

Marketing Our Communities

'Event Tourism & External Marketing'

Executive Summary:

The best way you can predict your future is to create it.
- Stephen Covey

Our community Tourism partners' vision is that 'Huntsville & Lake of Bays becomes a premier Ontario destination'. Our mission is 'to create, promote and deliver a positive year-round destination over the next four years and beyond based on our unique products'.

- Local organizations coming together to achieve a common goal
- Town of Huntsville, Township of Lake of Bays, Chamber of Commerce, Huntsville BIA, King William Association, Algonquin Provincial Park, Friends of Algonquin, Sport Council, Port Sydney Chamber of Commerce, Tourism Industry (Restaurant & Resorts)

The Marketing Plan would maintain the following key partnerships:

- Local- Chamber of Commerce, Town of Huntsville, Township of Lake of Bays, and businesses of the BIA, Commerce Park, King William Assoc., Algonquin & Arrowhead Park, Port Sydney & Events Huntsville
- Regional- Muskoka Tourism, Muskoka Chambers of Commerce
- Ontario Ministry of Tourism, Ontario Tourism Marketing Partnership
- Community Futures, FedNor

2007 Marketing Priorities:

Build a Marketing Plan developing our key partnerships and stakeholders identifying tourism brand, marketing concepts, our target markets and administration of the plan.

Chamber of Commerce to implement the administration of the marketing plan, and solicit financial support from Corporate and Private Partners.

We believe that Huntsville & Lake of Bays currently has specific types of customers:

- Large local resorts; marketing corporate, leisure & cultural travel trade
- Algonquin Provincial Park; marketing travel trade & outdoor enthusiasts
- A smaller contingency is driven by local sporting organizations (tournaments etc.) representing family travel
- Seasonal residents

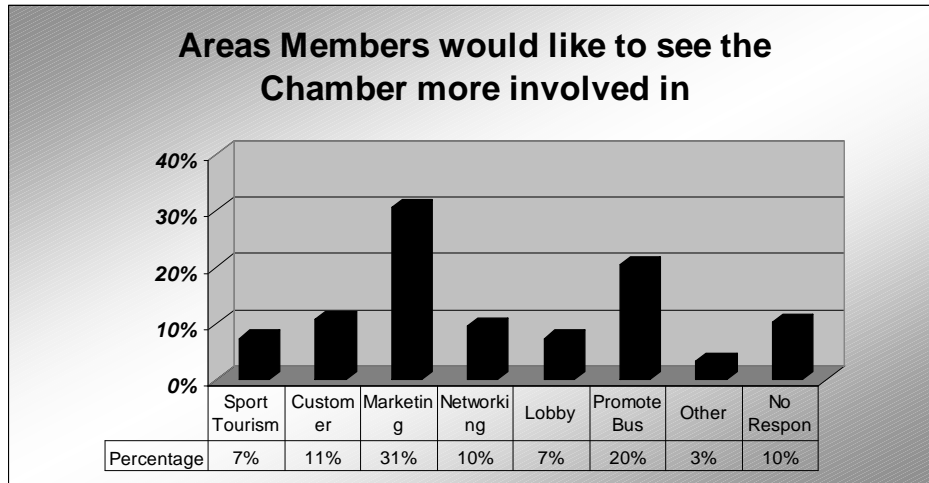
Our Attributes:

- Algonquin Provincial Park
- Arrowhead Provincial Park
- World class resorts, golf, and hospitality
- Savour Muskoka
- Outstanding water ways (Lakes and rivers)
- Group of Seven Inspiration/Mural Festival
- Muskoka Heritage Place and Steam Train
- Algonquin Theatre
- Lifestyle destination

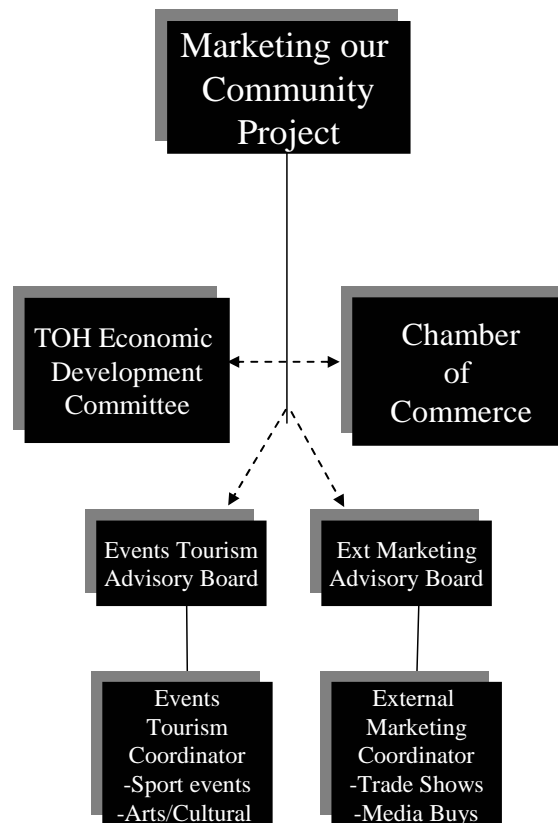
➤ Outdoor lifestyle activities

Chamber of Commerce Membership Survey Results:

31% of responding members believe that the Chamber should be more actively-involved in Marketing the Community, while 20% feel the Chamber should be Promoting Business Growth within our area.



As a shared project between the Economic Development Committee and the Chamber of Commerce, working under the direction of each Advisory Committee; coordinators will be hired to implement the common goal of Marketing our Communities overall.



A Chamber Director will sit on each Advisory Committee (Events Tourism & External Marketing) along with the Town of Huntsville Economic Development Officer.

The Chair of each Advisory Committee will sit on TOH Economic Development Committee.

Objectives:

- To create a ‘tourism brand strategy’ that will attract support from non-competing local organizations (The Town of Huntsville, Township of Lake of Bays, Algonquin Provincial and Arrowhead Parks, local Chambers of Commerce representing the voice of business).
- Create a program and unique style of communications that will market business long term & year-round; aligning all local communications to boost efficiency and effectiveness to market as one.
- To appeal to both local and seasonal residents. It has to be unique when compared to regional competitors and beyond. It has to be a sustainable, four-year program with annual reviews to support continuous improvement.

Target Markets:

- Event Tourism
 - Single sport tournaments
 - Provincial, National & International sport organization and federations meetings
- Meetings and Conventions
- Leisure
- Travel Trade
 - Tour operators in Ontario and Quebec
 - CAA offices in Southern Ontario and border U.S. states
- Media Relations
 - Television, Radio, Print

Event Tourism

- Sport tourism has been identified as an economic generator in Huntsville and Lake of Bays
- Recognizing the importance of effectively communicating and educating the community’s involvement in sport tourism to the business community and public
- The Chamber Board and Sport Tourism committee has agreed to refer to this program as ‘shoulder season development’ or ‘event tourism’ to ensure the inclusiveness of arts and cultural events
- Promote outdoor activities, with minimum impact on the natural environment
- Solicit events and activities that best fit our resources
- Promote growth of events in our communities during slow periods/shoulder season
- Optimize the use of our outstanding volunteer base. A well-maintained database of the volunteers, their training and recognition and so on to nurture this incredibly valuable resource
- Provide opportunities for the local population to give their feedback and offer creative solutions to issues

Goals

Event Tourism:

- Full implementation of Huntsville & Lake of Bays Event Tourism Action Plan
- Increase awareness of Huntsville & Lake of Bays as host cities among provincial and national sport organizations
- Service sport and culture events

Meetings & Conventions:

- Increase awareness of Huntsville & LOB as meeting destinations among association and independent meeting planners
- Increase number of meetings and conventions serviced and increase satisfaction level of Tourism servicing
- Solicit past association clients
- Generate more bids

Leisure:

- Increase awareness of our tourism product among local residents
- Drive more visits to Huntsville-LakeofBaysAdventures.com
- Increase visitor servicing at Tourist Information Centers
- Increase overnight visitation
- Increase awareness of leisure product offerings (cultural and outdoor)

Travel Trade (Group Travel)

- Increase number of tour operation using our area
- Increase number of overnight visits by tour companies
- Increase number of packages offered by receptive operators

Media Relations

- Increase number of stories generated
- Increase number of travel writer visits
- Host travel media familiarization tours

Evaluation

The Marketing Plan will evaluate the marketing tactics to ensure a return on investment. The following statistics will be tracked:

- Event Tourism
 - Number of bids lodged and won
 - Number of sport events and sport conferences serviced
 - Number of room nights
 - Value of room nights
- Leisure
 - Number of visitors to Tourist Information Centers
 - Number of unique web visitors
 - Number of packages sold via promotional campaigns
 - Number of partner packages available on 'HuntsvilleAdventures.com'
- Meetings and Conventions
 - Number of sales leads generated
 - Number of bids lodged and won
 - Number of conventions serviced
 - Number of room nights (bids and serviced)
 - Value of room nights (bids and serviced)
- Travel Trade
 - Number of sales leads generated
 - Number of response cards from Tour Planner

- Media Relations
 - Number of leads generated
 - Number of stories filed
 - Value of editorial coverage

Who are we?

External Marketing Committee:

Chair - Jeff Suddaby

Township of Lake of Bays – Ben Boivin

Chamber of Commerce – Kelly Haywood

The Huntsville BIA – Lou Luvison

King William Association – Ken Moser

Algonquin Provincial Park Superintendent – John Winters

The Friends Of Algonquin Provincial Park – Don Spring

Deerhurst Resort – Joseph Klein (advisor)

The Port Sydney Chamber of Commerce

Town of Huntsville – John Finley

Events Tourism Committee:

Chair – John Cowan

Town of Huntsville – George Young

Town of Huntsville – Brian Crozier

Township of Lake of Bays – Jennifer Schnier

Chamber of Commerce – Kelly Haywood

Bike Muskoka – Jim Brendish

Muskoka Triathlon - Don McCormick

Deerhurst Resort – Steve Sadonoja

Town of Huntsville – John Finley

Agenda: External Marketing – Town of Huntsville & Township of Lake of Bays

Year One:

1. Presentation to TOH & LOB for financial support
2. Once approval has been received the following will be put into action:
 - a. Job description & titles for coordinators
 - b. Interview & hiring of coordinators
3. Interview, bid and hire marketing consultant firm
4. Committee to coordinate all aspects w/ coordinators & marketing firm pertaining to marketing message
5. Set-up media relations & contacts
6. Complete production of website design & concepts
7. Launch program at home pertaining to marketing concepts & cooperate presentations.
 - a. Confirmation of marketing within the area
8. Generate corporate sponsorships & grants
9. Launch program out of town coordinating between marketing & event coordinators.
10. Production of marketing material
11. Media buys
12. Review of initial marketing program
13. Corporate sponsorship confirmation for Year Two

Year Two:

1. Secure all financial requirements
2. Media production
3. Media buys
 - a. Confirmation needed regarding the type of media, i.e. TV, radio, printed material
4. Corporate sponsorship confirmation
5. Review of marketing program
6. Statistics
7. Procurement of financial requirements for Year Three

Event Tourism – Town of Huntsville & Township of Lake of Bays

Year One:

1. Presentation to Town of Huntsville and Lake of Bays for financial support for the product (completed by beginning of March)
2. Identify existing and future events from each sport groups to be placed on a calendar (end of February)
3. Identify shoulder ‘10’ weekends, and shoulder weeks
4. Once approval for funding has been received
 - a. Formalize job description and title (end of March)
 - b. Advertise for job (April)
 - c. Interview & hiring of position (mid April)
5. Invite Sport London and Ontario Games Director/Consultant Blair McIntosh (end of April)

6. Network and Invest at Canadian Sport Tourism Alliance Forum potential events (April 2 – 4)
7. Dialogue with Algonquin Theatre, Muskoka Heritage Place, Community Centre for creating packages for events (May)
8. Corporate sponsorship & grants (June)
9. Volunteer database (August)
10. Work with private ventures (Drive Marketing, TriSport, Eco-Adventure Series.)
11. Employee identify longterm large multi-sport or singular events for community & bid
12. Review of events (end November)
13. Confirmation of corporate sponsorship for Year Two (November)
14. Public information/education of the value of events.

Year Two:

1. Secure events (Jan)
2. Secure all financial requirements (Jan)
3. Corporate sponsorship confirmation (November)
4. CSTA (establish a booth) (April)
5. Bid for future events and conferences (on going)
6. Statistics (Dec)
7. Procurement of financial requirements for Year Three (Nov)
8. Public information/education of the value of events.

Hosting sport and cultural events has the potential to generate millions of dollars of new investment, thousands of new jobs, dramatically increase tourism, increase government tax revenues, and enhance community pride and spirit. These results have been achieved in numerous other forward looking communities (i.e. Brantford ON, Halifax NS, Kamloops BC), both in Canada and around the world. Such results verify that hosting of sport and cultural events is a dynamic growth industry that can play a crucial part in the future of many communities.

Local amateur sport organizations working collaboratively, with support, encouraging LSOs to strive for larger high scale series of event hosting.

With dedicated leadership and a focused strategy that is based on community commitment, Huntsville will see major economic gains.

Major Events: Engine of Economic Growth

Many communities around the world have realized important economic and social benefits from hosting both large and small scale sport and cultural events. These benefits include new direct capital investment and employment, as well as expanded service industries, improved market image, reinvigorated community self-confidence and pride and needed local infrastructure.

Sport and cultural events are a multi-billion dollar global industry. Even small communities can benefit – for example, Brandon, Manitoba, a community of only 40,000 people, successfully hosted the 1995 World Curling Championships, the 1991 and 1994 World Youth Baseball Championships, the 1993 Scott Tournament of Hearts (Curling) and the 1997 Canada Summer Games. Hosting such events means millions of dollars injected into communities.

Positive Community Impacts

The impact of hosting a major event is not just the event itself, but the community's image, its' general appearances, impressions, ambience and additional facilities which serve as a basis for what media communicates and what visitors see and relate to others.

The potential benefits to cities and regions that host major events can be profound, and include for example, new capital investment, improved market profile, increased visitor tourism, increased business volumes, increased employment opportunities, strengthened civic pride and self-esteem.

Highlights of Key Findings

Economic and Social Impacts

Sport and cultural events have important economic and social consequences:

- Sport and cultural events generate hundreds of millions of dollars in economic output and provide thousands of person years of employment in communities and in national economies around the world.
- Ontario has a solid base of community festivals and events upon which to build. Presently, it has the opportunity to further develop its growing national and international profile by focusing on the hosting of sport and cultural events.
- Statistics Canada reports that sport and cultural activities are important part of the daily lives of millions of Canadians, and that cultural industries represent 2.7% of total annual economic output in Canada.
- Both large and small scale sport and cultural events offer practical achievable ways for even the smallest communities to grow.
- Communities that have demonstrated success in hosting sport and cultural events have characteristically done so by focusing these events as key parts of their overall economic development strategies.
- Best results are being achieved by communities that have a focused events development team, supported by a committed executive leadership, and the active involvement of a broad base of community interests from both public and private sector, together with extensive participation of volunteers. Communities where public and private sectors and volunteers work together achieve major gains by leveraging strengths and capabilities to exploit new opportunities.
- Government investment of public funds in key infrastructure for hosting community-based sport and cultural events is good public policy since the net economic payback typically far exceeds the initial investment required, even for events that may not produce a net direct surplus. Benefits to communities are widely based, and can include increased incomes, new jobs, expanded tourism and increased net tax revenues to government.

Hosting sport and cultural events offer excellent potential for developing tourism. Sport and cultural events which capitalize on a community's strengths, capabilities and opportunities offer

- excellent potential to become hallmarks that help identify and define the community's image in competitive global, national and regional tourism markets.

Market Analysis

Key highlights of the sport and cultural event market are:

- The international sport and culture market is large and growing rapidly. Canada's domestic sport and culture industries are a very substantial part of the national economy and represent important opportunities for growth.
- Competition from cities and regions around the world is intense and only those communities with strong top level support, clearly focused strategies and commitment of people and resources will be successful.
- There is a window of opportunity to capture a competitive advantage and a potential revenue generating opportunity through the establishment or acquisition of a national/international sport and cultural events database.
- Single sport events such as world championships and major international competitions often are hosted in small cities and communities around the world. Examples include World Curling Championships, World Junior Hockey Championships and World Figure Skating Championships. Many single sport events have important revenue generating and spin-off economic potential.
- Hallmark festivals and events generally capitalize on the community's environment, culture and geographic location. They are generally not mobile, but rather reflect the needs, capabilities and opportunities of the community. They have been proven to be excellent economic generators, and if orchestrated properly, can have truly impressive beneficial impacts on a community's economic and social fabric.

Huntsville: A Town with Demonstrated Capabilities

Critical Success Factors

A number of factors critical to achieving success have been identified:

Capabilites

Huntsville has important existing strengths including a strong base of dedicated volunteers, access to an international airport, rail and highway systems.

In addition, its competitive and skilled labour force, active community service organizations, stable system of government, safe environment, health facilities, dining and entertainment services are among the strong competitive advantages Huntsville has to offer.

The renowned hospitality and friendliness of Ontario's people, a multi-cultural society, together with a beautiful natural environment and an unmatched quality of life are also important advantages for Huntsville and the Muskoka region.

Challenges

Huntsville is fortunate to have available a good supply of commercial accommodations of all types. However, it must be noted that the scale of many national and international events requires an inventory of accommodation that is currently not available in the local area. This is presently a constraint on growth, i.e., it limits Huntsville's physical capacity to host large scale events.

For Huntsville and the region to grow, any strategy designed to attract and host new sport and cultural events will need to initially focus on the extension of the tourism season. This can be achieved by targeting sport and cultural events that can be hosted in "shoulder-season" months. In the short term, this action will increase occupancy levels. Over the long term, it will help to provide the required economic rationale to drive new capital investment in accommodation infrastructure, and thereby expand the stock.

Huntsville is presently restricted in the types of events it can pursue due to the limited number, capacity and availability of existing facilities. While there are many existing sport and cultural venues in Huntsville, they do not meet national or international competition or performance standards, and to capitalize on market opportunities, new investments in related infrastructure will be required.

Strategic Focus

The main requirement of Huntsville is a coordinated and focused action framework for hosting sport and cultural events. Focused leadership, an energetic, committed and dedicated team, and broad community participation at all levels are the key factors for success. A clear leadership commitment, together with an organized approach and effort – i.e., a focused plan – is required if progress is to be made. The plan should recognize strengths, capabilities and opportunities, as well as include a realistic assessment of weaknesses, threats, and risks that will need to be managed.

There is not currently an adequate awareness and appreciation of the emerging importance and strategic impact of sport and cultural events as an industry with exciting potential for Huntsville and the surrounding region. There is an essential need to raise the level of awareness and understanding of this potential in order to begin focusing community energy and support on the opportunities available. Due to the lack of awareness, hosting sport and cultural events has not been adequately recognized nor pursued for its economic potential as part of Huntsville's ongoing community development planning. Open communication, dialogue and consultation with key stakeholders and the general public on community needs and goals will be essential in developing community initiatives.

Competition to host major sport and cultural events is intense and increasing and an aggressive and focused approach by Huntsville will yield best results. Even small events offer both exposure and opportunities for significant economic gain, particularly when their cumulative effect is considered.

Public/Private Partnering

Government policies designed to encourage private investment offer exciting and innovative new opportunities for financing major events in communities.

The public and private sectors both have essential roles to play in sponsoring and developing major events. The public sector's primary role is to create and sustain a supportive climate through effective

policies, key infrastructure and fostering of economic growth. The private sector's role is development of commercial opportunities and infusion of capital investment.

Management Framework

Communities that have achieved successful results have typically put in place a focused and dedicated team and leadership that is representative of broad community interests. Sport and cultural commissions are widely used as vehicles for focusing community efforts to capitalize on the economic potential of major events. Huntsville needs this kind of approach. There is a need to establish an organization whose mission is to grow the Huntsville region's economy by hosting sport and cultural events.

Recommendations

The following action framework will enable Huntsville to move forward and help it achieve competitive success in the global sport and cultural event market.

1. Improve general public awareness of the value and impact to Huntsville and to Ontario of the sport and cultural economic sectors.
2. Raise the level of understanding and create consensus among community leaders (public sector, private sector, general public) for hosting sport and cultural events. Such events are a major potential contributor for growing the economy, and a positive force for social development in Huntsville and the surrounding region.
3. Confirm top level public/private sector and broad community commitment and sponsorship to advance economic development through sport and cultural events, e.g., industry, media, government.
4. Establish a dedicated public/private partnership focused on growing Huntsville's sport and cultural events industry – with broad participation from across the community.
5. Incorporate sport and culture events in economic development strategies for Huntsville the surrounding region.
6. Develop a long term public/private capital investment program to expand business, generate new revenue sources, and improve essential infrastructure and services that will ensure Huntsville is an ongoing, effective presence in the highly competitive global market for hosting sport and cultural events.
7. Investigate the potential of federal and provincial tax and other financial policies that could assist in contributing to Huntsville's economic growth.
8. Implement initiatives to extend the tourism season, grow the essential capacity and critical infrastructure that will attract major new events to Huntsville and the surrounding region, e.g., host major events in the shoulder-season.
9. Explore the potential for developing major new sport and cultural events customized to Huntsville's capabilities and market opportunities.

10. Develop and maintain an events tracking system to inventory sport and cultural events. Investigate the potential of marketing such a system throughout Ontario and Canada.

Huntsville has the capability and the opportunity to become a leader in hosting national and international sports and cultural events. Keys for success are committed leadership, broad based community participation and the active involvement and support of the public and private sectors.

Economic & Social Benefits

The analysis of economic and social impacts of sport and cultural events leads to the following conclusions:

- Sport and cultural events generate hundreds of millions of dollars in economic output and provide thousands of person years of employment in communities and in national economies around the world.
- Ontario has a solid base of small community festivals and events upon which to build. Presently, it has an opportunity to further develop its growing national and international profile by hosting sport and cultural events.
- In Europe, sport represents about 1.5% of the annual output of national economies. Cultural industries represents 2.7% of total annual economic output in Canada.
- Sport and cultural activities are important part of the daily lives of millions of Canadians.
- There are new opportunities for communities, such as Huntsville and the Muskoka region, to attract investment, expand tourism, provide needed jobs and develop essential community infrastructure through sport and cultural events.
- Hosting sport and cultural events develops community self-confidence, spirit and pride, as well improving the market image and profile of a community.
- Both large and small scale sport and cultural events offer practical and achievable ways for even the smallest communities to grow.
- Communities that have demonstrated success in hosting sport and cultural events have characteristically done so by focusing these events as key parts of their overall economic development strategies.
- Best results are being achieved by communities that have small dedicated events development team that is supported by a committed executive leadership, together with the active involvement of a broad base of community interests (from both public and private sector) and extensive utilization of volunteers.
- Taxpayer assisted investment in key infrastructure for hosting community-based sport and cultural events is good public policy, since the net economic payback typically far exceeds the initial investment required, even for events that may not produce a net direct surplus. Benefits to communities are widely based, and include increased incomes, new jobs and expanded tourism. These and other benefits justify public investment.

- Hosting sport and cultural events offers excellent potential for developing exports.
- Sport and cultural events which capitalize on a community's strengths, capabilities and opportunities offer excellent potential to become hallmarks that help identify and define the community's image in competitive global, national, and regional tourism markets.

The Sport and Cultural Event Market

Key conclusions regarding the sport and cultural event market are:

- The international sport and culture market is large and growing rapidly. Canada's domestic sport and culture industries are very substantial and represent important opportunities for future growth.
- There is presently no readily available single source of information on the world (or the Canadian) market for sport and cultural events. Similarly, while some research on Ontario's events industry has been done, there is currently no comprehensive source of information that allows easy measurement of total economic value.
- Single sport events such as world championships and major international competitions often are hosted in small cities and communities around the world. Many single sport events have important revenue generating and spin-off economic potential.
- Hallmark festivals and events generally capitalize on the community's environment, culture or geographic location. They are generally not mobile, but rather reflect the needs, capabilities and opportunities of the community. They have been proven to be excellent economic generators and, if orchestrated properly, can have truly impressive beneficial impacts on a community's economic and social fabric.

Economic Impact Analysis

The analysis of economic impact associated with hosting selected events for Huntsville provides the following conclusions:

- Applying economic impact analysis techniques to sport and cultural events fosters improved understanding and verification of the significant economic benefits of hosting such events.
- The size of an event is important; however there is economic benefit to a community for every tourist visit.
- While direct economic benefits attributed to the hosting of major sport and cultural events may be obvious there are also very significant indirect community benefits.
- That within the framework of hosting major sport and cultural events for Huntsville there are significant opportunities available to create investment schemes and corresponding (ROI) return on such investments.

Events Huntsville: Organizational Strategy

The business objectives of Events Huntsville would be as follows:

- developing and hosting profitable sport and cultural events that provide a competitive return on investment (ROI) to shareholders, while enhancing overall community profile and image
- generate revenue for Events Huntsville to ensure its ongoing viability
- developing and hosting an array of not-for-profit sport and cultural events that collectively generate significant community investment, revenues and net economic and social benefits to the community, sufficient to warrant public investment.

Sources of direct revenue generation to Events Huntsville for both profitable and not-for-profit events would be similar, although the level of revenues can be expected to vary significantly. Examples of direct revenue sources to Events Huntsville include: advertising, participation fees, ticket sales, merchandising, events sponsorships, merchandise and licensing, concessions, rebates, foundation grants and government contributions.

The core business functions of Events Huntsville would be:

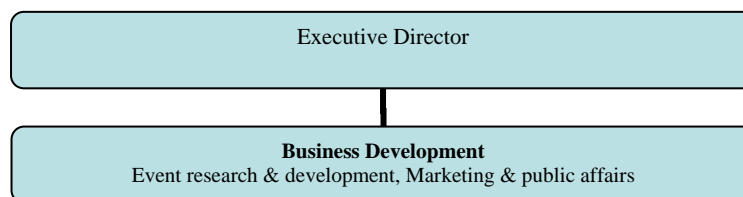
- event identification and development, e.g., market research and competitive intelligence, event planning and development.
- venture financing – e.g., fund development and management, analysis of business opportunities and investments in profitable events.
- event management – e.g., promotional planning, logistics, project management.

Business Organization

The proposed organizational structure for Events Tourism is:

Board of Advisors: community leaders
committees on investment
marketing
cultural events
sport events

Board of Directors



Hosting not-for-profit sport and cultural events that generate significant community economic and social benefits will require ongoing public investment to underwrite related operating costs. It is estimated that while significant government contributions will be required in the start-up and early development phases (years one through four), by year four ongoing support will be required but is expected to be minimal. This cost should be shared among federal, provincial and municipal levels of government.

Required Sponsorship and Initial Financial Investment

To be successful, Events Tourism will require the commitment and active sponsorship of key stakeholders, such as (but not limited to) the Town of Huntsville, the Township of Lake of Bays the Huntsville/Lake of Bays Chamber of Commerce, the Economic Development Advisory committee/Business Retention and Expansion committee, Muskoka Tourism, Ontario Travel, Attractions Ontario, Industry Canada, FedNor. Potential private sector sponsors must also be involved through direct financial investment and risk sharing, financial and in-kind sponsorship, promotions and other types of supports, e.g., major business and industry, facility owners and developers, hoteliers, restaurateurs, event promoters, travel and tourism operators. Other sources of support will come through active involvement of volunteer community organizations.

Funding

As the lead time for hosting major events is typically one year or longer, the expectation of significant returns on investment is in a corresponding time frame.

Both public and private sector sources of financing should be explored and developed. Initially, government may be the most practical financing source.

Other potential sources of investment, financial or in-kind assistance might include: the Muskoka Community Futures Development Corporation, the Township of Lake of Bays and fundraising from private sponsors, donor foundations and the public.

ECONOMIC IMPACT ASSESSMENTS

2003 Canada Winter Games Economic Impact Assessment

Conclusion

The study suggests that the 2003 Canada Winter Games had a substantial economic impact on the Bathurst-Campbellton region.

The combines spending of the operations, capital and visitors were estimated to be \$38.7 million, which generated a total potential economic activity of \$70. million in the province. Of this, \$57.6 million occurred in the Bathurst-Campbellton region. A total of \$20.5 million in wages and salaries were paid in the province, supporting approximately 1,015 jobs. In the region of Bathurst – Campbellton, wages totalled \$17.5 million and nearly 850 jobs. The total level of taxes received by all levels of governments as a result of the event was estimated to be \$10.4 million, of which \$4.6 million accrued to the federal government, \$4.3 million to the province and \$1.5 million to the municipal governments in the cities of Bathurst and Campbellton.

It is estimated that the *Chez Nous* program allowed approximately 20% more spectators to stay in the region to attend the Games, yielding an estimated increase in economic activity of over 2.0 million for the province.

Additionally, with the large investment in infrastructure, residents of the region will benefit from a lasting facility legacy derived from the hosting of the Games.

The event has also been a success from the perspective of improving the calibration of STEAM, as the overall assessment suggests that the expenditure profiles of visitors to the Bathurst – Campbellton region were broadly consistent with the previous parameters used in the model. The survey results have been incorporated into the calibration of the model of future use.

Taken from “2003 Canada Winter Games Economic Impact Assessment”, prepared for the Canadian Sport Tourism Alliance.

2003 World Youth Athletic Championships Economic Impact Assessment

Conclusion

The estimates contained within the report suggest that the 2003 IAAF World Youth Athletic Championships had a substantial economic impact on the city of Sherbrooke, supporting nearly \$29.6 million in economic activity within the city, and an additional \$10.0 million for other regions in Quebec. The event supported 600 jobs in the province, of which 480 were in Sherbrooke, paying wages and salaries totalling almost \$9.0 million in the city and \$2.4 million for the rest of the province. By hosting the event, a total of \$6.3 million in taxes was paid to various levels of government, including \$2.6 million to the federal government and \$3.0 million to the provincial government. At the local level, the

event supported a total of \$682,000 in taxes paid to the municipal governments throughout Quebec, including an estimated \$553,000 to the city of Sherbrooke.

Additionally, with the large investment in infrastructure, residents of the region will benefit from a lasting facility legacy derived from hosting the Championships.

Taken from "2003 World Youth Athletic Championships Economic Impact Assessment", prepared for the Canadian Sport Tourism Association.

UCI 2003 Road World Cycling Championships **Economic Impact Assessment**

Conclusion

The estimates contained within this report suggest that the 2003 UCI Road World Cycling Championships generated a total potential economic activity of \$48.3 million in the Province of Ontario, including nearly \$31.1 million in economic activity within the city of Hamilton, and an additional \$17.2 million for other regions of Ontario. The event supported 527 jobs in the province, of which 410 were in Hamilton, paying wages and salaries totalling \$9.4 million in the city and \$4.5 million for the rest of the province. By hosting the event, a total of \$8.4 million in taxes was paid to various levels of government, including nearly \$3.8 million to the federal government and \$3.3 million to the provincial government. At the local level, the event supported a total of \$1.4 million in taxes paid to municipal governments throughout Ontario, including \$980,000 to the City of Hamilton.

Taken from "2003 UCI Road World Cycling Championships Economic Impact Assessment", prepared for the Canadian Sport Tourism Association.

2004 Nokia Brier **Economic Impact Assessment**

Conclusion

The 2004 Nokia Brier was a major success, with paid attendance levels higher than any previous Brier. The event provided a considerable economic benefit to the province of Saskatchewan and the city of Saskatoon by boosting the number of travelers to the city during a relatively quiet time of the year in the tourism industry.

The combined expenditures of visitors, along with event operations, and capital expenditures were estimated to reach nearly \$13.3 million in the province of Saskatchewan. This spending generated an estimated \$23.2 million in economic activity, of which nearly \$19.5 million occurred within the city of Saskatoon. More than \$3.7 million in wages and salaries were paid in Saskatoon, with an additional \$800,000 paid throughout the rest of the province. The event supported an estimated 205 jobs in Saskatoon, increasing to 238 when considering the province as a whole. In sum, the event contributed more than \$11 million to the provincial GDP, including \$9.2 million in Saskatoon. Hosting the event is estimated to have garnered an additional \$3.1 million in taxes; almost \$1.5 million for the federal government. Nearly \$1.3 million was collected by the province and \$347,000 by local governments, including \$298,000 by the city of Saskatoon.

Conclusions

- Sport and cultural commissions are widely used as vehicles for focusing community efforts to capitalize on the economic potential of major events.
- Government policies designed to encourage private investment offer exciting and innovative new opportunities for financing major events in communities.
- There is an opportunity to create an innovative partnership based organizational approach – to be called Events Huntsville – a not-for-profit corporation that can leverage local strengths and opportunities, e.g., public and private sector financing sources.
- The mission of Events Huntsville should be to grow the Huntsville region's economy by hosting sport and cultural events
- The public and private sectors both play essential roles in sponsoring and helping to finance major events.

Sports/Multi-game Potential Hosting Opportunities **Multi-Games**

International

- North American Indigenous Games (Muskoka-wide)
- Can-Am Police-Fire Games (Muskoka-wide or Huntsville)

National

- Canada Winter/Summer Games (Muskoka-wide)
- Universiade (through Canadian Interuniversity Sport)
- Canadian Special Olympics (Muskoka-wide)

Provincial

- Ontario Winter/Summer Games (Muskoka-wide)
- Ontario Senior Games (Actifest/Winterfest)
- Ontario Paralympic Winter/Summer Championships
- Ontario Special Olympics

Single Sport

Regional

- Soccer tournaments/championships
- Baseball/Softball tournaments/championships
- Hockey tournaments/championships/All-Star games
- Ultimate tournaments
- Lacrosse tournaments/championships/All-Star games
- Broomball tournaments/championships
- Gymnastics meets

Provincial

- High school championships (OFSAA)
- Archery (Ontario Association of Archers)
- Cross Country/Road Walking (Ontario Track & Field Association)
- Badminton (Ontario Badminton Association)
- Baseball (Baseball Ontario, through Huntsville Minor Ball)
- Basketball (Basketball Ontario, through the Huntsville Hurricanes)
- Bodybuilding (Ontario Physique Association)
- 5-Pin Bowling (Ontario 5-Pin Bowler's Association)
- Boxing (Boxing Ontario)
- Sprint or Marathon Canoeing (Canoe Ontario)
- Curling (Ontario Curling Association, through the Huntsville Curling Club)
- Cycling (Ontario Cycling Association, through Algonquin Outfitters Bikes and Boards Racing)
- Equestrian (Ontario Equestrian Federation, through Limberlost Acres Equestrian Centre)
- Figure Skating (Skate Canada - Northern Ontario, through the Huntsville Figure Skating Club)
- Golf (Ontario Golf Association, through Grandview Golf Club; Bigwin Island Golf Club)
- Gymnastics (Gymnastics Ontario, through Aktif Beamers)
- Hockey (Ontario Hockey Federation, through the Huntsville Amateur Hockey Association)
- Judo (Judo Ontario, through the Huntsville Judo Club)
- Karate (Karate Ontario, through Jungblut School of Karate)
- Lacrosse (Ontario Lacrosse Association, through Huntsville Minor Lacrosse)
- Sailing/Yacheting (Ontario Sailing Association, through the Huntsville Sailing Club)
- Skiing/Snowboarding (Ontario Ski Council, through Hidden Valley Highlands)
- Cross Country Skiing (Cross Country Ontario, through Arrowhead Nordic)
- Soccer (Ontario Soccer Association, through the Huntsville Soccer Club)
- Softball (Softball Ontario, through Huntsville Minor Ball)
- Swimming (Swimming Ontario, through the Rocky Island Swim Club and Muskoka Aquatic Swim Team)
- Synchronized Swimming (Synchro Ontario, through the Huntsville Synchro Silhouettes)
- Tennis (Ontario Tennis Association, through Deerhurst Resort)
- Triathlon (Ontario Association of Triathletes)
- Waterskiing (Ontario Water Ski Association, through Arrowhead Camp)

Association/Federation Meetings

Provincial

- | | |
|--------------------------------------|-----------------------------------|
| ■ OFSAA | ■ Ontario Cycling Association |
| ■ Ontario Association of Archers | ■ Ontario Equestrian Federation |
| ■ Ontario Track & Field Association | ■ Skate Canada - Northern Ontario |
| ■ Ontario Badminton Association | ■ Ontario Golf Association |
| ■ Baseball Ontario, | ■ Gymnastics Ontario |
| ■ Basketball Ontario | ■ Ontario Hockey Federation |
| ■ Ontario Physique Association | ■ Judo Ontario |
| ■ Ontario 5-Pin Bowler's Association | ■ Karate Ontario |
| ■ Boxing Ontario | ■ Ontario Lacrosse Association |
| ■ Canoe Ontario | ■ Ontario Sailing Association |
| ■ Ontario Curling Association | ■ Ontario Ski Council |

- Cross Country Ontario
- Ontario Soccer Association
- Softball Ontario
- Swimming Ontario
- Synchro Ontario
- Ontario Tennis Association
- Ontario Deaf Sport Association
- Ontario Colleges Athletic Association
- Ontario Aboriginal Sport Circle
- Ontario Association of Triathletes
- Ontario Water Ski Association
- Ontario Wheelchair Sports Association
- Ontario Tackle Football
- Ontario Rugby Union
- Dive Ontario
- Ontario Water Polo
- Ontario Association of Archers
- Biathlon Ontario
- Field Hockey Ontario
- Orienteering Ontario
- Row Ontario
- Ontario Modern Pentathlon
- Special Olympics Ontario
- Coaches Association of Ontario
- Ontario Handball Association
- Ontario Amateur Netball Association
- Ontario Amputee Sports
- Racquetball Ontario
- Ontario Freestyle Ski Association
- Squash Ontario
- Ontario Speed Skating Association
- Ontario Taekwondo Association
- Ontario Table Tennis Association
- Ontario Volleyball
- Ontario Amateur Wrestling Association
- Ontario Amateur Dancesport Association
- Ontario Kendo Association
- Ontario Hang Gliding Association
- Ontario Blind Sports
- Ontario Fencing Association
- Ontario Baton Twirling Association

National

- Federation of Canadian Archers Inc.
- Athletics Canada
- Badminton Canada
- Baseball Canada
- Basketball Canada
- Canadian Baton Twirling Federation
- Biathlon Canada
- Canadian Billiards and Snooker Association
- Canadian Body Building Federation
- Canadian 5-Pin Bowlers' Association
- Canadian 10-Pin Federation
- Canadian Amateur Boxing Association
- Canadian Broomball Federation
- Canadian Canoe Association
- Canadian Association of Coaches
- Canadian Colleges Athletic Association
- Canadian Cricket Association
- Canadian Curling Association
- Canadian Cycling Association
- National Darts Federation of Canada
- Canadian Amateur Diving Association
- Equine Canada
- Canadian Fencing Federation
- Canadian Figure Skating Association
- Football Canada
- Canadian Olympic Association
- Royal Canadian Golf Association
- Canadian Ladies' Golf Association
- Canadian Gymnastics Federation
- Canadian Handball Association
- Hang Gliding Association of Canada
- Hockey Canada
- Canadian Adult Recreational Hockey Association
- Field Hockey Canada
- Judo Canada
- Canadian Jiu-Jitsu Association
- Karate Association of Canada
- Canadian Lacrosse Association
- Bowls Canada
- Canadian Luge Association
- Sport Medicine & Sciences Council of Canada
- Canadian Academy of Sport Medicine
- Canadian Athletic Therapists Association
- Canadian Red Cross Society
- Canadian Ski Patrol
- Canadian Society for Exercise Physiology
- Royal Life Saving Society of Canada
- Sports Physiotherapy/Div. of Can. Physio. Association

- Canadian Modern Pentathlon Association
- Canadian Orienteering Federation
- Canadian Sport Parachuting Association
- Canadian Parks & Recreation Association
- Canadian Association of Health, Phys Ed, & Recreation
- Canadian Racquetball Association
- Ringette Canada
- Roller Sports Canada
- Rowing Canada
- Canadian Rugby Union
- Canadian Yachting Association (sailing/windsurfing)
- Shooting Federation of Canada
- Canadian Shuffleboard Association
- Canadian Ski and Snowboard Association
- Alpine Canada Alpin
- Cross Country Canada
- Canadian Freestyle Ski Association
- Ski Jumping Canada
- Soaring Association of Canada
- Canadian Soccer Association
- Softball Canada
- Canadian Special Olympics
- Speed Skating Canada
- Canadian Sport Council
- Aquatic Federation of Canada
- Canadian Centre for Drug-Free Sport
- Canadian Sports & Fitness Administration Centre
- Squash Canada
- Swimming/Natation Canada
- Synchro Canada
- Canadian Table Tennis Association
- WTF Tae Kwon Association of Canada
- Canadian Team Handball Federation
- Tennis Canada
- Triathlon Canada
- Canadian Interuniversity Sport
- Volleyball Canada
- Water Polo Canada
- Water Ski Canada
- Canadian Weightlifting Federation
- Canadian Amateur Wrestling Association
- Canadian Paralympic Committee
- Canadian Association of Athletes with an Intellectual Disability
- Canadian Therapeutic Riding Association
- Canadian Wheelchair Basketball Association
- Sledge Hockey of Canada
- Canadian Amputee Sports Association
- Canadian Blind Sports Association
- Canadian Cerebral Palsy Sports Association
- Canadian Deaf Sports Association
- Canadian Amateur Dancesport Association
- Aboriginal Sport Circle
- Athletes CAN
- Volunteer Canada
- Multisport Canada
- KidSport
- Canada Games Council
- Canadian Association for the Advancement of Women in Sport & Physical Activity (CAAWS)
- Canadian Centre for Ethics in Sports
- Centre for Sport and Law
- Boys and Girls Club of Canada
- ESTEEM Team
- Commonwealth Games Association
- Sport Information Resource Centre (SIRC)
- International Working Group on Women and Sport

Opportunity ideas do not lie around waiting to be discovered.

Such ideas need to be produced.

Edward de Bon