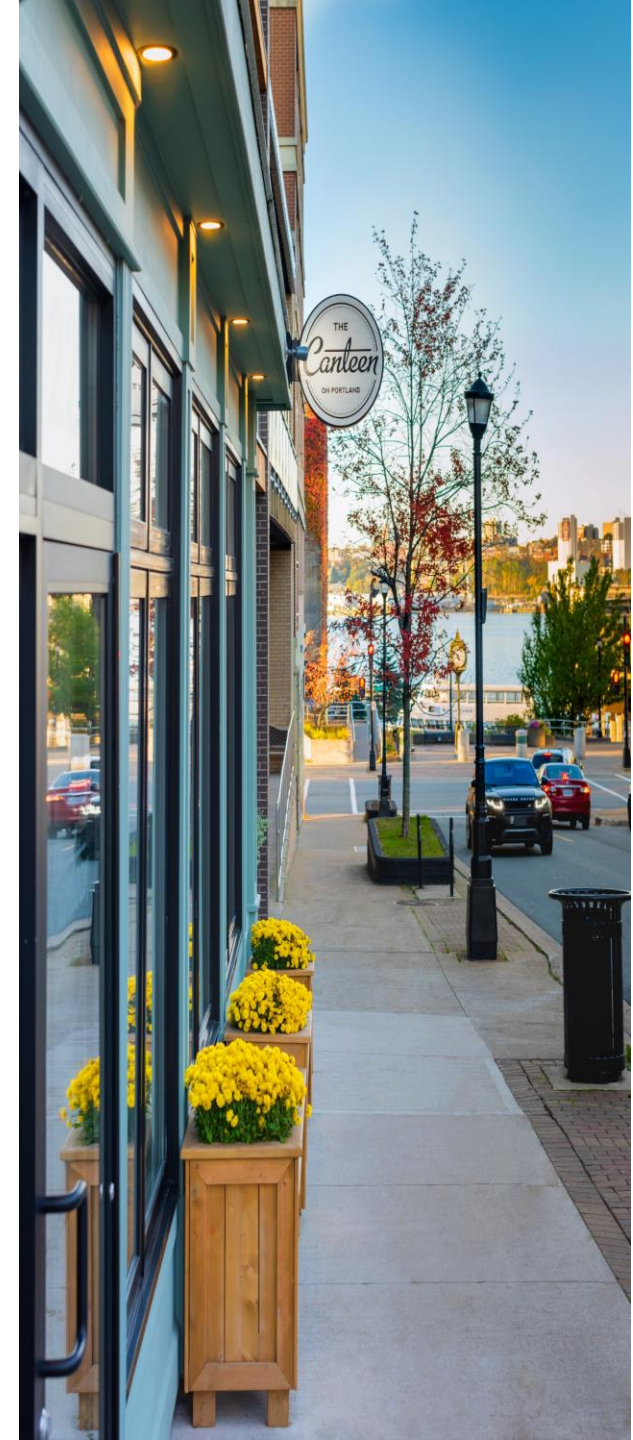
When people visit modern cities, they expect access to certain services, like accessible transportation. Therefore, the ability to get around without wait times for transportation has a major impact on the visitor experience. Halifax's adoption of ride-sharing services now makes it easier for people to get around our region.

In 2020, Halifax Regional Council approved ride-hailing services like Uber and Lyft for the region. These services add to the availability of reliable transportation and provide visitors access to ride-hailing services common in other modern cities globally.

Throughout the ITMP process, Discover Halifax heard that ride-hailing was one way to make it easier for people, both residents and visitors, to get here and get around. There was a clear gap in transportation

services for Halifax as a destination due to the geographic size of the region and the expectation many visitors have to find these types of modern services in a city the size of Halifax serviced by an international airport. The services also provide access to areas of the region not previously serviced by other transportation options.

The ITMP's Investment Filter predicts that the implementation of ride-hailing will have a measurable positive impact on the region. The timing of Uber's official launch in Halifax in December 2020 and the COVID-19 pandemic has not provided an ideal opportunity to measure the impact of ride-sharing services. Discover Halifax looks forward to assessing the impact as leisure and business travellers return to the region.



# Create an investment filter as a tool to help assess tourism impacts of proposed investments

## INITIATIVE # 1

Before completing the Tourism Master Plan (ITMP), projects were related to Halifax's tourism sector without a consistent assessment of the benefits to the visitor economy.

Through the development of the ITMP, an Investment Filter has been created as a tool to assist in assessing the strategic impacts of tourism projects. Both proponents and potential investors can use the tool. As Discover Halifax evolves into a Destination Management Organization, the organization will have the capacity to leverage the Investment Filter tool further through its expanded expertise and provide an analysis of the economic impact and strategic alignment of new and proposed initiatives.

To date, the Investment Filter has assessed several projects, including the Sheet Harbour Marina project. The Marina project will allow boaters to connect with the land and visitors to connect with experiences on the water and the 100 Wild Islands.



**BUILD & ENHANCE  
HALIFAX'S  
KEY DEMAND  
GENERATORS**



**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



# Create two events including a signature event

## INITIATIVE # 8

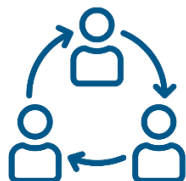
Through extensive research, it was determined “an event, like sporting, concert or festival” was the number one reason why Maritime residents visited the Halifax region in what is considered the “shoulder” or “low” season. This season refers to November through February, when the weather typically discourages people from getting outside and enjoying the region. We need to change that and celebrate the stark beauty of our winter wonderland, cheer for our favourite team or band, and stay active.

The inaugural Evergreen Festival, led by Develop Nova Scotia and Discover Halifax, came to life in November 2020. In its first year, many partners, stakeholders, sponsors and businesses collaborated to bring the event to life and help the economy recover. Despite challenges brought on by COVID, the festival attracted more than 75,000 visitors.

The second Evergreen Festival in November 2021 expanded upon year one with an enhanced collection of outdoor activities that showcased Nova Scotian culture, food, spirits, craft, art and music that celebrate the best of the season. More than 85,000 people took part in the Evergreen Festival between November and December 2021. The Evergreen Festival vision came to life through support from ACOA's Business Development Program, Province of Nova Scotia, and Halifax Regional Municipality.



**ATTRACT  
HIGHEST YIELD  
AND GROWTH  
MARKETS**



**BE VIBRANT  
AND ALIVE  
365**



# Enhance the canoe-kayaking competition facility on Lake Banook

## INITIATIVE # 10

When Lake Banook was chosen to host the 2022 Canoe Sprint World Championships, several short- and long-term improvements were recommended to prepare for the competition and add legacy pieces to the site. In July 2022, the event will bring together athletes from 70 countries and attract more than 10,000 spectators.

As the competition nears closer, several significant upgrades have been made available to paddling beyond the event, including new accessible docks purchased for the competition. In addition, new bleachers, a new staircase, and terraced walls have been completed at Silver's Hill Park, designed for spectators. Birch Cove Park, where the athletes' village is typically set up, has received beautification and accessibility upgrades, including accessible washrooms, an expanded gym, and enhanced facility storage. This spring, beautification projects will be completed, including light installation, trail development, and landscaping.

The project is scheduled to be completed by July 1, 2022, for athletes, spectators and the broader community to enjoy during the 2022 Canoe Sprint World Championships and future events.

Long-term renovations will help make Lake Banook a world-class venue and attract future competitions, like the North American Indigenous Games in 2023, creating a legacy piece for the community. Funding investments from the Province of Nova Scotia and Halifax Regional Municipality enable Lake Banook to be more accessible, functional, and continue to be a community asset.



**BUILD & ENHANCE  
HALIFAX'S  
KEY DEMAND  
GENERATORS**



# Implement the Marine Visitation Plan

## INITIATIVE # 13

As part of the Marine Visitation Plan, Develop Nova Scotia is leading several projects to improve waterfront infrastructure and public space.

Along the Halifax Waterfront, people can now enjoy more public space at the water's edge, thanks to an expanded boardwalk that offers more wharfage near the Salt Yard area of the waterfront. The Halifax Waterfront expansion is part of the Foundation Wharves project, aiming to improve waterfront infrastructure and public space.

For those accessing the Halifax Waterfront by boat, the project also includes the addition of more floating docks. With the new docks in place, the Halifax Waterfront Marina now offers more than 1.5 kilometres of public berth space and 2400 feet of floating docks.

Further down the boardwalk near the Maritime Museum of the Atlantic, work is underway to improve coastal infrastructure and enhance the experience of museum-goers and waterfront users who visit. The revitalization of the Acadia Wharf is a collaborative project led by Develop Nova Scotia, Maritime Museum of the Atlantic, and other partners.

These projects, along with other significant developments along the Halifax Waterfront, will continue to build on Halifax's ocean advantage in a way that will support its economic prosperity.



**BUILD & ENHANCE  
HALIFAX'S  
KEY DEMAND  
GENERATORS**



Marine enhancements throughout the region add value for visitors and give residents amenities to access and enjoy. In 2021, a dock and boardwalk were completed in Fisherman's Cove, providing access to boats, which helps to increase visitation. Funding partners include the Government of Canada, the Province of Nova Scotia (through Develop Nova Scotia), and Halifax Regional Municipality. In the St. Margarets Bay region, marine enhancements and infrastructure improvements have been supported by Halifax Regional Municipality to prepare for the 2022 World Sailing Championship

Growing rural economic development in communities like the Eastern Shore and St. Margarets Bay impacts the entire region.



# Increase the availability of public washrooms throughout the region

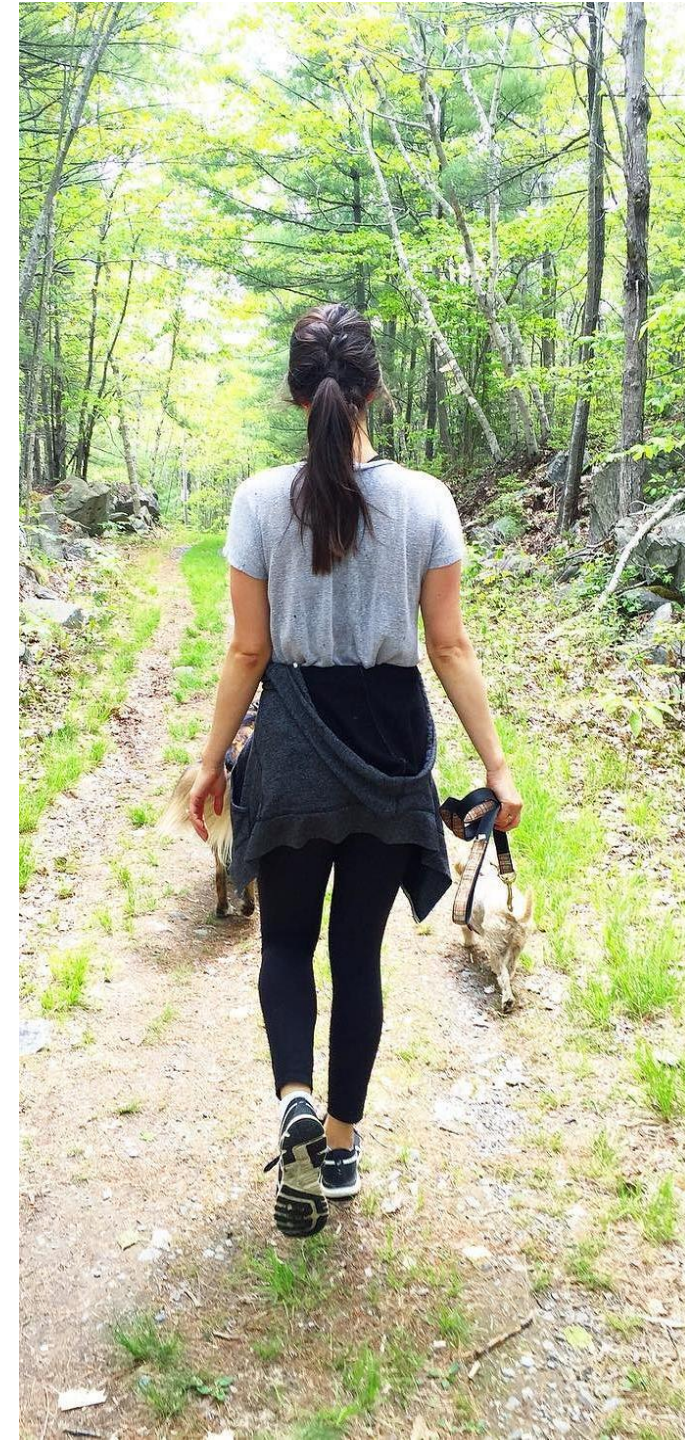
## INITIATIVE # 23

The ability to find accessible, clean public washrooms throughout the region can significantly impact the visitor experience. Throughout the ITMP consultation process, we heard that access to public washrooms needed to increase.

As project leaders, the Halifax Regional Municipality has made progress in this area, developing a decision-making process for park washroom improvements. In August 2020, the Municipality also added a point representation to the Open Data Map, so people know the location of public washrooms available for use. This important work continues to progress. In August 2021, new accessible washrooms were added to Fort Needham Park. The addition of park washroom facilities like Fort Needham plays a vital role in enhancing HRM's overall network of public washrooms.

As project partners, Develop Nova Scotia ensures that access to public washrooms is part of community engagement and discussions as part of public space planning with partners. A recent example of this includes the Cunard Project on the Halifax waterfront. Accessible public washrooms were also built in key areas in Peggy's Cove. Additionally, a recent Develop Nova Scotia Business Development Opportunity was awarded to Legendary Hospitality Group, current tenants at the Beer Garden and Wine & Spirits Bar locations on the Halifax waterfront, and new public washrooms are included as an enhancement.

|





# ‘Internet for Nova Scotia’ – improve broadband throughout the region

## INITIATIVE # 24

Like residents, visitors expect high-quality internet and cell service throughout their travel. They use these services to book experiences online, make accommodation reservations, check-in, post and research reviews, and access maps for directions and to get around. Access to reliable internet is paramount and the Internet for Nova Scotia project is helping ensure visitors are connected.

Since the first Internet for Nova Scotia Initiative projects were announced in February 2020, approximately 60,000\* of a total 90,000 homes and businesses that are part of Develop Nova Scotia’s agreements with providers now have the network in place to provide new or improved high-speed internet. Connections continue to happen daily, and the overall project is currently on track for the end of 2023.

There are approximately 4,300 remaining underserved homes and businesses—1,000 of those without commercial power. Develop Nova Scotia is working with qualified providers, with a variety of technologies including satellite, on potential solutions. Work will continue to reach as close to 100% of homes and businesses as possible.

With projects announced to date, including a municipal led project in Pictou County, access to internet connections will extend to 99% of Nova Scotia.

*\*as of March 2022*





DISCOVER  
**HALIFAX**



# stat pro report

Halifax, Nova Scotia

June 2019



*Canadian Sport Tourism Alliance*



*Alliance canadienne du tourisme sportif*

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## Executive Summary

### Introduction

The Canadian Sport Tourism Alliance (CSTA) is a non-governmental, member-based, capacity building organization that promotes sport tourism as a grassroots economic development initiative at the community level. The CSTA serves over 500 members across Canada, including 150 municipalities, 300 national and provincial sport, multi-sport and major games organizations and a variety of other sport and tourism industry partners.

CSTA was formed in 2000 and since then sport tourism has become the fastest growing segment of the tourism industry in Canada with approximately \$6.8 billion in annual spending by domestic and international visitors.

CSTA is committed to providing member organizations with access to development tools that align with the mission of the organization, "To increase Canadian capacity to attract and host sport tourism events."

### STAT

The Sport Tourism Assessment Template (STAT) was launched in 2018 as a tool for communities of all sizes, budgets and levels of experience to assess where they are in their current state. Ultimately, STAT helps host cities make better and more informed decisions from the strategic level down to the tactical and more action-oriented tasks.

Through completion of an online survey, CSTA member cities receive a score in each of ten areas as well as a cumulative score.

It is recommended that host cities complete STAT once every three years, but it can be an effective tool for business planning on an annual basis.



## STAT Pro

STAT Pro is a more in-depth examination of the current state for a host city. CSTA consultants work with the host city to validate the inputs and ensure the highest level of reliable data to ensure the quality of the outputs and findings for the jurisdiction. The resulting time spent in exploring the results and providing of background documentation allows CSTA to make recommendations on next steps prior to the commitment of time and resources to complete a sport tourism strategy.

**At the request of Halifax, this report and the perspective upon which it is based, is inclusive of major sport, cultural and entertainment events.**

## CSTA Sport Tourism Roadmap

The CSTA has developed the Sport Tourism Assessment Template to assist communities of all sizes, budgets and at all stages of their evolution as a major event host market, to assess its current position and identify areas for strategic and tactical development in both event bidding and hosting.

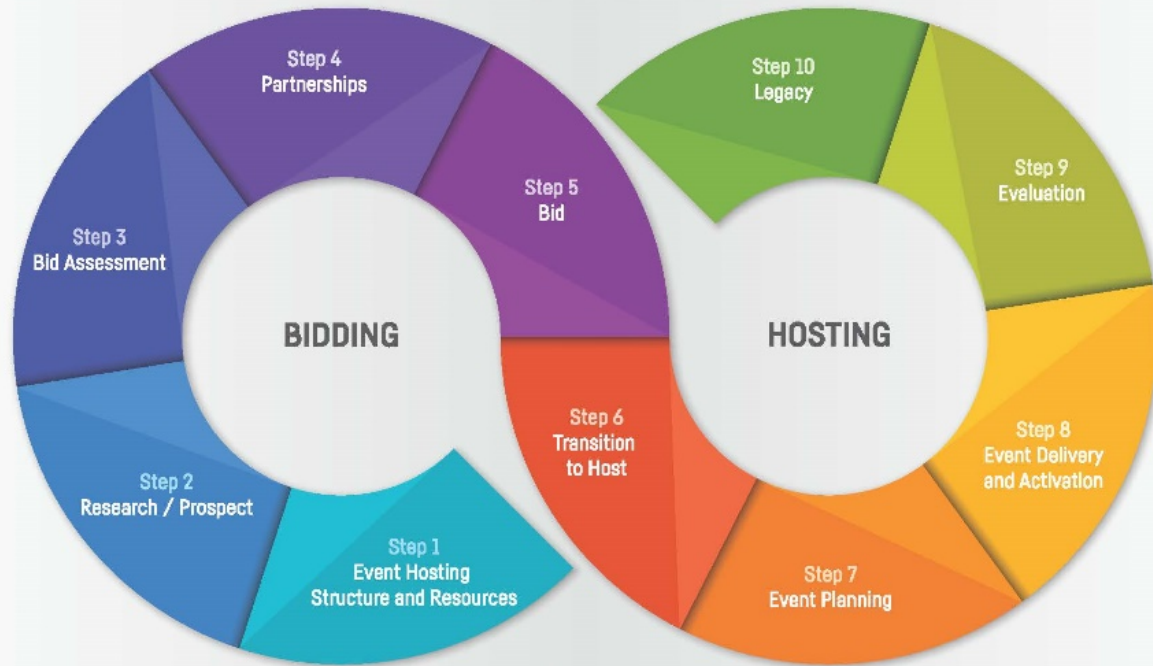
Before communities embark on an event strategy, conducting a current state assessment helps to identify the scope for a strategy project and can help focus examination and study in the most relevant areas.

In order to define the landscape for sport tourism in Canada, CSTA has developed a tool that provides a consistent and repeatable model for host communities. The CSTA Sport Tourism Roadmap © is a ten-step cycle that clarifies the bidding and hosting process and helps outline the required elements for a successful sport tourism program.

**Again, this roadmap for bidding and hosting applies to all sectors of major events and is not exclusive to sport tourism. As this report includes sport, cultural and entertainment events, Halifax can adapt this roadmap to include the development of homegrown events in all sectors.**



● CSTA SPORT TOURISM ROADMAP ●



Canadian Sport Tourism Alliance  
*Alliance canadienne du tourisme sportif*





## STAT Methodology

### Program Design

The Canadian Sport Tourism Alliance (CSTA) identified a problem that is common to many host communities. With not enough relevant data on themselves and a consistent way to assess this information and the current performance of sport tourism programs, strategy development can be a guessing game.

STAT is a new program developed by the Canadian Sport Tourism Alliance specific to the sport tourism sector. As one of the largest growing market segments within tourism, many communities are actively pursuing major events to deliver new visitors, drive new business and grow the reputation of the host city or region. The sport tourism sector is a relatively new market segment over the past twenty years and many communities are seeking ways to assess where they are now before setting strategic or tactical targets for the future. STAT provides a consistent way to inform the development of strategy or to simply “check-up” on how the community is currently positioned for sport tourism.

To avoid a reactive approach and take a more business-like approach to planning for and executing on sport tourism success, STAT is the first step in that process and is recommended to be completed at least once every three years.

### Comparative Analysis

As CSTA gathers data from more host communities, there will be an opportunity to provide a comparative analysis of cities with similar populations or budget. Currently, CSTA provides comparisons against the mean for each scoring criteria. At this time, the Global Sports Index (GSI) Canada 2019 list will provide information on where host communities rank in their population categories. **This index is specific to sport hosting rankings.**

### Confidentiality

The information provided to CSTA by the host community as part of the completion of STAT will remain confidential and will not be shared with any other jurisdiction. In all cases, any data comparisons will be amongst the relevant “peer group” with no comparisons against a specific host community. As it relates to GSI Canada 2019 results, please refer to appendix 4, section 1.5.



## Host City Profile

### Overview

Halifax is the capital city of Nova Scotia and the largest centre in the Atlantic Provinces. The city is defined by its fusion of history as a port city and the more modern approach to urban renewal. Halifax continues to evolve as an event host city and has a long history of hosting major national and international cultural and sport events.

Halifax is a desired destination for business and other events as well as leisure visitors who arrive by air, road, rail and sea.

With a population of 403,390<sup>1</sup>, Halifax is ranked as the largest municipal unit in Nova Scotia and 13<sup>th</sup> largest out of 152 census metropolitan areas in Canada.

*Halifax is in the 150,000-500,000 membership category of the Canadian Sport Tourism Alliance.*

The population growth for Halifax from 2011 to 2016 was 3.3% compared to the provincial average of 0.2% and the national average of 5.0%.

Halifax is strategically located and is the gateway to all of Atlantic Canada as the regional hub for air service. Halifax is served for air access by the Halifax Stanfield International Airport. There are daily flights from Halifax to major centres in Canada, the United States and Europe with regional flights to airports in all four Atlantic Provinces.

As the largest city in Atlantic Canada, Halifax is the economic centre of the region with a large concentration of government departments and corporate offices.



<sup>1</sup> Statistics Canada – 2016 Census (2017)



Halifax is an established event host city. With an annual lineup of fixture sport and cultural events combined with a two-decade record of major event attraction and hosting, Halifax can be a leading host city in Canada.

Halifax and its strategic partners, including the Province of Nova Scotia, have spent significant time and effort in identifying future approaches to event bidding and hosting along with potential operating models to enable greater alignment and purpose in delivering specific results. The work done to date represents a significant body of work from which to develop a more strategic to event bidding and hosting.

To ensure the buy in of the event industry and stakeholders in Halifax, any move to a more strategic approach must consider how current events, venues and operators will be able to participate and benefit.

### Event Bidding and Hosting Structure

At the current time, Halifax can best be described as having a shared leadership approach related to bidding and hosting. This approach involves multiple organizations, venues, operators/promoters all taking lead roles in different aspects of event bidding or development and hosting. As a result of this ad hoc structure, there is a strong response to event opportunities that emerge, and response time and creativity have been a strength for some time.

### Operating Model

There is no clear mandate for one organization to be the event / bid lead agency. Multiple organizations are involved in bidding and hosting, including:

- Halifax Civic Events which is part of the Parks and Recreation Department and oversee the allocation of funds from the Marketing Levy Special Event Reserve (MLSER).
- Events Nova Scotia, a functional unit of the Province of Nova Scotia Communities, Culture and Heritage department
- Discover Halifax, the destination marketing organization for Halifax
- Events East, the special purpose government agency that operates the Halifax Convention Centre and Scotiabank Centre, the largest sports and entertainment facility in Atlantic Canada
- Local sport and cultural organizations
- Private promoters and event industry professionals
- Venue operators
- Local business groups and business leaders



In 2016, Halifax led a collaborative process to identify preferred roles and responsibilities for all stakeholders directly involved in event bidding and hosting. The outcomes of this process were not fully actioned however the Province of Nova Scotia through Events Nova Scotia, released a provincial event strategy in 2018. With the rollout of the provincial strategy it provided an opportunity for Halifax to reinstate a review of the current state for event bidding and hosting.

## Budget

Based on the current shared leadership model, there is no centralized budget for event bidding and event hosting coordination. This function and the associated budget reside with the organization that is leading the development of a specific event. In recent years, the Province of Nova Scotia has taken an active role in the funding of specific event bids.

The Marketing Levy Special Event Reserve, a fund that is derived from a hotel marketing levy or destination marketing fee, is managed by Halifax Civic Events. This fund provides financial contribution on behalf of the municipality in support of the operational requirements of qualified events.

At the current time, there are no sources of municipal funds for the development of event bids, nor is there a mechanism for Halifax to address financial guarantees which are often a requirement for event rights holders.



## Host City Findings (Scoring and Comparison)

Please note that the “% Y” column for all tables in the Host City Findings section is intended to provide a basis of comparison for the host city. The percentage shown reflects those respondents in Canada (all market sizes and budget levels) that answered “Yes” to a specific question and is based on responses received by CSTA as of June 2019.

For a detailed explanation of the scoring calculations, please refer to Appendix 1.

### Step 1: Event Hosting Structure and Resources

#### Structure and Human Resources

The foundation for any successful event bidding and hosting program must be capable of supporting the weight of individual projects and annual activity in a planned and strategic way. This includes making the commitment, both financially and through dedicated human resources to plan for and deliver success.

Step 1.1 Structure and human resources	#	Question	Response	% “Y”
Structure	1.1.1	Do you have a dedicated Lead Organization for your community?	N	57%
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	N	20%
Structure	1.1.3	Have you developed a Governance Structure?	N	26%
Structure	1.1.4	Do you have a full-time dedicated staff to the event bidding and hosting portfolio?	N	54%
Structure	1.1.5	In addition to your event bidding and hosting staff, do you have collaboration from various departments within your organization to provide human resources to specific projects?	Y	77%
Structure	1.1.6	Do you have a dedicated event bidding and hosting operation budget for your Lead Organization?	N	51%
		<b>Halifax Score</b>	<b>2/10</b>	



*Overview – Halifax can be a leading event bid and host city in Canada. The bidding and hosting success for Halifax can be more planned and purposeful with dedicated resources to support event bidding and hosting.*

<b>FINDING</b>	<b>RECOMMENDATION</b>
<b>No identified lead for event bidding and hosting</b>	Establish an event / bid lead agency that ensures the full cycle can be delivered effectively
<b>No one organization is resourced nor has the required skill set to fulfill both the bidding and hosting requirements of event tourism</b>	Examine a model that divides the responsibilities for bidding and hosting prior to developing funding, structure and roles and responsibilities and takes full advantage of the current strengths of various organizations
<b>No defined roles and responsibilities for event bidding and hosting</b>	Develop a roles and responsibilities matrix with input and approval of key stakeholder groups
<b>No defined governance structure for event bidding and hosting that includes both City and stakeholder representation</b>	Determine optimal governance structure for Halifax that is representative of stakeholder landscape and linked to funding and evaluation with clear accountabilities
<b>Significant collaboration on event bidding and hosting projects</b>	Examine ways for collaboration to be built in to the event model and break down barriers for rights holders
<b>No dedicated budget for bidding and hosting</b>	Either create a funds that can be accessed by multiple organizations or have dedicated funds for an event / bid lead agency



Existing Assets

The assets that a community has today will also determine the degree of readiness to develop, bid for and win events. From the airport and transportation infrastructure, to the hotel, meeting and other event support, facilities will help differentiate a host city from its competition.

Field of play or technical capacity of event venues is critical to the success of any event. The community must have venues that are “event-ready” that meet the technical specifications of the rights holders for provincial, national and international rights-holder organizations. Perhaps more important is knowing what gaps exist between what events you want to host and the current state of the venues in your community. This can help to inform any prospective planned development for new facilities.

Knowing what you have hosted in the past is important. More crucial to the success of any bidding and hosting program is the capacity of the local organizations to serve as the technical experts and volunteers for each event. Assessing the capacity of all organizations is important to do on a regular and ongoing basis.

Step 1.2: Existing assets	#	Question	Response	% “Y”
Existing assets	1.2.1	International Airport Within 50 km	Y	53%
Existing assets	1.2.2	Regional Airport Within 50 km	Y	85%
Existing assets	1.2.3	Rail Access Within 50 km	Y	62%
Existing assets	1.2.4	Divided Highway/Freeway	Y	94%
Existing assets	1.2.5	Single Lane Highway	Y	94%
Existing assets	1.2.6	Hotel/Accommodation Inventory	Y	97%
Existing assets	1.2.7	Conference room / social functions rooms inventory	Y	88%
Existing assets	1.2.8	Event Venues inventory	N	79%
Existing assets	1.2.9	Event technical specs and Sport Venues field of play inventory	N	71%
Existing assets	1.2.10	Event Venue ancillary room inventory	N	56%
Existing assets	1.2.11	Event Venue / Event hosting requirement analysis	N	32%
Existing assets	1.2.12	Event historical data	N	71%
Existing assets	1.2.13	Local organization capacity inventory	N	50%
		<b>Halifax Score</b>	<b>5/10</b>	



*Overview – Halifax has good access capacity by air that is supported by its strategic location with good road access. The existing event infrastructure is good, and the hosting assets and resume can be enhanced to increase bidding readiness and competitiveness.*

FINDING	RECOMMENDATION/ACTION
<b>Halifax is an accessible event destination by road and air with existing and event-ready venues</b>	Promote the access for Halifax to key transportation links and event-ready venues with Halifax Stanfield as a key part of the asset mix
<b>There is no detailed and readily available reference document that outlines the requirements for event venues to be “event-ready”</b>	Conduct an event venue assessment on state of readiness and gap analysis for provincial, national and international events against the technical specifications by event
<b>The event hosting history for Halifax is not readily-available</b>	Research all of the intra-provincial, provincial, national and international events that have been hosted in Halifax over the past 20 years and have this available for bids and to tell the hosting story through marketing and communication channels
<b>The capacity of local organizations to play an active role in the bidding for and hosting of sport events is unclear</b>	Conduct an annual sport/cultural organization inventory based on the capacity of each to identify, lead bids, plan and execute the events from technical and volunteer perspectives





Financial Model for Bidding and Hosting

For an event bidding and hosting program to be truly strategic and sustainable, there are several areas that require appropriate levels of policy and funding.



<b>Step 1.3: Financial model for bidding and hosting</b>	<b>#</b>	<b>Question</b>	<b>Response</b>	<b>% "Y"</b>
Financial model	1.3.1	Local / Municipal / Regional public Policies for Events (Bid and Hosting) with attached budget	Y	41%
Financial model	1.3.2	Destination Marketing Fund or municipal funds available specifically for Event Tourism projects (Bid)	Y	64%
Financial model	1.3.3	Destination Marketing Fund or municipal funds available specifically for Event Tourism projects (Hosting/Financial Guarantee)	N	50%
Financial model	1.3.4	Process in place to access discretionary funds (local/municipal/regional levels) for Event Tourism projects (Bid and Hosting)	Y	59%
		<b>Halifax Score</b>	<b>8/10</b>	



*Overview – The Halifax funding model is more advanced than most jurisdictions in Canada with policy and guidelines to access funds from the hotel marketing levy. However, like many jurisdictions, funding can best be described as being reactive to opportunities. With a more planned and results-based funding model, the impacts realized from events will be more purposeful and predictable.*

<b>FINDING</b>	<b>RECOMMENDATION/ACTION</b>
<b>There is a municipal policy that applies to funding and hosting of events</b>	Continue to evolve the event policy to support the shifts that are made on the Halifax event bidding and hosting model
<b>The Marketing Levy Special Event Reserve does not support bid initiatives and the Province has stepped up to provide support on individual projects</b>	Develop a sustainable fund for event bidding in collaboration with tourism accommodation partners to achieve specific and planned outcomes
<b>There is no fund to address the financial risk to the rights holder and to work with local organizers to mitigate the risk through good planning and best practices</b>	Determine, in consultation with all stakeholders, the best model for Halifax to address the operational funding and financial risk associated with hosting sport tourism events and not requiring the local organizations to assume 100% of that risk
<b>There is no formal process to access discretionary funds at all levels of government for bid and hosting projects</b>	Establish the rules of engagement to determine when and how requests might be made to all levels of government and by whom



Marketing

An event destination must be market-ready and have the required channels to engage with all customer groups and purposefully be part of the path to purchase. In some cases, this may be as a function of the destination management organization, the city or other agency. Regardless, to be customer-focused, marketing for events requires a strategic approach.

Step 1.4: Marketing	#	Question	Response	% "Y"
Marketing	1.4.1	Event Tourism or Event Webpage	Y	78%
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	N	34%
Marketing	1.4.3	Dedicated section or microsite of another agency's website	N	41%
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years	Y	72%
Marketing	1.4.5	Social Media Channel - Twitter	N	56%
Marketing	1.4.6	Social Media Channel - Facebook	N	50%
Marketing	1.4.7	Social Media Channel - Instagram	N	44%
Marketing	1.4.8	Social Media Channel - Snapchat	N	9%
Marketing	1.4.9	Dedicated Marketing Budget	N	50%
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	N	53%
Marketing	1.4.11	Event Bidding and Hosting Fact Sheet	N	44%
Marketing	1.4.12	Event Bidding and Hosting Branding Guidelines	N	19%
Marketing	1.4.13	Event Bidding and Hosting printed materials sales pitch	N	47%
Marketing	1.4.14	Event Bidding and Hosting PowerPoint sales pitch	N	22%
Marketing	1.4.15	Event Bidding and Hosting video	N	41%
Marketing	1.4.16	Event Bidding and Hosting map	N	25%
Marketing	1.4.17	Event Bidding and Hosting interactive map	N	16%
Marketing	1.4.18	Event Bidding and Hosting promotion give away	N	41%
Marketing	1.4.19	Bid book (template)	N	34%
Marketing	1.4.20	Bid ppt presentation (template)	N	25%
Marketing	1.4.21	Bid evaluation visit (template)	N	25%
		<b>Halifax Score</b>	<b>0.8/10</b>	



*Overview – With a shared leadership approach to event bidding and hosting, Halifax is lagging behind most jurisdictions on the marketing and other tools that will help to be bid-ready and to have a clear offer or event brand to take to market and engage primary customers (rights-holders), secondary customers (potential visitors and attendees) and tertiary customers (local residents and potential event spectators).*

<b>FINDING</b>	<b>RECOMMENDATION/ACTION</b>
<b>There is a sport tourism website that is part of the Discover Halifax site and is brand consistent with the tourism website</b>	Develop a marketing strategy for Halifax and the tactics and tools that will be able to be brought to market
<b>The Province of Nova Scotia, through Events Nova Scotia, has an event-focused website and tools to support the development, bidding and hosting of events</b>	Develop an aligned marketing approach for Halifax that can be both specific to the market and take full advantage of the supports offered by the Province
<b>Halifax is not active on social media channels specific to event hosting</b>	Develop a social media strategy, as part of the marketing strategy, to engage with potential customers and tell stories in a meaningful way and determine the appropriate channels to activate
<b>Halifax has no content pieces developed</b>	Conduct a content inventory that will support sales and marketing requirements for event bidding with consistent elements, look and feel and will not need to be created from scratch each event opportunity
<b>Some bid elements require an ad hoc or reactive approach</b>	Develop an event tool kit that supports local bid groups and enables them to bid with confidence and customize as needed



Step 2: Strategy / Research / Prospect

As sport tourism continues to become more competitive, the best and most proven way for host destinations to make good and informed business decisions, is to have a clear strategy that outlines the conditions for sport tourism bidding and hosting. There also great utility in connecting facility master plans with event hosting to ensure any planned development aligns with sport and culture.

Step 2: Strategy/ Research/Prospect	#	Question	Response	% "Y"
Strategy/Research/ Prospect	2.1	Event Tourism or Event Bidding and Hosting Strategy	N	31%
Strategy/Research/ Prospect	2.2	Event Attraction Strategy	N	28%
Strategy/Research/ Prospect	2.3	Venue Master Plan with inclusion of event hosting	N	44%
Strategy/Research/ Prospect	2.4	Bid prospect events directly related to the event attraction strategy	N	29%
		<b>Halifax Score</b>	<b>0/10</b>	

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

FINDING	RECOMMENDATION/ACTION
<b>Halifax does not have an event tourism strategy</b>	Halifax review this STAT report to develop the scope for an event strategy project that includes event bidding and hosting
<b>There is no event attraction strategy</b>	Develop a clear process for the development of new event activity that delivers against specific and measurable outcomes
<b>The Halifax Community Facility Master Plan 2 (2016) references limitations of recreation facilities and sport hosting for all sports and does not reference performance venues</b>	Ensure that any event strategy and venue inventory are aligned, and that events are one of the criteria included in future facility development for sport, cultural and performance venues
<b>There is no event attraction strategy linked to strategy and facility readiness</b>	Make decisions about the core or focus event sectors for Halifax and link bids to the event bidding and hosting strategy



### Step 3: Bid Assessment

The process of assessing potential event bids and hosting opportunities will help an event destination make better and more informed decisions and will enable a more rigorous model that is consistent and repeatable.

Step 3: Bid Assessment	#	Question	Response	% "Y"
Bid Assessment	3.1	Bid assessment/decision support process	N	50%
Bid Assessment	3.2	Economic Impact projection (steam <sup>2.0</sup> )	Y	69%
Bid Assessment	3.3	Event Business Plan production	N	31%
Bid Assessment	3.4	Event Marketing Plan production	N	19%
Bid Assessment	3.5	Event Budget production	N	31%
Bid Assessment	3.6	Event Capital Scope of Work production	N	9%
		<b>Halifax Score</b>	<b>4.5/15</b>	

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

FINDING	RECOMMENDATION/ACTION
<b>There is no decision-support process for event bids</b>	Develop a bid assessment process linked to funding that is consistent and creates both transparency and accountability for all while including sport and cultural organizations proactively in bidding
<b>Halifax has used the Sport Tourism Economic Assessment Model (steam<sup>2.0</sup>) for economic impact forecasting</b>	Continue use of steam <sup>2.0</sup> as a predictive forecasting tool and use steam pro <sup>2.0</sup> as a post event performance analysis to arrive at an annual impact for sport tourism
<b>There is no consistent business planning model to assess costs of event execution</b>	Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
<b>There is no marketing plan or consistent approach to promote events</b>	Develop a planned and consistent approach to marketing each event to the community and surrounding catchment area
<b>Budget process for bidding and hosting is ad hoc</b>	Introduce budgeting process during the pre-bid phase to ensure that staff, Council and sport/cultural organizations are able to make decisions based on good information



<b>There is not a formal capital scope of work process for international events</b>	Review the CSTA Capital Scope of Work model as a tool for requesting funds for capital upgrades associated with international events
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**Step 4: Partnerships**

A collaborative approach that engages in proactive partnerships with funding partners and other key stakeholder groups will help ensure a seamless experience for all participants and visitors.

<b>Step 4: Partnerships</b>	<b>#</b>	<b>Question</b>	<b>Response</b>	<b>% “Y”</b>
Partnerships	4.1	Event Public funding solicitation coordination	Y	87%
Partnerships	4.2	Stakeholders solicitation coordination	N	53%
Partnerships	4.3	Community solicitation coordination	N	81%
Partnerships	4.4	Ambassador Program (airport/taxi/hotel/restaurant/retail/experience)	Y	47%
Partnerships	4.5	Corporate solicitation coordination	N	46%
		<b>Halifax Score</b>	<b>6/10</b>	

*Overview – Halifax has strong government, sport/culture and community partnerships based on the shared leadership model. Significant opportunity exists to build opportunities for local businesses to maximize the return from events.*

<b>FINDING</b>	<b>RECOMMENDATION/ACTION</b>
<b>The funding process can be complex for some and can lead to a more ad hoc and sometimes political process</b>	Develop a consistent service standard to provide to all local bid groups and rights holders to assist them in navigating the funding request process
<b>There is no consistent process to engage stakeholders or community partners</b>	Develop a process to engage stakeholders and community in a planned and repeatable way
<b>There is no formal program to engage and inform all service sectors that support the event experience</b>	Examine the potential to grow the ambassador program and shared calendar for key service sectors (airports/hotels/ taxi/restaurant/retail and attractions) to elevate the participant and visitor experience



**With a strong event sector in Halifax, the links for corporate participation can be strengthened**

Examine the ways for Halifax-based companies and business to engage with and support the financial and other success factors for events

**Step 5: Bid**

An established structure to respond to and prepare the various elements of a bid can increase the quality and reduce the time required and pressure on the bid group.

Step 5: Bid	#	Question	Response	% "Y"
Bid	5.1	Bid coordination	N	81%
Bid	5.2	Bid Book production	N	72%
Bid	5.3	Bid evaluation site visit coordination	N	81%
Bid	5.4	Bid presentation coordination	N	78%
Bid	5.5	Bid presentation / ppt production	N	69%
Bid	5.6	Bid video production	N	50%
		<b>Halifax Score</b>	<b>0/10</b>	

*Overview – Halifax requires significant work to determine how it will respond to bid opportunities in a sustainable and repeatable way.*

FINDING	RECOMMENDATION/ACTION
<b>Develop a consistent “bid roadmap” for sport and bid groups</b>	Identify the Halifax bid roadmap for interested bid groups to inform and encourage them to become involved in bidding for and hosting events
<b>There is no bid or business development approach in Halifax</b>	Develop a bid or business development process and tactics as part of an event strategy





Step 6: Transition to Host

After the bid is won, the time and effort required to transition from bid committee to local organizing committee can be efficient and repeatable. An established process to manage this transition will reduce strain on the various organizations involved in the hosting of any event.

Step 6: Transition to Host	#	Question	Response	% "Y"
Transition to Host	6.1	Transition period coordination (from Bid to LOC)	N	22%
Transition to Host	6.2	Transition period coordination (from Bid to LOC)	N	47%
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	N	66%
		<b>Halifax Score</b>	<b>0/5</b>	

*Overview – After winning the bid, Halifax and its partners provide support services however this is not systematic which could result in inconsistent levels of support.*

FINDING	RECOMMENDATION/ACTION
<b>There is no formal process to transition from bid to organizing committee</b>	Develop a planned and consistent process to support the bid group in establishing the organizing committee
<b>There is no formal unit responsible to lead the transition process</b>	Ensure that the event bid lead agency is equipped with the resources and tools to support from bid in the transition to host and has all information and reference materials centrally housed



Step 7: Event Planning

Most event destinations have hosting experience. Providing support and guidance to the local organizing committee and having an established volunteer program that supports recruitment, registration and retention will enhance the experience for all.

Step 7: Event Planning	#	Question	Response	% "Y"
Event planning	7.1	Organizing Committee Advisor	Y	90%
Event planning	7.2	Event Destination Lead organization representation within LOC	Y	66%
Event planning	7.3	Volunteer Strategy/Program	Y	41%
Event planning	7.4	Volunteer Recruitment/Registration – Central Database	Y	50%
Event planning	7.5	Volunteer Retention/Communication Program	N	44%
		<b>Halifax Score</b>	<b>4.5/5</b>	

*Overview – Halifax excels at event planning and supports local organizing committees in a number of ways. As a result of past events, there is a centralized database for volunteers.*

FINDING	RECOMMENDATION/ACTION
<b>There is municipal staff support to the local organizing committee in the planning phase through the application to the Halifax Special Event Task Force (SETF)</b>	Continue to utilize the staff support of HRM Civic Events while evaluating the human resource requirements to ensure sustainability with increased bid and host activity
<b>There is no formal event volunteer program in Halifax</b>	Develop a sustainable volunteer communication and recognition program for the event sector



### Step 8: Event Delivery and Activation

A successful event depends on attendance, sponsorship and experiences for all participants and spectators. A planned approach to engage all attendees and identify ways to generate new revenue while they are in town will ensure that each event builds upon the hosting reputation.

Step 8: Event Delivery and Activation	#	Question	Response	% "Y"
Event delivery and activation	8.1	Event Activation (attendance building/sponsorship support/visitor packaging/experiences/resident engagement)	N	47%
Event delivery and activation	8.2	Event Activation budget	N	34%
Event delivery and activation	8.3	Event Tourism event VIK towards LOC	Y	78%
Event delivery and activation	8.4	Destination development activation	N	67%
Event delivery and activation	8.5	Business and economic development activation	N	29%
		<b>Halifax Score</b>	<b>1/5</b>	

*Overview – Like many host cities, the incremental benefits from each sport event in Halifax could bring more impact, awareness and recognition for the city, province and region.*

FINDING	RECOMMENDATION/ACTION
<b>There are no consistent tools or processes to activate on each event to ensure the maximum benefits are realized</b>	Develop processes and budget for a visitor “path to purchase” (build attendance, visitor packaging and experience promotion) while engaging local residents to ensure that the social benefits of each event are helping to make Halifax a better place to live
<b>There are no formal destination development actions for events</b>	Develop a range of options or rules of engagement to connect with potential visitors earlier and provide them with the information they need to choose Halifax for their event-related travel
<b>There are no identified links to leveraging events for the development of new business</b>	Identify opportunities to engage businesses to host business or other meetings or events as ancillary activity Create a portal for local companies to become aware of and bid for contracts associated with events



Step 9: Evaluation

To ensure a transparent and accountable event bidding and hosting program, consistent measurement will help to educate, build credibility and evaluate the performance of each event. To achieve this, the event destination requires established measures for economic, social and sustainability measures to achieve a “triple bottom line”.

Step 9: Evaluation	#	Question	Response	% “Y”
Evaluation	9.1	Bid evaluation process	N	41%
Evaluation	9.2	Sport Tourism Economic Impact survey (steam pro <sup>2.0</sup> )	Y	53%
Evaluation	9.3	Event evaluation process / Final report production	N	41%
Evaluation	9.4	Performance Measurement by Event	N	31%
Evaluation	9.5	Performance Measurement by Year	N	28%
Evaluation	9.6	Established Economic, Tourism and Brand Measures	N	25%
Evaluation	9.7	Established Social, Cultural Measures	N	19%
Evaluation	9.8	Established Sustainability Measures	N	22%
		<b>Halifax Score</b>	<b>1/5</b>	

*Overview – Halifax employs some performance measurement tools but requires development of standards to evaluate the performance of each event and the event sector annually.*

FINDING	RECOMMENDATION/ACTION
<b>There is no bid evaluation process</b>	Develop a standard process to evaluate the performance of each bid, win or lose
<b>Halifax uses steam pro<sup>2.0</sup> to evaluate the performance of sport tourism events</b>	Develop a process to identify economic impact from each event and report the annual impact of events on Halifax and the provincial economy
<b>There are no social and cultural measures identified</b>	Identify relevant social and cultural measures as part of an event strategy project
<b>There are no sustainability measures identified</b>	Identify relevant sustainability measures as part of an event strategy project



Step 10: Legacy

To ensure the event destination is better as a result of hosting each event, a planned approach to legacy is required. Each event also provides the opportunity to build knowledge capacity and share best practices for the benefit of future local organizing committees. While hosting events, it is important to identify opportunities to make them sustainable within the host community.

Step 10: Legacy	#	Question	Response	% "Y"
Legacy	10.1	Legacy Program	N	25%
Legacy	10.2	Transfer of Knowledge Program	N	53%
Legacy	10.3	Event Sustainability Program	N	19%
		<b>Halifax Score</b>	<b>0/5</b>	

*Overview – Halifax does not have a consistent legacy program.*

FINDING	RECOMMENDATION/ACTION
<b>There is no formal and consistent approach to event legacy</b>	Develop legacy program and integrate it into the event strategy and actions so it begins pre-bid
<b>There is no transfer of knowledge program</b>	Develop a reference library for bids, plans and reports to ensure that best practices are shared and that it benefits local sport/cultural organizations so all are equipped to bid for and host with confidence
<b>There is no sustainability program for events in Halifax</b>	Identify the opportunity to employ tactics from the CSTA Sustainable Sport Event Template and customize them based on the regulatory and practical requirements for Halifax



## STAT PRO APPENDICES



Appendix 1 – Data Sets by Question (Host City)

SPORT TOURISM ASSESSMENT TEMPLATE (STAT) Questions: Version 2019							
Host City		Comments to answer	Answers				
Geographical area represented		Halifax Regional Municipality					
Sport Tourism Lead Organization							
Sport Tourism Brand Positioning/Tag Line							
Name of Person Completing Assessment		Elizabeth Taylor					
Position of the Person Completing Assessment		Title					
Email		Direct email to organization representative and not "info@..."		taylore@halifax.ca			
Telephone		Direct line number to organization representative Format ###-###-####		902-490-4387			
Population (CSTA Membership Category)		Less than 10,000					
		10,000-25,000					
		25,000-50,000					
		50,000-150,000					
		150,000-500,000		431.201			
Greater than 500,000							
Section	Question #	Questions	Comments to answer the questions	Your Response (Y/N)	Question weight within a section	Section Score/Percentage Comparison (Rest of Canada)	Your score
<b>Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES</b>							
<b>Step 1.1 Sport tourism structure and human resources</b>							
						10.00	2.00
Structure	1.1.1	Do you have a dedicated Sport Tourism Lead Organization for your community?	Answer "Y" if the lead organization is 100% dedicated to Sport Tourism or if organization has a department 100% dedicated to Sport Tourism	N	10%	57%	
Structure	1.1.2	Have you identified Roles and Responsibilities for all Partners and Stakeholders?	Answer "Y" if these roles and responsibilities exist	N	10%	20%	
Structure	1.1.3	Have you developed a Sport Tourism Governance Structure?	Answer "Y" if the governance structure for Sport Tourism is approved and published	N	20%	26%	
Structure	1.1.4	Do you have a full-time dedicated staff to Sport Tourism port folio?	Answer "Y" if there is at least one staff member whose role is 100% Sport Tourism	N	20%	54%	
Structure	1.1.5	In addition to your Sport Tourism staff, do you have collaboration from various departments within your organization to provide human resources to specific Sport Tourism projects?	Answer "Y" if collaboration prescribed with specific departments, agencies and organizations have been identified	Y	20%	77%	
Structure	1.1.6	Do you have a dedicated Sport Tourism operation budget for your Sport Tourism Lead Organization?	Answer "Y" if the budget is exclusive for the sport tourism program	N	20%	51%	
<b>Step 1.2: Existing assets</b>							
						10.00	5.00
Existing assets	1.2.1	International Airport Within 50 km		Y	10%	53%	
Existing assets	1.2.2	Regional Airport Within 50 km		Y	5%	85%	
Existing assets	1.2.3	Rail Access Within 50 km		Y	5%	62%	
Existing assets	1.2.4	Divided Highway/Freeway		Y	10%	94%	
Existing assets	1.2.5	Single Lane Highway		Y	5%	94%	
Existing assets	1.2.6	Hotel/Accommodation Inventory	Answer "Y" if inventory current (within 1-3 years)	Y	10%	97%	
Existing assets	1.2.7	Conference room / social functions rooms inventory	Answer "Y" if inventory is current (within 1-3 years)	Y	5%	88%	
Existing assets	1.2.8	Sport Venues inventory	Answer "Y" if inventory current (within 1-3 years) and if sorted by facility and/or sport	N	10%	79%	
Existing assets	1.2.9	Sport Venues field of play inventory	Answer "Y" if inventory current and if you have all specifications of each of your field of play per sport venue	N	5%	71%	
Existing assets	1.2.10	Sport Venue ancillary room inventory	Answer "Y" if inventory current (1-3 years) and if you have inventory of all ancillary rooms per sport venue	N	5%	56%	
Existing assets	1.2.11	Sport Venue / Sport Event requirement analysis	Answer "Y" if there a document that states the current gaps for sport hosting	N	10%	32%	
Existing assets	1.2.12	Sport Event Historical data	Answer "Y" if you have a list of international/national/provincial events hosted per sport and/or per venue	N	10%	71%	
Existing assets	1.2.13	Sport organization capacity inventory	Answer "Y" if you identified local sport club capacity to lead and/or provide volunteers for the sport event	N	10%	50%	
<b>Step 1.3: Financial model for bidding and hosting</b>							
						10.00	8.00
Financial model	1.3.1	Local / Municipal / Regional public Policies for Sport Tourism Events (Bid and Hosting) with attached budget	Answer "Y" if the established policies with budget are available	Y	50%	41%	
Financial model	1.3.2	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Bid)	Answer "Y" if you dedicated budget to support bid development from destination marketing, hotel/hospitality levies or municipal funds	Y	20%	64%	
Financial model	1.3.3	Destination Marketing Fund or municipal funds available specifically for Sport Tourism projects (Hosting/Financial Guarantee)	Answer "Y" if you dedicated budget to support hosting costs, financial guarantees or financial risk assumption from destination marketing, hotel/hospitality levies or municipal funds	N	20%	50%	
Financial model	1.3.4	Process in place to access discretionary funds (local/municipal/regional levels) for Sport Tourism projects (Bid and Hosting)	Answer "Y" if you have formal and consistent application/intake process for public funds	Y	10%	59%	
<b>Step 1.4: Marketing</b>							
						10.00	0.80
Marketing	1.4.1	Sport Tourism Webpage	Answer "Y" if you have dedicated page(s) specific to Sport Tourism on DMO or host city website	Y	3%	78%	
Marketing	1.4.2	Stand Alone Sport/Event Tourism Website	Answer "Y" if you have a dedicated and stand alone website	N	3%	34%	
Marketing	1.4.3	Dedicated section or microsite of another agency's website	Answer "Y" if you have a dedicated section or microsite of the destination marketing organization, municipal government or economic development agency website	N	4%	41%	
Marketing	1.4.4	Website/webpage refresh/redesign within the past 1-3 years		Y	5%	72%	
Marketing	1.4.5	Social Media Channel - Twitter		N	5%	56%	
Marketing	1.4.6	Social Media Channel - Facebook		N	5%	50%	
Marketing	1.4.7	Social Media Channel - Instagram		N	5%	44%	
Marketing	1.4.8	Social Media Channel - Snapchat		N	5%	9%	
Marketing	1.4.9	Dedicated Marketing Budget	Answer "Y" if marketing budget to promote destination as a Sport Tourism destination is available	N	5%	50%	
Marketing	1.4.10	Dedicated Travel / Hospitality Budget	Answer "Y" if business development budget is available	N	5%	53%	
Marketing	1.4.11	Sport Tourism Fact Sheet	Answer "Y" if it is publicly available	N	5%	44%	
Marketing	1.4.12	Sport Tourism Branding Guidelines	Answer "Y" if brand usage for Sport Tourism elements has been identified	N	5%	19%	
Marketing	1.4.13	Sport Tourism printed materials sales pitch	Answer "Y" if you have Sport Tourism collateral elements and documents	N	5%	47%	
Marketing	1.4.14	Sport Tourism PowerPoint sales pitch	Answer "Y" if you have standing presentation(s) consistent with Sport Tourism brand	N	5%	22%	
Marketing	1.4.15	Sport Tourism video	Answer "Y" if you have Sport Tourism Video consistent with Brand	N	5%	41%	
Marketing	1.4.16	Sport Tourism map	Answer "Y" if you have map with host venues, accommodation and other amenities	N	5%	25%	
Marketing	1.4.17	Sport Tourism interactive map	Answer "Y" if you have map with host venues, accommodation and other amenities on a web platform	N	5%	16%	
Marketing	1.4.18	Sport Tourism promotion give away	Answer "Y" if you have promotional items consistent with sport tourism brand	N	5%	41%	
Marketing	1.4.19	Bid book (template)	Answer "Y" if you established and branded a consistent bid book content	N	5%	34%	
Marketing	1.4.20	Bid ppt presentation (template)	Answer "Y" if you established and branded a consistent bid ppt presentation content	N	5%	25%	
Marketing	1.4.21	Bid evaluation visit (template)	Answer "Y" if you established a consistent protocol for site visits	N	5%	25%	



<b>Step 2: STRATEGY / RESEARCH / PROSPECT</b>							<b>10.00</b>	<b>0.00</b>
Strategy/Research/Prospect	2.1	Sport Tourism Strategy	Answer "Y" if developed within 5 years	N	40%	31%		
Strategy/Research/Prospect	2.2	Event Attraction Strategy	Answer "Y" if developed multi-year hosting plan by sport for min 3 and max. 10 years	N	30%	28%		
Strategy/Research/Prospect	2.3	Sport Event / Recreational Venue Master Plan with inclusion of sport hosting	Answer "Y" if sport hosting identified in recreational facility master plan	N	20%	44%		
Strategy/Research/Prospect	2.4	Bid prospect events directly related to the event attraction strategy	Answer "Y" if 75% of bid prospects are directly related to event attraction strategy	N	10%	29%		
<b>Step 3: BID ASSESSMENT</b>							<b>15.00</b>	<b>4.50</b>
Bid Assessment	3.1	Bid assessment/decision support process	Answer "Y" if you use the CSTA bid evaluation model or an other tool for consistent bid assessment and decision support tool	N	30%	50%		
Bid Assessment	3.2	Economic impact projection (STEAM)	Answer "Y" if you use STEAM 2.0 or an other tool	Y	30%	69%		
Bid Assessment	3.3	Sport Event Business Plan production	Answer "Y" if you are offering to produce the business plan for international sport event using CSTA Business Plan template or other tool	N	10%	31%		
Bid Assessment	3.4	Sport Event Marketing Plan production	Answer "Y" if you are offering to produce the marketing plan for international sport event using the CSTA Sport Event Marketing Plan template or other tool	N	10%	19%		
Bid Assessment	3.5	Sport Event Budget production	Answer "Y" if you are offering to produce the event budget	N	10%	31%		
Bid Assessment	3.6	Sport Event Capital Scope of Work production	Answer "Y" if you are offering to produce the scope of work using the CSTA Capital Scope of Work template or other template for government submission for international events requiring capital upgrade	N	10%	9%		
<b>Step 4: PARTNERSHIPS</b>							<b>10.00</b>	<b>6.00</b>
Partnerships	4.1	Sport Event Public funding solicitation coordination	Answer "Y" if you are offering support services regarding solicitation of funds (cash & VIK) at the government level	Y	50%	87%		
Partnerships	4.2	Stakeholders solicitation coordination	Answer "Y" if you are offering support services regarding solicitation of funds (cash or VIK) at the stakeholders' level including institutions, organizations and venue owners	N	20%	53%		
Partnerships	4.3	Community solicitation coordination	Answer "Y" if you are offering coordination services in regards to commitment letter at community level	N	10%	81%		
Partnerships	4.4	Ambassador Program (airport/taxi/hotel/restaurant/retail/experience)	Answer "Y" if engagement tools for local service sectors that support Sport Tourism are in place	Y	10%	47%		
Partnerships	4.5	Corporate solicitation coordination	Answer "Y" if you offer support services to make introductions to local/regional/national companies for corporate sponsorship development	N	10%	46%		
<b>Step 5: BID</b>							<b>10.00</b>	<b>0.00</b>
Bid	5.1	Bid coordination	Answer "Y" if you are offering bid coordination services	N	30%	81%		
Bid	5.2	Bid Book production	Answer "Y" if you are offering bid book development services	N	20%	72%		
Bid	5.3	Bid evaluation site visit coordination	Answer "Y" if you are offering coordination services for Rights Holder site visit	N	20%	81%		
Bid	5.4	Bid presentation coordination	Answer "Y" if you are offering coordination services for bid presentation to Rights Holder	N	10%	78%		
Bid	5.5	Bid presentation / ppt production	Answer "Y" if you are offering production of bid collateral for bid presentation to Rights Holder	N	10%	69%		
Bid	5.6	Bid video production	Answer "Y" if you are offering to produce video or edit existing video for specific bid	N	10%	50%		
<b>Step 6: TRANSITION TO HOST</b>							<b>5.00</b>	<b>0.00</b>
Transition to Host	6.1	Transition period coordination (from Bid to LOC)	Answer "Y" if you have formal process to transition from bid committee to organizing committee	N	25%	22%		
Transition to Host	6.2	Transition period coordination (from Bid to LOC)	Answer "Y" if you are acting as the coordination unit during the transition phase	N	50%	47%		
Transition to Host	6.3	Transition period advisor (from Bid to LOC)	Answer "Y" if you are offering support during transition period	N	25%	66%		
<b>Step 7: EVENT PLANNING</b>							<b>5.00</b>	<b>4.50</b>
Event planning	7.1	Organizing Committee Advisor	Answer "Y" if you are offering support to organizing committee to learn from past events and best practices	Y	40%	90%		
Event planning	7.2	Sport Tourism Lead organization representation within LOC	Answer "Y" if the Sport Tourism Lead has served as an ex-officio member of a previous organizing committee(s)	Y	30%	66%		
Event planning	7.3	Volunteer Strategy/Program	Answer "Y" if formal approach to volunteers' management for Sport Tourism events is included in event execution plan	Y	10%	41%		
Event planning	7.4	Volunteer Recruitment/Registration – Central Database	Answer "Y" if centralized volunteer database within the host market is accessible for host committee(s) for future events	Y	10%	50%		
Event planning	7.5	Volunteer Retention/Communication Program	Answer "Y" if means of volunteer recognition and ongoing communication are available	N	10%	44%		
<b>Step 8: EVENT DELIVERY AND ACTIVATION</b>							<b>5.00</b>	<b>1.00</b>
Event delivery and activation	8.1	Event Activation (attendance building/sponsorship support/visitor packaging/experiences/resident engagement)	Answer "Y" if consistent tools and resources for event activation and destination marketing are available	N	30%	47%		
Event delivery and activation	8.2	Event Activation budget	Answer "Y" if you have a budget in cash for event activation	N	30%	34%		
Event delivery and activation	8.3	Sport Tourism event VIK towards LOC	Answer "Y" if you are providing value-in-kind (VIK) services towards the organizing committee	Y	20%	78%		
Event delivery and activation	8.4	Destination development activation	Answer "Y" if your DMO/tourism or visitor office proactively plan and execute attendance building and/or pre/post travel packages	N	10%	67%		
Event delivery and activation	8.5	Business and economic development activation	Answer "Y" if you have an economic of business development group that works proactively with each event to leverage in-bound trade and formal process for local companies to win contracts for events	N	10%	29%		
<b>Step 9: EVALUATION</b>							<b>5.00</b>	<b>1.00</b>
Evaluation	9.1	Bid evaluation process	Answer "Y" if you are offering Post-bid evaluation process services	N	10%	41%		
Evaluation	9.2	Sport Tourism Economic Impact survey (STEAM PRO 2.0)	Answer "Y" if you are using STEAM PRO 2.0 or other model as post event survey	Y	20%	53%		
Evaluation	9.3	Event evaluation process / Final report production	Answer "Y" if you are using evaluation tools / process in order to assess the success of your event(s)	N	20%	41%		
Evaluation	9.4	Performance Measurement by Event	Answer "Y" if measurement criteria and consistent application by event are in place	N	10%	31%		
Evaluation	9.5	Performance Measurement by Year	Answer "Y" if public reporting of annual results of Sport Tourism are produced	N	10%	28%		
Evaluation	9.6	Established Economic, Tourism and Brand Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	25%		
Evaluation	9.7	Established Social, Cultural Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	19%		
Evaluation	9.8	Established Sustainability Measures	Answer "Y" if approved and public measurement criteria are in place	N	10%	22%		
<b>Step 10: LEGACY</b>							<b>5.00</b>	<b>0.00</b>
Legacy	10.1	Legacy Program	Answer "Y" if formal and consistent approach to event legacy is included in the execution plan for international event(s)	N	40%	25%		
Legacy	10.2	Transfer of Knowledge Program	Answer "Y" if information from bids and event planning is retained centrally and made available for future bids and events	N	50%	53%		
Legacy	10.3	Sport Event Sustainability Program	Answer "Y" if you use the Sustainable Sport Event Template or other tools	N	10%	19%		
<b>TOTAL</b>							<b>100.00</b>	<b>30.80</b>







#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after July 2022)	Action						
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
6	Event / bid lead agency collaboration in line with Governance approved by new stakeholder including their VIK budget contribution				X											X						
7	Implementation of the Event / bid lead agency governance (political & operational structures) including hiring of new resources if need be				X												X					
8	Development of the Event / bid lead agency services as per the governance					X											X					
	<b>1b: Existing Assets</b>																					
9	Event history data produced				X												X	*			Part of above budget	Note*: Template to be provided by CSTA, work to be performed by lead organization
10	Sport, Cultural and Entertainment Venue field of play/stage and ancillary room inventory, -sport venue assessment (sport requirements for all sports) and gap analysis produced -cultural and entertainment venue assessment and gap analysis produced					X												X			\$60,000 <sup>2</sup>	Full proposal can be submitted by CSTA
11	Event organizational capacity inventory produced					X												X			\$25,000	Full proposal can be submitted by CSTA
12	Accommodation, conference room(s) & social function room(s) inventory produced													X				X				

<sup>2</sup> For a maximum of 10 sport venues, 30 field of plays and 10 cultural/entertainment venues. For additional 10 venues and/or 15 field of plays, cost would be an additional 10,000\$.



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after July 2022)	Action						
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
	<b>1c: Financial Model for Bidding and Hosting</b>																					
13	Develop fund for bid project and a mechanism for Halifax to address financial guarantees which are often a requirement for event rights holders	X														X		X				
14	Develop a fund/budget for the implementation of a sustainable fund for event bids derived in partnership with tourism accommodation partners			X													X	X				
15	Determine, in consultation with all stakeholders, the best model for Halifax to address the operational funding and financial risks associated with event hosting			X													X	X				
16	Develop an event policy including establishment of rules of engagement to determine when and how requests might be made to municipal government and stakeholders and by whom													X								
17	Municipal hosting policy and relevant budget approved													X								
	<b>1d: Marketing</b>																					
18	Event Fact Sheet	X																X	*		Incl. in template above	Note*: Template to be provided by CSTA, update to be performed by Event / bid lead agency
19	Improvement of website in line with Event / bid lead agency tool kit			X														X	*			Note*: CSTA can provide assistance. Full proposal can be



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after July 2022)	Action						
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
																					submitted once needs identified	
20	Photo shoot of existing facilities to be updated on website				X													X	\$5,000	Amount tbc by communication firm		
21	Event video				X												X	\$10,000				
22	Event map				X												X	\$2,000				
23	Event / bid lead agency branding guidelines/graphic standard manual finalized (logo, PPT, web banner, email footer, office supplies, forms, communiqués, folders, poster, invitation, parking pass, certificate, stickers, tattoo, hotel key folder, pamphlet, vertical banner, backdrop, lectern sign)				X												X	\$20,000				
24	Social media strategy and implementation					X											X	\$10,000				
25	Event PPT / printed material tool kit						X										X	\$15,000				
26	Event pageantry kit and give away finalized							X									X	\$10,000	Full proposal can be submitted by CSTA			
	<b>Step 2: STRATEGY / RESEARCH / PROSPECT</b>																					
27	Event strategy						X										X	\$15,000				
28	Event attraction strategy factoring the sport and cultural, entertainment venue inventory and the local organizational capacity							X									X	\$30,000	Full proposal can be submitted by CSTA			
29	Align venue inventory assessment recommendation with recreational facility master plan								X							X						
	<b>Step 3: BID ASSESSMENT</b>																					
30	Event pro-forma (fact sheet, general program)				X											X	X	\$3,000				



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after July 2022)	Action						
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
31	Bid budget (cash & VIK) pro-forma				X												X				Full proposal can be submitted by CSTA	
32	Event Budget (cash & VIK) pro-forma (revenues/ expenses)												X								Full proposal can be submitted by CSTA	
33	Budget parameters pro-forma											X	X									
34	Marketing plan parameters pro-format											X										
35	City/venue owner VIK contribution pro-forma											X										
36	Risk assessment pro-forma											X										
37	Synthesis pro-forma											X										
38	Capital scope of work production linked to the next major international event														X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified
	<b>Step 4: PARTNERSHIPS</b>																					
39	Event public funding, stakeholders, business sector and community solicitation action plan template				X													*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
40	Ambassadors' program adapt to events (airport/taxi/hotel/restaurant/retail/experience)				X													*				
	<b>Step 5: BID</b>																					
41	Bid Book template							X										*			Note*: CSTA can provide assistance. Full proposal can be	
42	Bid tool kit (bid evaluation site visit, bid presentation to rights holder)										X							*				



#	DESCRIPTION	Quarterly Action Plan												Existing	Tbc (or after July 2022)	Action						
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12									
																					submitted once needs identified	
	<b>Step 6: TRANSITION TO HOST</b>																					
43	Transition period coordination services			X														X			Will be included within the governance document	
	<b>Step 7: EVENT PLANNING</b>																					
44	Advisory function roles and responsibilities outlined													X								
45	Volunteer program finalized													X								
	<b>Step 8: EVENT DELIVERY AND ACTIVATION</b>																					
46	Event Activation plan & budget											X						*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
	<b>Step 9: EVALUATION</b>																					
47	Sport tourism annual report sent to CSTA				X					X							X					
48	Bid/event evaluation tools finalizedd													X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
49	Performance industry evaluation tools finalized													X				*				



#	DESCRIPTION	Quarterly Action Plan												Existing Tbc (or after July 2022)	Action						
		2019		2020				2021				2022			HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/ consultant	Budget	Comments
		1	2	3	4	5	6	7	8	9	10	11	12								
<b>Step 10: LEGACY</b>																					
50	Master event hosting filing system in place													X			X	*		\$ 5,000	Filing structure built by CSTA. Event / bid lead agency to file existing event hosting documentation
51	Legacy program in place													X				*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified
52	Transfer of knowledge program in place													X				*			
53	Event sustainability program finalized													X				*			



Appendix 3 – Event Bid Lead Agency Governance Structure and Budget (Sample Table of Contents)

**Event / bid lead agency governance structure & Budget table of contents**

Depending on the recommendations, the event / bid lead agency could be either an existing organization or newly appointed organization.

EXISTING ORGANIZATION		NEW ORGANIZATION	
#	DESCRIPTION	#	DESCRIPTION
<b>1</b>	<b>Legal aspects</b>	<b>1</b>	<b>Legal aspects</b>
1.1	Existing organization mandates	1.1	Designation and mandates
1.2	Event /bid lead agency department mandates	1.2	Articles of association
1.3	Reporting	1.3	Reporting
<b>2</b>	<b>Stakeholder</b>	<b>2</b>	<b>Political bodies</b>
2.1	Memberships	2.1	Memberships
2.2	Committee	2.2	General Assembly
		2.3	Board of Directors
		2.4	The officers
		2.5	Committees
<b>3</b>	<b>Operational structure</b>	<b>3</b>	<b>Operational structure</b>
3.1	Management	3.1	Management
3.2	Department or support organization	3.2	Department or support organization
<b>4</b>	<b>Services</b>	<b>4</b>	<b>Services</b>
4.1	Roles and responsibilities	4.1	Roles and responsibilities
4.2	Services / program to membership	4.2	Services / program to membership
<b>5</b>	<b>Budget</b>	<b>5</b>	<b>Budget</b>
5.1	Cash budget	5.1	Cash budget
5.2	Contribution in VIK from Event / Bid lead agency		
5.3	Contribution in VIK from other departments / organizations	5.2	Contribution in VIK from other organizations





## Sport Tourism Annual Report (STAR) Parameters and Methodology

### Appendix 4 – CSTA Sport Tourism Annual Report (STAR)

#### 1/ Event ranking

The Canadian Sport Tourism Alliance (CSTA) is committed to providing member organizations with access to development tools that align with the mission of the organization: *To increase Canadian capacity to attract and host sport tourism events.*

To increase cities' attractiveness as a host destination, CSTA launched the GSI Canada Index (Index) in March 2018. This tool's aim is to rank all cities hosting national sports championships and international sports events in Canada through a data-driven assessment of performance. The next Index to be published in March 2019 will be the second edition.

##### 1.1 - How it Works

CSTA members complete their Sport Tourism Annual Report (STAR), which is independently analyzed by Sportcal. Results are then segmented according to CSTA membership categories.

Based on the input provided, each host city receives a score and Index which will be announced annually at CSTA's Sport Events Congress.

##### 1.2 - Assessment Criteria

For the second edition, data for STAR is collected in the following categories:

- Event Data for National Championships hosted in 2018
- Event Data for International Competitions hosted in 2018
- Forecast Data for confirmed National Championships to be hosted in 2019 and beyond
- Forecast Data for confirmed International Events to be hosted in 2019 and beyond

The assessment is evidence-based and data-driven. A weighting factor is included according to the level of events held. Assessments are based on the following parameters:

- The category of the event, whether international or national
- The year of the event
- The pillar of each indicator (e.g. economic impact has a higher weighting than social impact currently).

### 1.3 - Timelines

CSTA collects hosting data on an annual basis from all CSTA members and NSOs<sup>3</sup> that wish to participate. To be included as part of the Index, member cities and NSOs must complete and submit the STAR data input form by Friday, December 21<sup>st</sup>, 2018

### 1.4 - Scoring

All the data requested by CSTA is used for scoring with the following exceptions:

- The bidding tab is not included in the scoring formula; however, it is recommended to submit this information to assist CSTA to understand which events Canadian cities are considering bidding for in the future. Only those events for which cities have submitted a bid to the rights holders before the letter of intent deadline should be included in this section.
- The Government revenues data for past international events are not included; however it is useful to collect this information to quantify the magnitude of investment in the industry from public sector sources.
- For future international competitions, all the non-recurrent events are included. For the recurrent events, only the next edition is included.

If a CSTA member has limited information such as sport, name of the event, location, date, number of days of competition, this will be sufficient data to calculate a basic score. Preferably the CSTA member should also include the venue capacity, number of spectators, participants and volunteers. If additional data is provided event(s) will be awarded a higher score.

### 1.5 – Index Report

During Sport Events Congress, the following will be publicly announced:

- GSI Canada Index (All Events)
- Canadian Sport Event Cities Index by population (overall)
  - Cities over 500,000 population\*
  - Cities over 150,000 and under 500,000 population\*
  - Cities over 50,000 and under 150,000 population\*
  - Cities under 50,000 population\*
- Top 5 Canadian Sport Event Cities Index (by International Events)
- Top 5 Canadian Sport Event Cities Index overall (by National Championships)
- Top 5 Canadian National Championships Index

Note\*: See Appendix 2

The final report will be available following Sport Events Congress.

CSTA considers that the following information input into the STAR is public knowledge, not confidential and can therefore be published in the GSI Canada Index Report:

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<sup>3</sup> It is the intention this year for the first time to offer National Sport Organizations the opportunity to submit a report for their national championships as well.

- Sport
- Name of the event
- City location
- Event location
- Date
- Level of event
- Number of days of competition.
- Venue capacity
- Attendance
- Number of Nations / Provinces / Territories
- Number of participants and continental reach
- Number of team officials, technical officials, volunteers, media
- TV online and streaming data

Information/data that is considered to be confidential includes:

- Budget, public sector investments, tourism associations, venue owner contributions and STEAM data
- All information in the bidding tab.

## 2/ Data

CSTA produces the Index from the following data:

- Forms received from CSTA active members (municipalities) and NSOs; or
- Information received from Sport Canada spreadsheet via the International Single Sport Event (ISSE) program<sup>4</sup>

Sport Canada data spreadsheet is used for cities that:

- Are not CSTA members
- Are CSTA members but did not submit the reporting form.

Only events listed in the above sources will be taken into consideration.

## 3/ Type of Events

### 3.1 - Multisport events

After reviewing the 2017 annual report from each CSTA member, CSTA updated the types of international and national games that could be included in the next Index. See Appendix 1.

### 3.2 - Single sport events

Only sports recognized by Sport Canada and/or part of the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, FISU Games and Francophone Games are taken into consideration for the Index.

For the list of sports, please refer to <http://canada.pch.gc.ca/eng/1414085745696/1414086180293>.

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<sup>4</sup> One exception was made to this list for Tennis and Golf who have international events held in Canada but are not funded by Sport Canada. In such cases, those events were added to the list.

Recognized sports that have additional IF recognized disciplines that are not part of the above games can also be considered (e.g. Cross Country for Athletics).

### 4/ Levels

- Each year, after reviewing the annual STAR report from each CSTA member, the various levels are updated. Please see Appendix 1.
- If an event has more than one level within the same competition, it will be considered at the higher level for scoring purposes.
- Pinnacle Championships (level 1A or N1A) are limited to one or two<sup>5</sup> championships under the aegis of the International/National Federation as the rights holder. All the other championships are included under levels 1B or N1B.

#### 4.1 - International level competitions

- International professional events can be included in the new level Professional Pinnacle Championships (Pa) however those events must comply with clause 3.2
- International events driven via participation can be included in a new level (Ge or 4e).

#### 4.2 - National level championships

- Only national championships belonging to National Sport Federations are included in the Index; other national competitions are not included.
- If a National Sport Federation is only sanctioning the event, this is not sufficient as they are not the rights holder. For example, events such as the Baseball Firefighters National Championships do not qualify for inclusion.
- Canadian trials can be included if they are not part of the Pinnacle National Championships. They should be added in level N1b.
- Regional National Championships can be included if a minimum of four provinces participate.
- Professional sport national championships / finals / all-star games / exhibition events can be included; however, regular matches cannot be included in the Index. For 2018 events, an additional criterion was included to incorporate TV and on-line audiences.

### 5/ Event location

CSTA members list all their events within their city geographical boundary; however, in certain cases, events outside their city geographical boundary can be included providing that:

- No other city is close by;
- That most of the accommodation for the event is provided within the city of the CSTA member;
- That financial contributions to the event are provided by the city and/or the CSTA member.

### 6/ Adjustment of the annual STAR

For the reasons mentioned above, CSTA will be amending the annual report from each CSTA member and NSOs to include the above requirements. Information in yellow indicates modifications, those in red are events that have not been factored in.

To perform these adjustments, it is important that CSTA members forward their form in Excel format rather than .pdf format.

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<sup>5</sup> It could be increased to a maximum of two events on the condition that men and women are not competing in the same international championships

## Sport Tourism Annual Report (STAR) Parameters

Levels of competitions			
	Yellow: Pinnacle category	Grey: Para events	
	Orange: Regional events	Blue: Age Group events	
Code	International level (now)	National level (now)	Code
<b>Ga</b>	<b>Mega:</b> Olympic and Paralympic Games	<b>National Games:</b> Canada Games	<b>NGa</b>
<b>Gb</b>	<b>Major Games:</b> Commonwealth, Pan Am, FISU	<b>Regional Games:</b> Western Canada Games	<b>NGb</b>
<b>Gc</b>	<b>Group type Games:</b> Franco, Invictus, NAIG, Arctic Winter	<b>Group type Games:</b> Franco, Acadie	<b>NGc</b>
<b>Gd</b>	<b>Age Group Games:</b> OYG, CYG		<b>NGd</b>
<b>Ge</b>	<b>Participant-based Games:</b> World Police Games, Master Games		<b>Nge</b>
<b>Gf</b>	<b>Para Games:</b> Special Olympics	<b>Nat. Para Games:</b> Special Olympics	<b>Ngf</b>
<b>Pa</b>	Professional Pinnacle Championships	Professional Pinnacle Nat. Champ. Or Professional Pinnacle exhibition events / all star	<b>NPa</b>
<b>Pb</b>	Professional Pinnacle Tour/Series	Not to be included	<b>NPb</b>
<b>1a</b>	IF Pinnacle World Championships	NSO Pinnacle National Championships	<b>N1a</b>
<b>1b</b>	IF Other World Championships	NSO Other National Championships and/or Canadian Trials for International championships / Games	<b>N1b</b>
<b>1c</b>	Para World Championships	NSO Para Championships	<b>N1c</b>
<b>2a</b>	Senior World Cup / Series / Tour	Not to be included	<b>N2a</b>
<b>2b</b>	Senior Continental Championships	NSO Regional Championships	<b>N2b</b>
<b>2c</b>	World Univ./ Commonwealth Championships	U-Sport National Championships	<b>N2c</b>
		CCCA National Championships	<b>N2d</b>
	<b>Age Group Games:</b> OYG, CYG		
<b>3a</b>	IF Age Group World Championships	NSO Age Group National Champ.	<b>N3a</b>
<b>3b</b>	IF Age Group World Cup / Series	NSO National Age Group Series/Tour	<b>N3b</b>
<b>3c</b>	IF Age Group continental championships	NSO Age Group Regional Champ.	<b>N3c</b>
<b>4a</b>	Continental Cup / Series / Tour Olympic Qualifiers	Not to be included	<b>N4a</b>
<b>4b</b>	International event Canadian Open		<b>N4b</b>
<b>4c</b>	International Age Group event Canadian Age Group open		<b>N4c</b>
<b>4d</b>	International Para event		<b>N4d</b>
<b>4e</b>	Participant-based International event		<b>N4d</b>

## Appendix 5 – GSI Canada City Overall Ranking 2019

2019 Global Sport Impact Canada Index (overall)														
Overall ranking	City	Prov	Overall per population				Ranking per type		Number of events			Score		
			500k +	150 - 500k	50-150k	≤ 50k	National Champ.	Intl' events	National Champ	Intl' events	Total	National Champ.	Intl' events	Overall
1	Montreal	QC	1				1	1	37	46	83	8,885	19,733	28,618
2	Quebec City	QC	2				5	2	20	26	46	5,278	11,662	16,940
3	Edmonton	AB	3				2	3	25	16	41	8,802	7,485	16,287
4	Toronto	ON	4				3	5	23	9	32	6,399	5,201	11,600
5	Vancouver	BC	5				11	4	8	7	15	2,948	6,014	8,962
6	Charlottetown	PEI				1	4	32	21	2	23	5,877	568	6,445
7	Saskatoon	SK		1			9	8	12	5	17	3,516	2,778	6,294
8	Richmond	BC		2			19	6	8	20	28	1,951	4,085	6,036
9	Regina	SK		3			6	22	9	1	10	4,797	1,001	5,798
10	Winnipeg	MB	6				7	23	24	4	28	4,674	984	5,658
11	Ottawa	ON	7				8	12	23	10	33	3,593	1,967	5,560
12	Kingston	ON		4			12	9	17	15	32	2,920	2,594	5,514
13	Markham	ON		5			10	11	14	9	23	3,149	2,326	5,475
14	Gatineau	QC		6			20	7	11	11	22	1,941	2,975	4,916
15	Kelowna	BC			1		26	10	8	8	16	1,622	2,437	4,059
16	Windsor	ON		7			25	13	7	9	16	1,639	1,886	3,525
17	Burnaby	BC		8			18	17	10	5	15	1,986	1,284	3,270
18	Sherbrooke	QC		9			17	24	6	3	9	1,992	931	2,923
19	Halifax	NS		10			24	21	6	2	8	1,719	1,061	2,780
20	Brandon	MB				2	13	61	3	0	3	2,487	0	2,487
21	Lethbridge	AB			2		35	15	2	1	3	934	1,551	2,485
22	Fredericton	NB			3		14	61	10	0	10	2,315	0	2,315
23	Red Deer	AB			4		15	61	3	0	3	2,291	0	2,291
24	Victoria	BC			5		16	57	8	1	9	2,076	96	2,172
25	Leduc	AB				3	21	53	6	1	7	1,913	165	2,079
26	Hamilton	ON	8				87	14	1	1	2	177	1,644	1,821
27	Sydney	NS				4	22	61	2	0	2	1,812	0	1,812
28	Moncton	NB			6		29	36	5	1	6	1,380	405	1,785
29	Portage la Prairie	MB				5	23	61	6	0	6	1,726	0	1,726
30	Saint John	NB			7		32	34	2	1	3	1,074	497	1,571
31	Oakville	ON		11			95	16	0	1	1	0	1,480	1,480
32	Penticton	BC				6	27	61	1	0	1	1,448	0	1,448
32	Moose Jaw	SK				6	27	61	1	0	1	1,448	0	1,448
34	Laval	QC		12			39	26	3	2	5	688	718	1,406
35	Mississauga	ON	9				30	61	3	0	3	1,263	0	1,263
36	Niagara Region	ON		13			31	61	1	0	1	1,232	0	1,232
37	North Bay	ON			8		95	18	0	1	1	0	1,227	1,227
38	Surrey	BC		14			43	27	6	4	10	496	683	1,179
39	Summerside	PEI				8	38	39	4	1	5	789	353	1,142
40	Banff	AB				9	95	19	0	2	2	0	1,074	1,074
41	Aurora	ON			9		95	20	0	1	1	0	1,068	1,068
42	Wolfville	NS				10	33	61	2	0	2	990	0	990
43	London	ON		15			54	30	3	2	5	368	597	965
44	Chilliwack	BC			10		34	61	3	0	3	960	0	960
45	Medicine Hat	AB			11		46	35	2	1	3	468	442	910
46	Sudbury	ON		16			36	61	3	0	3	845	0	845
47	Grande Prairie	AB			12		37	61	3	0	3	809	0	809
48	Langford	BC				11	95	25	0	2	2	0	725	725
49	Truro	NS				12	85	33	1	1	2	213	511	724
50	Welland	ON			13		57	42	1	1	2	339	346	684
51	Oshawa	ON		17			40	61	3	0	3	676	0	676
52	Niagara-on-the-Lake	ON				13	95	28	0	4	4	0	627	627
53	Kamloops	BC			14		41	61	3	0	3	605	0	605
54	Quispamsis	NB				14	67	47	1	1	2	293	311	604
55	Milton	ON			15		95	29	0	2	2	0	599	599
56	Whistler	BC				15	95	31	0	2	2	0	590	590
57	Prince Albert	SK				16	42	61	2	0	2	579	0	579
58	Sidney	BC				17	78	44	1	1	2	245	332	578

Overall ranking	City	Prov	Overall per population				Ranking per type		Number of events			Score		
			500k +	150 - 500k	50-150k	≤ 50k	National Champ.	Intl' events	National Champ	Intl' events	Total	National Champ.	Intl' events	Overall
59	Kananaskis	AB				18	47	59	2	1	3	424	86	510
60	Boucherville	QC				19	44	61	2	0	2	492	0	492
61	Miramichi	NB				20	45	61	2	0	2	486	0	486
62	Delta	BC			16		83	50	1	1	2	226	247	473
63	Burlington	ON		18			48	61	2	0	2	419	0	419
64	Brooks	AB			21		49	61	1	0	1	392	0	392
64	Thunder Bay	ON			17		49	61	1	0	1	392	0	392
66	Dawson Creek	BC				22	95	37	0	1	1	0	389	389
67	Lacombe	AB				23	51	61	1	0	1	376	0	376
68	Morden	MB				24	52	61	1	0	1	369	0	369
68	Winkler	MB				24	52	61	1	0	1	369	0	369
70	Nakiska	AB				26	95	38	0	1	1	0	358	358
71	St. Hyacinthe	QC			18		55	61	1	0	1	352	0	352
72	Repentigny	QC			19		89	52	1	1	2	170	181	350
73	Bonnyville	AB				27	95	40	0	1	1	0	350	350
73	Cornwall	ON				27	95	40	0	1	1	0	350	350
75	Duncan	BC				28	56	61	1	0	1	341	0	341
76	Swift Current	SK				29	95	43	0	1	1	0	339	339
77	Langley	BC		20			57	61	1	0	1	339	0	339
78	Dundas	ON				29	59	61	1	0	1	339	0	339
78	Rosetown	SK				31	59	61	1	0	1	339	0	339
80	St. Catharines	ON			21		95	45	0	1	1	0	330	330
81	Baie-Comeau	QC				34	95	46	0	1	1	0	319	319
82	Coquitlam	BC			22		61	61	1	0	1	318	0	318
83	St. John's	NL			23		86	56	1	1	2	192	122	314
84	Fort McMurray	AB			24		62	61	2	0	2	306	0	306
85	Estevan	SK			35		63	61	1	0	1	305	0	305
86	Nanaimo	BC			25		64	61	1	0	1	305	0	305
86	Sackville	NB				35	64	61	1	0	1	305	0	305
88	Bromont	QC				37	95	48	0	1	1	0	302	302
89	Stratford	ON				38	66	61	1	0	1	301	0	301
90	Shawinigan	QC			26		68	61	1	0	1	287	0	287
91	Parksville	BC				39	69	61	1	0	1	287	0	287
91	Bathurst	NB				39	69	61	1	0	1	287	0	287
93	Saguenay	QC		19			71	61	1	0	1	274	0	274
94	Osoyoos	BC			41		72	61	1	0	1	272	0	272
95	Hartland	NB				42	73	61	1	0	1	262	0	262
96	Guelph	ON			27		95	49	0	1	1	0	261	261
97	Bridgewater	NS				43	74	61	1	0	1	260	0	260
98	Dieppe	NB				44	75	61	1	0	1	259	0	259
98	Port Blandford	NF				44	75	61	1	0	1	259	0	259
100	Sorel-Tracy	QC				46	77	61	1	0	1	258	0	258
101	Pelham	ON				47	78	61	1	0	1	245	0	245
102	Drummondville	QC			28		80	61	1	0	1	242	0	242
103	St. Andrews	NB				48	81	61	1	0	1	240	0	240
104	Campbellton	NB				49	82	61	1	0	1	232	0	232
105	Prince George	BC			29		84	61	1	0	1	218	0	218
106	Paradise	NF				50	95	51	0	1	1	0	183	183
107	Collingwood	ON				51	87	61	1	0	1	177	0	177
108	Okotoks	AB				52	90	61	1	0	1	153	0	153
108	St. Thomas	ON				52	90	61	1	0	1	153	0	153
108	Woodstock	ON				52	90	61	1	0	1	153	0	153
111	Stonewall	MB				55	93	61	1	0	1	143	0	143
112	Roberval	QC				56	95	54	0	1	1	0	124	124
112	Lac Megantic	QC				56	95	54	0	1	1	0	124	124
114	Craileith	ON				58	95	58	0	1	1	0	96	96
115	Kimberley	BC				59	95	59	0	1	1	0	86	86
116	Kitchener-Waterloo	ON		20			94	61	1	0	1	80	0	80