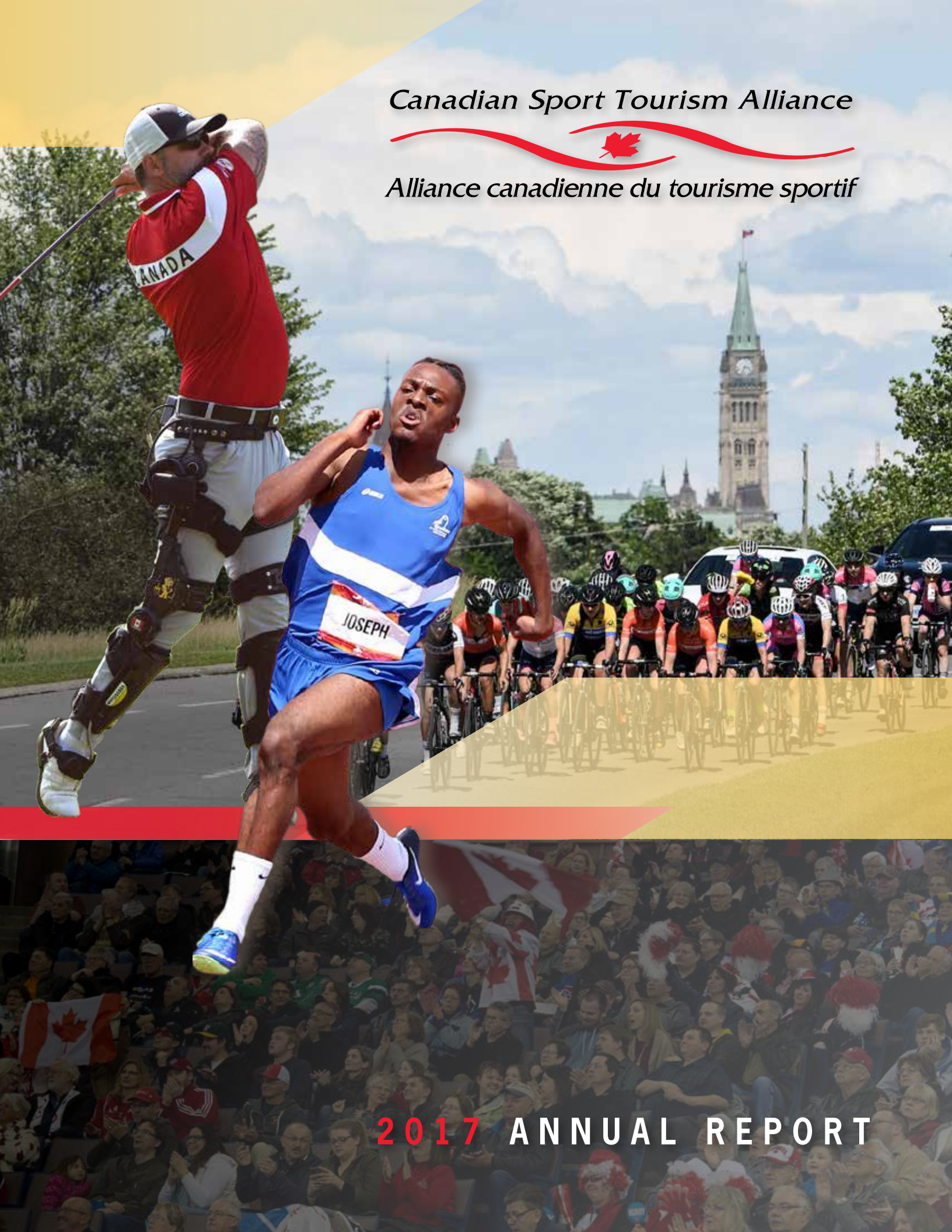


Canadian Sport Tourism Alliance



Alliance canadienne du tourisme sportif



2017 ANNUAL REPORT

CSTA Board of Directors 2017 - 2018

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PHOTO CREDITS:

2016 Alberta Summer Games; 2017 Canada Summer Games; 2017 Ford World Men's Curling Championships (Michael Burns/Curling Canada); 2016 IIHF Ice Hockey Women's World Championship; 2017 Ontario ParaSport Winter Games; 2017 Tim Hortons Brier (Destination St. John's); 2017 World Junior A Challenge; ATB Tour of Alberta/Jonathan Devich; Candace Stasynec; CSTA/SEC2017 (Justin Morris/Affective Photography); East Coast Games, FISE; HSBC Canada Sevens; Invictus Games Toronto 2017; Janelle Janis, City of Edmonton; La Coupe Rogers présentée par Banque Nationale; Ottawa Tourism/Bill Juillette; Ottawa Tourism/Sofie Sharom; Scotiabank Blue Nose Marathon; Ski Tour Canada 2016/ Noel Rogers; Sport Hosting Vancouver; The Canadian Track & Field Championships & 2016 Rio Olympic & Paralympic Selection Trials.

Table of Contents

Message from Cheryl Finn, Chair, CSTA Board of Directors	2
Message from Rick Traer, CEO	3
Sport Tourism surged past \$6.5 billion annually	4
Economic Impact Assessment program revamped	5
Canada on the International stage	6
Canada Maintains Top Five Sport Hosting Ranking Internationally	7
Working in Partnership	8
SEC17 Inspires and Energizes	9
Country-wide honours at 11th Annual CSTA PRESTIGE Awards	10
#GolfVibes in full force at Sport Tourism FORE-um and [un] GOLF	15
Membership Survey indicates high level of satisfaction with CSTA	17
Useful tools created and updated for CSTA members	18
Audited CSTA Financial Statements	19



Message from Chair of the Board

Sport is such a powerful expression of emotion and performance. And those of us who work in sport tourism are all privileged to do what we do. It was an honour to chair the CSTA Board of Directors this past year, and to see the work that is being done every day in communities right across the country. Our success as an organization is a reflection of our members' passion and dedication to sport tourism. You are the reason that Canada is a world leader in this industry.

Your board members come from a wide range of backgrounds and represent the breadth and depth of sport tourism. We continued this year to seek ways to provide value for the members of CSTA. It was very gratifying to read the results of our membership survey, and to know that you value your participation in CSTA, and its member benefits. We certainly don't plan on standing still as an alliance, and that was evident in many of our activities this year.

Our revised approach to Economic Impact Assessment has brought new consultants to the table, with fresh perspectives brought to preparing the reports. We have revised, updated and created new member tools to help plan and assess sport tourism activities. And we added [un] GOLF and the Sport Tourism FORE-um to our event offerings, with very positive feedback for an additional mid-year professional development and networking opportunity.

It's been very exciting to see the development of the Atlantic Canada Event Summit over the past few years, with the guidance and leadership of several board members. The enthusiasm for taking Sport Events Congress to the East Coast for the first time ever is evident, and we are all looking forward to enjoying the flavour and hospitality of Halifax in March.

We continue to carry out our work with a network of partnerships, and build on the relationships that have evolved over many years, as well as pursuing new ones. Through these combined efforts, Canada has maintained its top five ranking as a host nation internationally, as measured by Sportcal. We look forward to adding the Global Sports Impact (GSI) Canada Index, which the CSTA has developed in partnership with Sportcal, to our roster of member benefits in 2018.

I would like to say a sincere thank you to our board members who volunteer their time on behalf of our industry. Their wisdom and enthusiastic participation is critical to our growth and evolution. As well, thank you to the CSTA staff and consultants who keep everything moving so smoothly throughout the year. It really is a solid team, with a group of people willing to share their passion and grow the sport tourism industry. I look forward to seeing many of you at Sport Events Congress in Halifax where we can once again celebrate our successes and keep our eye on our vision, to position Canada as the world leader in hosting successful major international sport events.

Thank you for the opportunity to serve as the Chair of CSTA.

Cheryl Finn, Chair



Message from the CEO

Sport tourism intersected this year with the many different Canada 150 activities that took place right across the country. Whether it was a local event or a world championship several years in development, they all enhanced the impact of the sport tourism industry. The planning and coordination of many different elements ranged from a few months to more than a few years and they were all truly a celebration of Canada.

This past year, CSTA continued to add and update a variety of industry tools for our members. The Sport Tourism Planning Template was originally developed in 2004 and underwent a major revision in 2017. The template has been updated and refined, to improve the user experience and to incorporate and reflect current strategy and trends in sport tourism. We have also added the Sport Tourism Assessment Template for Municipalities.

Our widely respected economic impact tools, *steam*^{2.0} and *steam pro*^{2.0}, were revised and fully re-launched this year, the third major update since their development in 2002. We have expanded our Economic Impact Assessment (EIA) team, engaging consultants from across Canada who prepare the detailed economic impact assessment reports that are so critical to our ability to quantify the effect that our industry segment has on local economies.

The *Up for Bid* member alerts continue to successfully promote bidding and hosting opportunities, and now have a dedicated page on our website where all current bids are listed.

Our leadership of TEAM Canada, in partnership with Destination Canada, to the SportAccord Convention continued, with a delegation attending the 2017 event in Aarhus, Denmark. This event represents an important opportunity to promote Canada as a preferred hosting nation on the international stage. We also supported the Smart Cities & Sport Summit in Montreal, where delegates shared experiences and best practices and learned from world class experts from the wider sports industry. We continue our involvement with the International Association of Event Hosts (IAEH) where knowledge and experience is shared among cities, regions and countries across the globe.

The introduction of our newest opportunity for networking and professional development, the Sport Tourism FORE-um and [un] GOLF provided a creative, professional gathering of the sport tourism industry which received rave reviews from everyone who attended.

As Canada looks ahead to its 151st year as a country, we know the sport tourism industry is well positioned to continue its significant contribution to the Canadian economy, and to our Canadian cultural landscape as well.

Rick Traer, CEO



Sport Tourism surged past \$6.5 billion annually

Information released in 2017, outlined the sport tourism industry in Canada surpassed \$6.5 billion in spending in 2015, according to custom data tabulations from the Travel Survey of Residents of Canada (TSRC) and the International Travel Survey (ITS). This represented a 13% increase in visitor expenditures associated with sport tourism over the 2014 total of \$5.8 billion.

The largest source of sport tourists continues to be the domestic market, accounting for 72% of all spending, followed by overseas markets (18%) and U.S. visitors (9% of sport tourism revenues). The significant contributor to the growth in 2015 sport tourism revenues was driven by the U.S. market, which saw a year-over-year spending increase of 20%. Sport tourism spending attributable to the domestic market increased by 12%.

The total volume of U.S and overseas sport tourism visitors in 2015 rose by 12% as compared to 2014. The increase in person visits was led by a significant increase in the volume of U.S. overnight visitors, up by 15%. International same-day travellers were not included in this assessment.

SPORT TOURISM	Value - Visitor Expenditures (\$M)			
	2013	2014	2015	2014-2015 (% CHANGE)
Canada	4,394	4,224	4,724	12%
U.S.	506	513	615	20%
Overseas	920	1,053	1,178	12%
TOTAL	5,821	5,790	6,517	13%

The total volume of U.S and overseas sport tourism visitors in 2015 rose by 12% as compared to 2014. The increase in person visits was led by a significant increase in the volume of U.S. overnight visitors, up by 15%. International same-day travellers were not included in this assessment.

SPORT TOURISM	Volume - Person Visits		
	2013	2014	2015
U.S.	790,900	768,000	883,100
Overseas	589,100	657,700	718,100
TOTAL	1,380,000	1,425,700	1,601,200

For the first time, the CSTA produced the numbers by province using additional custom data tabulations from Statistics Canada. The results indicate that Ontario led all provinces, accounting for 36.7% of all sport tourism visitor expenditures; followed by Québec at 21.2% and British Columbia with 18.9%. British Columbia was particularly successful in attracting international sport tourists, with the province earning 26.9% of all U.S. sport tourism revenues and 32.3% of all international sport tourism revenues, driven in part by the FIFA Women’s World Cup 2015.

The data gives a comprehensive illustration of the significant impact of sport tourism on the economy. Designated as the Year of Sport, 2015 was a banner year for sport events in Canada, as the country hosted the FIFA Women’s World Cup Canada 2015 in six different cities, the Toronto 2015 Pan Am / Parapan Am Games, and a multitude of other international sport events. Combined with the numerous national and regional events held in communities throughout Canada, sport tourism provided significant economic benefit to the host cities, supported job creation, promoted volunteerism and provided legacies in the form of new and renovated sport facilities.



Economic Impact Assessment program revamped



CSTA revised the management model related to its Economic Impact Assessment program in 2017. The STEAM model was relaunched as steam^{2.0} with its third major update since being introduced in 2002. Revisions included updating the spending profiles based on over 200 events where primary data was collected from over 20,000 survey responses. CSTA also worked with the Canadian Tourism Research Institute to incorporate the most recent multipliers and Statistics Canada’s Government Revenue Attributable to Tourism Study (GRATS) framework into the model. Exclusively available to CSTA members, steam^{2.0} users can now also select the scope of their event, with five different options available, ranging from youth or adult participatory to a marquee event.

steam pro^{2.0} | real data • real time

Using the same framework, steam pro^{2.0} is the enhanced version of steam^{2.0} featuring primary data collection on-site and detailed analysis. Its tag line *real data • real time* highlights the impact of live information collected directly from spectators and participants which includes actual spending data. CSTA has assembled a team of Economic Impact Assessment (EIA) consultants from across Canada who prepare the detailed economic impact assessment

reports. The EIA team customizes the survey for each event, and can adapt questions to cover market research, event awareness, satisfaction levels, sponsor awareness and much more!

This year’s studies included a wide range of events, from the 2017 Canadian Ringette Championships to the Grey Cup Festival.

CSTA’s Economic Impact Studies

YEAR	Number of Studies
2017	28*
2016	59
2015	42
2014	29
2013	15
2012	8
2011	2
2010	6
2009	2

* No studies were done in the first three months of 2017, as CSTA was transitioning from the previous model to the new version, and a new Economic Impact Assessment team was being created.



Canada on the International Stage

SportAccord – Where Sport Meets

Once again CSTA teamed with Destination Canada to lead a TEAM Canada delegation to the SportAccord convention, held in Aarhus, Denmark in 2017. Often referred to as the place ‘where sport meets’, it draws more than 2,000 delegates annually including event rights holders, organising committees, cities, media, businesses and other organisations involved in the development of sport. More than 100 International Sport Federations were among the attendees, with many affiliated organizations holding their Annual General Assemblies at SportAccord. Over the course of the five-days, TEAM Canada members were able to network and focus primarily on showcasing Canada as a major international sport destination through a variety of networking opportunities, hospitality functions and business-to-business meetings. In partnership with Destination Canada, CSTA will lead a TEAM Canada delegation to the SportAccord Convention 2018, scheduled for April 15-20 in Bangkok, Thailand.



2017 Smart Cities & Sport Summit

The City of Montréal became the centre of international sport for three days in October 2017 as host of the Smart Cities & Sport Summit with many representatives of international sport federations in attendance. The Summit is an initiative of the World Union of Olympic Cities, an association of former and future Olympic host cities supported by the International Olympic Committee. Montreal hosted the 1976 Olympic Summer Games. CSTA participated in this unique and prestigious conference, focused on smart strategies that effectively connect sport and cities. It attracted representatives of cities, regions and countries of all sizes from around the world. Participants shared experiences and best practices and learned from world class experts from the wider sports industry.



Canada Maintains Top Five Sport Hosting Ranking Internationally

For the fifth consecutive year Canada was recognized as one of the leading sport hosting nations in the world. The Global Sports Nations Index 2017 was announced at the SportAccord Convention in Denmark by Sportcal, the UK based firm which compiles the listing.

With an in-depth analysis of major multi-sport games and world championships, the Global Sports Index, produced by Sportcal, identified the USA as the leading nation for the second year in a row, with the United Kingdom as the number two nation and Russia in third spot. China moves to fourth place on the list, while Canada falls to fifth. Canada placed second from 2013 – 2015, and was ranked third in 2016.

Canada's ranking is really a tribute to the National Sport Organizations in Canada and the destinations working together to bid for and host major events. Canada hosted 41 international events that qualified for consideration, second only to the USA's 44, which is quite remarkable given the much smaller population base. The alignment of federal, provincial and municipal hosting programs is a critical component to being able to host world class events.

Many building blocks are in place to make Canada an attractive destination including the quality of the organizational skills to ensure highly successful events. The calibre of the volunteers, the infrastructure in place, and the welcoming yet secure atmosphere of the country all support Canada's well-deserved reputation as a host.

The Global Sports Nations Index extends over a 14-year period covering seven years in the past and projecting seven years in the future (2011-2024). The Index analysed 730 events across 151 categories and 81 sports. Bids for events that have been awarded up until March 19, 2017 have been included. In all 86 nations and 621 cities have hosted or are scheduled to host events during the 14-year period.

New Global Sports Impact (GSI) Canada Index

In partnership with Sportcal, the Global Sports Impact (GSI) Canada Index has been developed. This data driven assessment of hosting performance is based on national championships and international competitions hosted in 2017 and to be hosted in the future.

Members of CSTA complete a worksheet/online form which is analyzed independently by Sportcal. Results will be analyzed according to CSTA membership categories segmented by the population of host communities.

Based on the input provided, each host city will receive a score and ranking within their respective membership category on an annual basis. The rankings will be announced annually at Sport Events Congress.



Working in Partnership

The CSTA continues to build strong relationships with several organizations to further showcase Canada and enhance the sport tourism industry in Canada.

Destination Canada, the Crown corporation wholly-owned by the Government of Canada whose mandate is to market Canada internationally, and CSTA have signed a three-year partnership agreement. The two organizations have worked together for many years, and will continue that strong relationship under this agreement which runs from 2018 to 2020, to present Canada to the international sport community.

Destination Canada will participate as the lead partner in Canada's delegation, organized by the CSTA, to the annual SportAccord Convention, taking place in Bangkok, Thailand from April 15 – 20, 2018.

Destination Canada and CSTA will also participate in two joint Team Canada sales missions between 2018 and 2020 in Lausanne, Switzerland, the location for the headquarters of over 100 international sport organizations that control the rights of hundreds of world championship sport events. A "Team Canada" week will be created in Lausanne by conducting a variety of promotional activities, hospitality functions and business-to-business opportunities with representatives of international sport organizations. In its research, CSTA will include Destination Canada's priority markets in its survey instrument used to collect data at sport events. CSTA will also survey international spectators at sport events to determine their decision-making process as it relates to their path to purchase.

Destination Canada will support CSTA's signature event, the annual Sport Events Congress, which is the largest annual gathering of sport event rights holders, municipalities, economic development agencies, event suppliers, event management firms, and elected officials in Canada.



CSTA has a Memorandum of Understanding with the **Canadian Olympic Committee (COC)** focused on opportunities to collaborate in four key areas: bidding and hosting; promoting Canada as a preferred host for international sport events; the development of industry tools and transfer of knowledge; and economic and social impact assessments of hosting international sport events in Canada. The COC has supported the development of CSTA's NSO Bid Evaluation Model through its NSF Enhancement Initiative as well as the Pageantry Template and Transition Plan between Bid and Organizing Committee, both currently in development.

Another significant partnership for CSTA is its relationship with **Adrenalin Magazine**. Published in hard copy and online editions twice a year, Adrenalin Magazine provides valuable information and insights for the sport tourism, sport marketing and sport event communities. CSTA regularly provides editorial ideas, interview suggestions and connections with government and industry leaders. Adrenalin and the CSTA also arrange a roundtable meeting prior to each issue to probe a cross-section of thought leaders in the sport tourism sector to discuss trends, challenges and potential story lines for future editions. CSTA members can keep current on industry trends throughout the year with Adrenalin's regular newsletter and website.



Sport Events Congress 2017 Inspires and Energizes

It was three days packed with professional development, business-to-business promotion and networking for the over 350 people in Ottawa who attended Sport Events Congress 2017

(SEC17). The annual gathering of sport event rights holders, destinations, event suppliers and sponsors took place at The Westin Ottawa from March 19-22, 2017.



Sport Events Congress

GOT GAME?

To keep delegates fit and healthy, a chair yoga session was built into the schedule, and a giant game of Jenga brought out the competitive spirit of the attendees during the session breaks.

Another featured activity of SEC17 was the Sport Events Exchange where more than 40 different sport organizations held over 600 'speed-dates' with destinations for eight minutes at a time to see if their sport and the city/region would be a good match. SEC17 also enabled students and young people to learn more about the industry through volunteer opportunities, and took the sustainable event model seriously, reducing paper usage and donating to the Boys and Girls Club of Ottawa in lieu of speaker gifts.

The conference ended with everyone planning to 'Seas the Date' for next year's Congress, to take place for the first time in Atlantic Canada, March 7-9, 2018 at the new Halifax Convention Centre in Nova Scotia.

There was an international feel to the 2017 program with Paul Bush, OBE, Director of Events, VisitScotland and Don Schumacher, Executive Director, National Association of Sports Commissions from the USA both taking part. Three city mayors, The Honourable Jim Watson, Ottawa; Mayor Clifford Lee, City of Charlottetown; and Mayor Greg Krischke discussed the political reality of supporting event bids for communities. And another session featured unusual sports with speakers from Quidditch Canada, Ultimate Canada, and the World Table Hockey Association.

The final day featured two plenary session speakers who informed and inspired the delegates. David Coletto, CEO of Abacus Data, provided an overview of the Millennial Generation, and offered insights into sport tourism opportunities to appeal to this demographic. The conference concluded with an inspiring address from the CEO of the Invictus Games Toronto 2017, Michael Burns, who shared how sport has such an incredible impact on the recovery of ill and injured military members and veterans.





COUNTRY-WIDE HONOURS AT *11th Annual Prestige Awards*

Recipients of the 11th annual Canadian Sport Tourism Alliance (CSTA) PRESTIGE Awards stretched right across the country from Vancouver, British Columbia to Saint John, New Brunswick. The awards recognize events from local to national to major international championships and tournaments and also honour outstanding volunteers and organizations, who work to bid, host and stage sport events across Canada.

Each PRESTIGE Award recipient has made a meaningful contribution either personally or as part of an organization to keeping Canada a world leader in bidding and hosting events. A special CSTA Lifetime Achievement Award was bestowed on Don Schumacher, the longtime leader of the National Association of Sports Commissions in the USA, for his leadership and dedication to sport tourism.



Grant MacDonald with Don Schumacher

The awards were presented during the 11th PRESTIGE Awards gala luncheon sponsored by Saskatoon Sports Tourism at the CSTA's annual Sport Events Congress at the Westin Ottawa Hotel.



2017 Prestige Award Recipients



CSTA Canadian Sport Event of the Year Award
 (Group A: budget greater than \$1 million)
 presented by Laval SportCité

Ski Tour Canada 2016 (Gatineau, Que., Montreal, Que., Quebec City, Que., Canmore, Alta.)

Over 12 days, 400 of the world's top cross country skiers, from 25 nations, took part in the first World Cup Cross Country Finals ever staged outside of Europe. Combining city park races in such iconic locations as the Plains of Abraham in Quebec City, Mont Royal in Montreal, and Jacques Cartier Park in Gatineau with Alberta's spectacular Canmore Nordic Centre Provincial Park, Ski Tour Canada 2016 showcased our ability to stage a massive multi-site event. Featuring ski expos at each stop that engaged people of all ages, it also generated awareness of Canada's winter sport communities world-wide. The Ski Tour Canada 2016 had an operating budget of \$8.3 million. Live-streamed in Canada, it reached an international audience of over 52 million viewers.



Laurent Bédard, Shane Pearsall, Joel Bergevin & Annie Léveillé



CSTA Canadian Sport Event of the Year Award
 (Group B: budget less than \$1 million)
 presented by Laval SportCité

Canadian Track and Field Championships and Selection Trials for the 2016 Summer Olympic and Paralympic Games (Edmonton, Alta.)

The Canadian Olympic and Paralympic Selection Trials hosted the deepest, most talented pool of Canadian Track & Field athletes ever to compete for berths in the 2016 Summer Olympic and Paralympic Games in Rio. The event surpassed all expectations for the 1,135 athletes, 235 coaches, and 135 officials and was run on an overall budget of \$513,383. Over 18 Edmonton/Alberta organizations partnered with TrackTown to be part of the Olympic dream and to showcase the City of Edmonton with over 250 volunteers helping to stage the event. Hundreds of young athletes from over 15 Edmonton and area local Track and Field Clubs attended and volunteered at the Trials, sparking their own internal Olympic flames.



Jerry Bouma, Mathieu Gêtes





CSTA International Sport Event of the Year Award
presented by Tourism Toronto

2016 IIHF Ice Hockey Women's World Championship (Kamloops, B.C.)

For the first time Hockey Canada hosted the IIHF Ice Hockey Women's World Championships west of Manitoba, holding the 2016 event in Kamloops, B.C. It powerfully promoted and strengthened female hockey and skills development throughout B.C.'s interior and beyond. By announcing Team Canada's roster at a local elementary school, children became immediately engaged in the championships, as did the local community. Key partnerships were formed with a mosaic of community groups reaching wide demographics and socioeconomic status from the Japanese Cultural Association to Kamloops Minor Baseball.



Shelley Crawford, Sean Smith, Rob Kawamoto



CSTA Canadian Sport Event Sponsor of the Year Award
presented by Adup Display

Hongkong and Shanghai Banking Corporation (HSBC) - HSBC Canada Sevens (Vancouver, B.C.)

Through its investment as the title sponsor of the HSBC Canada Sevens, HSBC has had a profound impact on the sport of rugby not only in B.C. but across Canada. It has made the growth of grassroots rugby development a central pillar of its sponsorship objectives and as a result, has provided a platform for growth that would not otherwise exist. Encouraging employee engagement created opportunities for staff to experience the event at a deeper level through direct participation in the staging of two HSBC Youth clinics. And by investing in video and other shareable online content, it promoted the game globally.



Mark Veaudry, Rose LaBreche, Tim Powers





**CSTA Sport Event
Volunteer of the Year Award**
presented by **CBC Sports**

Bill MacMackin; East Coast Games, Athletics New Brunswick, Saint John Track Club (Saint John, N.B.)

As if serving as the President of the Saint John Track Club for over a decade, coaching at the Saint John High School and sitting on the board of Athletics New Brunswick wasn't enough for Bill MacMackin, he managed to take the East Coast Games from an idea on paper to reality. His vision was to bring together seven separate sporting events into one multi-sport manufactured event, with the critical mass to draw increased sponsorship, attendance and media attention. Three years later, the East Coast Games, under Bill's guidance and leadership, brought together 2,200 athletes, 1,500 parents and resulted in \$800,000 in economic activity.



Bill MacMackin, Greg Stremelaw



**CSTA Sport Tourism
Champion Award**
presented by **ConnectOnCampus**

**Candice Stasyneec, Executive Director,
Edmonton Events (Edmonton, Alta.)**

For nearly 40 years at the City of Edmonton, Candice Stasyneec has provided leadership and support to high profile projects and events. Along the way she built strong relationships locally, nationally and internationally. From running event operations at Commonwealth Stadium to being an integral member of a major event bid or local organizing committee, her passion for sport and the tangible community benefits they bring was always evident. Her impact on the not-for-profit sport community was immeasurable as in 2016 alone she provided consultation, support and help to secure funding for over 15 associations. Her legacy will be seen in the long-term strategy for Edmonton Events that she helped to create.



Candice Stasyneec, Jessica Petrella





CSTA Sport Tourism Organization of the Year Award

presented by WestJet

Sport Hosting Vancouver (Vancouver, B.C.)

The Sport Hosting Vancouver partnership is a first of its kind in the City of Vancouver to actively review, assess and establish a framework for the sport hosting profile in the region. It unites all sport hosting stakeholders, providing a responsive, streamlined approach to attracting major events and making them successful on every level. In 2016, Vancouver hosted the inaugural Americas Masters Games, along with such diverse events as the HSBC Canada Sevens rugby tournament, the Little League Canadian Championships, and the Subaru 5i50 Vancouver Triathlon to name just a few. With City approval of a Major Event Acquisition Fund, Vancouver will host many more successful sport events in the years to come.



Taunya Geelhoed, Reggie Lang



CSTA Sustainable Sport Event of the Year Award

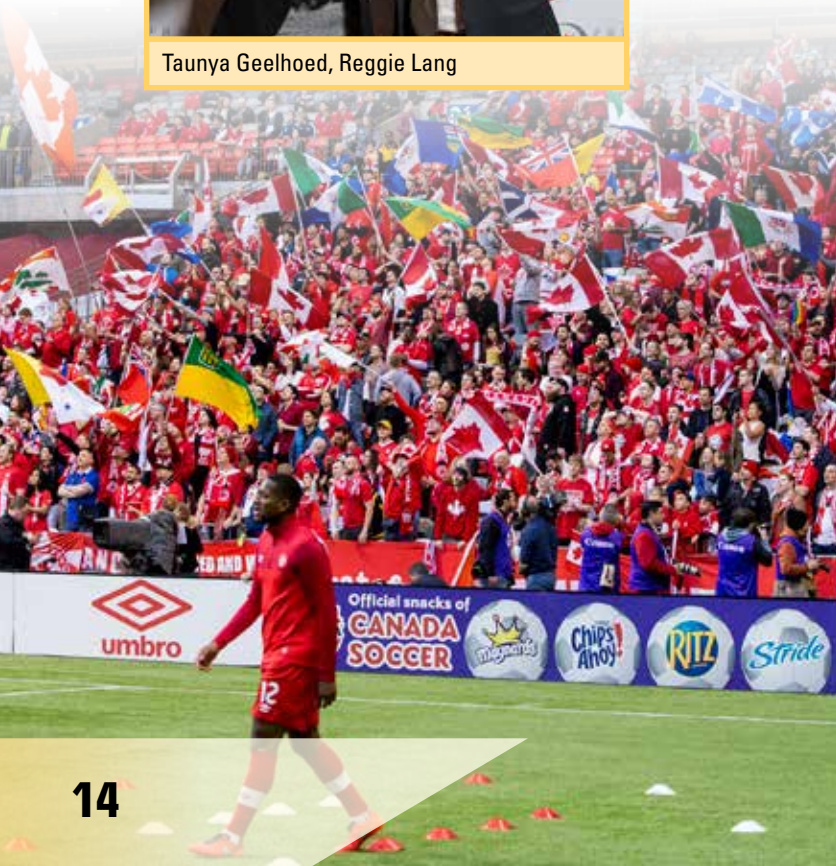
presented by Edmonton Events

2016 Alberta Summer Games (Leduc, Alta.)

Environment sustainability at the 2016 Alberta Summer Games, including widespread education ahead of time, was a key objective of the event from the very beginning. With 11 of the 14 sports taking place within a very close proximity, transportation was reduced significantly right from the start. The food centre had an active waste diversion plan, with the result that 89 per cent of waste was sorted into organics and recycling, rather than landfill. Disposable water bottles were discouraged, with water refill stations readily available. Installing Canada's largest commercial roof-top solar array on the Leduc Recreation Centre created a legacy that will be felt in Leduc for many years.



Bob Young, Katie Oliver, Janelle Janis, Janet Guthrie, Mayor Greg Krischke



#GolfVibes in full force at CSTA's Sport Tourism FORE-um and [un] GOLF presented by Marriott International

The CSTA's Sport Tourism FORE-um and [un] GOLF event not only brought members of the industry together, it was a textbook blueprint for creating a themed event from start to finish. From the initial teaser information to save the date sent out in September to the golf ball dessert cake pops as the evening concluded, the golf theme was the lynch pin for the event.



The CSTA was looking for an opportunity to engage the sport community, destinations, and industry suppliers with the same energy, information sharing and social networking that pervades Sport Events Congress. The Sport Tourism FORE-um provided the professional development, with industry leaders facilitating discussion on 13 different trending topics ranging from the decision-making behind a bid, to issuing the request to proposals, engaging the media and attracting unorthodox events and selling sponsorships.

There were five different round table rotations, giving participants the opportunity to sit in, draw on the facilitator's expertise, and share ideas in lively discussion. Sometimes the conversation was so engaging that people stayed for two sessions in a row on the same topic!

Heather Bury, Sport and Event Sales Executive with Tourism Saskatoon, who led the roundtable on Economic Impact, enthusiastically endorsed the concept. "A HUGE thanks to you and your crew for putting on another amazing CSTA event! I had so much fun and as sport folk, it's always nice to have that element of competition. :) I especially liked mixing a forum with a fun networking event."

As the educational element concluded, people moved to the Driving Range Social in the LIFT lounge of the Delta Ottawa Hotel sponsored by Fort McMurray Sport Tourism, where the networking and dialogue continued over refreshments.

When guests arrived at the penthouse floor of the Delta Ottawa, it had been transformed into a sea of green, with the various stations serving as the [un] GOLF holes for the golf tourney part of night. The 'holes' were a combination of food stations, fun activities, photo booth and social media interactions. Teams collected points for participating in the various games/activities at each hole, while also enjoying pasta, veggies, tacos and, of course, the famous CSTA donut wall, as they moved around the penthouse.



FAIRWAY
2 HEAVEN



Course Marshall Derek Johnston kept the afternoon and evening on track, and found his golf course 'Quiet' sign to be very effective when he needed to capture the crowd's attention for announcements. Since the sport tourism industry can be very competitive, there were prizes handed out at the end of the evening. Tyler Cole, Sport Tourism Coordinator with Fort McMurray Sport Tourism won the 'longest drive' for the person who travelled furthest to

attend. Team STEP Offside, from Destination St. John's and Canada Soccer were the best dressed team in their throwback tams and plus fours, and The Bogeys & the Beast, a team combined of Edmonton Events and OSEG's Greg Amiel, (photo booth golf cart) edged out The STEAM Machine for the first place trophy.

The engagement of the many different sponsors for the evening contributed to the success of the afternoon and evening, as did the support of the many volunteers who were on hand to manage the hole activities on the course. As people headed off into the night, there was a definite #golfvibe that this event should be carried on as an annual activity.



Member Survey indicates high level of satisfaction with CSTA

In November of 2017, CSTA conducted its first comprehensive survey of its members. Feedback was requested on the satisfaction levels of members with CSTA in general, and more specifically on the various member benefits and services.

The findings provide the Board of Directors and CEO with direction and focus to ensure CSTA is both fulfilling its mandate, and meeting the needs of its members. Respondents to the survey came from the full range of CSTA members, including municipalities, rights holders, education institutions, and suppliers. Some had been a member of CSTA for more than 11 years, while many new members, with less than 4 years of membership replied.

In almost all areas of the survey, members expressed high levels of satisfaction with CSTA, its products and services. The highest rankings went to Sport Events Congress, steam/steam pro^{2.0}, Up for Bid - the bid package distributions and the Sport Events Directory. The importance of CSTA was also seen as very high – with 92% indicating it was important or very important. A slightly higher percentage, 96% would recommend the CSTA to others.

Constructive feedback was provided by members on some of the existing products, and ensuring that the work is relatable to small communities, as well as continued focus on business-to-business aspects. The survey may have also served as an education process for members, as one respondent said: “Your survey tells me I need to look more closely at what is available on your site!”

Canadian Sport Tourism Alliance



Alliance canadienne du tourisme sportif

CSTA Members*

Active Members	121
Affiliate Members	59
Associate Members	12
Education Members	18
National Sport Organizations	50+
Provincial Sport Organizations (ALBERTA, BRITISH COLUMBIA, ONTARIO, QUEBEC)	240

* As of December 31, 2017



Useful tools created and updated for CSTA members

One of the first tools developed for members was the CSTA's **Sport Tourism Planning Template**. Originally developed in 2004, it underwent a major revision in 2017 to update and refine information, to improve the user experience and incorporate current strategy and trends in sport tourism.



The template can be used as either the primary tool for the development of a sport tourism strategy, or as a guide to identify the scope of a project. It provides a variety of worksheets to guide users through the planning process to create a strategy or action plan customized to the assets, infrastructure and capacity within the community. It works in combination with all of the other CSTA Industry Tools.

The template is divided into five planning stages:

1. Expanding Knowledge of Sport Tourism
2. Assessing Community Capacity
3. Building a Vision and Setting Objectives
4. Developing a Strategic Approach
5. Evaluation and Accountability

When using this template to develop or renew a sport tourism strategy, users are encouraged to engage the many stakeholder groups and agencies to create a plan customized to each community.

Funding for the original project was provided in part by the Government of Ontario. The collaborators in the revision of the Sport Tourism Planning Template 2.0 were Grant MacDonald of GM Event Inc. and Blair McIntosh of Special Olympics Canada.

The latest CSTA membership tool is the **Sport Tourism Assessment Template** designed for municipalities.



It will help communities of all sizes, budgets and stages of evolution as sport tourism host markets, to assess their current position and identify areas for strategic and tactical development in event bidding and hosting.

Both templates can be accessed through the Members Only section of the CSTA website, listed under the Industry Tools section.



Audited Statement of Revenue & Expenses

Canadian Sport Tourism Alliance

Statement of Operations
For the Year Ended December 31, 2017

REVENUE	2017	2016
Membership	\$ 189,035	\$ 198,441
National conference	345,164	343,358
STEAM partner contributions	392,506	337,687
Sport Accord partnerships	94,724	----
Consulting services	2,383	57,000
Interest	412	940
Miscellaneous	5,347	7,769
	1,029,571	945,195
EXPENSES		
Administration	306,598	291,127
Marketing and communications	40,248	47,686
National conference	275,077	267,222
Research	271,251	259,078
Sport Accord	94,755	----
Training and education	8,283	7,332
Membership	2,500	3,393
Consulting services	5,723	56,595
Industry tools	8,429	3,500
Other	----	4,023
	1,012,864	939,956
NET REVENUE FOR THE YEAR	\$ 16,707	\$ 5,239



Canadian Sport Tourism Alliance


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