



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.

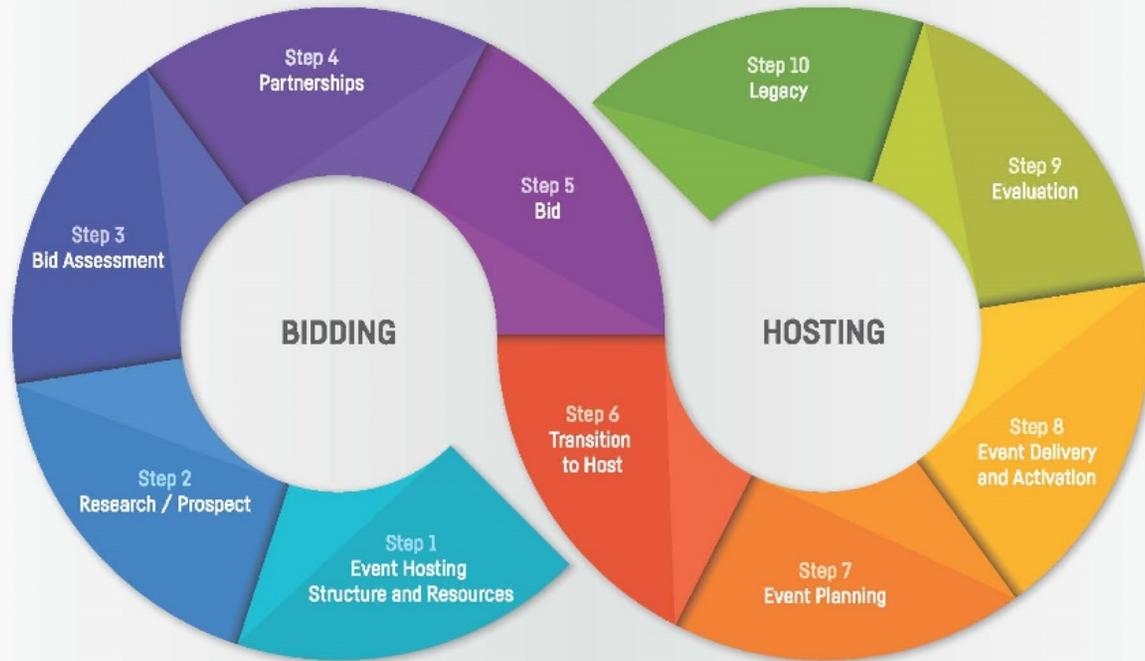
Before communities embark on an event strategy, conducting a current state assessment helps to identify the scope for a strategy project and can help focus examination and study in the most relevant areas.

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 ●



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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 403,390¹, Halifax is ranked as the largest municipal unit in Nova Scotia and 13th 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.



¹ 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%
		Halifax Score	2/10	



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.

FINDING	RECOMMENDATION
No identified lead for event bidding and hosting	Establish an event / bid lead agency that ensures the full cycle can be delivered effectively
No one organization is resourced nor has the required skill set to fulfill both the bidding and hosting requirements of event tourism	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
No defined roles and responsibilities for event bidding and hosting	Develop a roles and responsibilities matrix with input and approval of key stakeholder groups
No defined governance structure for event bidding and hosting that includes both City and stakeholder representation	Determine optimal governance structure for Halifax that is representative of stakeholder landscape and linked to funding and evaluation with clear accountabilities
Significant collaboration on event bidding and hosting projects	Examine ways for collaboration to be built in to the event model and break down barriers for rights holders
No dedicated budget for bidding and hosting	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%
		Halifax Score	5/10	



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
Halifax is an accessible event destination by road and air with existing and event-ready venues	Promote the access for Halifax to key transportation links and event-ready venues with Halifax Stanfield as a key part of the asset mix
There is no detailed and readily available reference document that outlines the requirements for event venues to be “event-ready”	Conduct an event venue assessment on state of readiness and gap analysis for provincial, national and international events against the technical specifications by event
The event hosting history for Halifax is not readily-available	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
The capacity of local organizations to play an active role in the bidding for and hosting of sport events is unclear	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.



Step 1.3: Financial model for bidding and hosting	#	Question	Response	% "Y"
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%
		Halifax Score	8/10	



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.

FINDING	RECOMMENDATION/ACTION
There is a municipal policy that applies to funding and hosting of events	Continue to evolve the event policy to support the shifts that are made on the Halifax event bidding and hosting model
The Marketing Levy Special Event Reserve does not support bid initiatives and the Province has stepped up to provide support on individual projects	Develop a sustainable fund for event bidding in collaboration with tourism accommodation partners to achieve specific and planned outcomes
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	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
There is no formal process to access discretionary funds at all levels of government for bid and hosting projects	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%
		Halifax Score	0.8/10	



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).

FINDING	RECOMMENDATION/ACTION
There is a sport tourism website that is part of the Discover Halifax site and is brand consistent with the tourism website	Develop a marketing strategy for Halifax and the tactics and tools that will be able to be brought to market
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	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
Halifax is not active on social media channels specific to event hosting	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
Halifax has no content pieces developed	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
Some bid elements require an ad hoc or reactive approach	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%
		Halifax Score	0/10	

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
Halifax does not have an event tourism strategy	Halifax review this STAT report to develop the scope for an event strategy project that includes event bidding and hosting
There is no event attraction strategy	Develop a clear process for the development of new event activity that delivers against specific and measurable outcomes
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	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
There is no event attraction strategy linked to strategy and facility readiness	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 ^{2.0})	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%
		Halifax Score	4.5/15	

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

FINDING	RECOMMENDATION/ACTION
There is no decision-support process for event bids	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
Halifax has used the Sport Tourism Economic Assessment Model (steam^{2.0}) for economic impact forecasting	Continue use of steam ^{2.0} as a predictive forecasting tool and use steam pro ^{2.0} as a post event performance analysis to arrive at an annual impact for sport tourism
There is no consistent business planning model to assess costs of event execution	Assess the opportunity for a consistent business planning tool for events above a specific threshold (i.e. national events and above)
There is no marketing plan or consistent approach to promote events	Develop a planned and consistent approach to marketing each event to the community and surrounding catchment area
Budget process for bidding and hosting is ad hoc	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



There is not a formal capital scope of work process for international events	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.

Step 4: Partnerships	#	Question	Response	% "Y"
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%
		Halifax Score	6/10	

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.

FINDING	RECOMMENDATION/ACTION
The funding process can be complex for some and can lead to a more ad hoc and sometimes political process	Develop a consistent service standard to provide to all local bid groups and rights holders to assist them in navigating the funding request process
There is no consistent process to engage stakeholders or community partners	Develop a process to engage stakeholders and community in a planned and repeatable way
There is no formal program to engage and inform all service sectors that support the event experience	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%
		Halifax Score	0/10	

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

FINDING	RECOMMENDATION/ACTION
Develop a consistent “bid roadmap” for sport and bid groups	Identify the Halifax bid roadmap for interested bid groups to inform and encourage them to become involved in bidding for and hosting events
There is no bid or business development approach in Halifax	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%
		Halifax Score	0/5	

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
There is no formal process to transition from bid to organizing committee	Develop a planned and consistent process to support the bid group in establishing the organizing committee
There is no formal unit responsible to lead the transition process	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%
		Halifax Score	4.5/5	

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
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)	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
There is no formal event volunteer program in Halifax	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%
		Halifax Score	1/5	

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
There are no consistent tools or processes to activate on each event to ensure the maximum benefits are realized	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
There are no formal destination development actions for events	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
There are no identified links to leveraging events for the development of new business	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 ^{2.0})	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%
		Halifax Score	1/5	

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
There is no bid evaluation process	Develop a standard process to evaluate the performance of each bid, win or lose
Halifax uses steam pro^{2.0} to evaluate the performance of sport tourism events	Develop a process to identify economic impact from each event and report the annual impact of events on Halifax and the provincial economy
There are no social and cultural measures identified	Identify relevant social and cultural measures as part of an event strategy project
There are no sustainability measures identified	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%
		Halifax Score	0/5	

Overview – Halifax does not have a consistent legacy program.

FINDING	RECOMMENDATION/ACTION
There is no formal and consistent approach to event legacy	Develop legacy program and integrate it into the event strategy and actions so it begins pre-bid
There is no transfer of knowledge program	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
There is no sustainability program for events in Halifax	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
Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES							
Step 1.1 Sport tourism structure and human resources							
						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%	
Step 1.2: Existing assets							
						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%	
Step 1.3: Financial model for bidding and hosting							
						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%	
Step 1.4: Marketing							
						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%	



Step 2: STRATEGY / RESEARCH / PROSPECT						10.00	0.00
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%	
Step 3: BID ASSESSMENT						15.00	4.50
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%	
Step 4: PARTNERSHIPS						10.00	6.00
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%	
Step 5: BID						10.00	0.00
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%	
Step 6: TRANSITION TO HOST						5.00	0.00
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%	
Step 7: EVENT PLANNING						5.00	4.50
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%	
Step 8: EVENT DELIVERY AND ACTIVATION						5.00	1.00
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%	
Step 9: EVALUATION						5.00	1.00
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%	
Step 10: LEGACY						5.00	0.00
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%	
TOTAL						100.00	30.80



Appendix 2 – 12-phase quarterly action plan

STAT Pro – Halifax 12-Phase Quarterly Action Plan

Note: Amounts in this document are estimations and for budgetary exercise only and in the case of Halifax, these amounts have variability with the inclusion of sport and cultural events. Final quote for each deliverable to be given by CSTA once the full scope of work and table of contents are agreed upon with the client. Furthermore, some deliverables may be more expensive in the event that the client decides to skip development on some deliverables.

#	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								
1	STAT Pro produced																			June 2019	
	Step 1: EVENT HOSTING STRUCTURE AND RESSOURCES																				
	1a: Event / bid lead agency structure and Human Resources																				
2	HRM to confirm appointment of an existing or new organization as Event / Bid lead agency		X												X						
3	Event / bid lead agency governance structure (including organization lead and stakeholders roles & responsibilities) approved by HRM		X												X		X			\$10,000	See appendix 3 for table of contents. Full proposal can be submitted by CSTA
4	Determine service levels and funding allocation for Event /bid lead agency budget (HR, admin, marketing)		X																		
5	Event / bid lead agency governance and collaboration among department approved by the lead organisation including VIK budget approval			X													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									
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					
	1b: Existing Assets																					
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 ²	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				

² 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									
	1c: Financial Model for Bidding and Hosting																					
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								
	1d: Marketing																					
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						Comments
		2019		2020				2021				2022				HRM	Stakeholder	Event/ bid lead	CSTA Consult Serv.	Firm/consultant	Budget	
		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			
	Step 2: STRATEGY / RESEARCH / PROSPECT																					
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							
	Step 3: BID ASSESSMENT																					
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				*			
	Step 4: PARTNERSHIPS																					
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													*				
	Step 5: BID																					
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	
	Step 6: TRANSITION TO HOST																					
43	Transition period coordination services			X														X			Will be included within the governance document	
	Step 7: EVENT PLANNING																					
44	Advisory function roles and responsibilities outlined													X								
45	Volunteer program finalized													X								
	Step 8: EVENT DELIVERY AND ACTIVATION																					
46	Event Activation plan & budget											X						*			Note*: CSTA can provide assistance. Full proposal can be submitted once needs identified	
	Step 9: EVALUATION																					
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								
Step 10: LEGACY																					
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
1	Legal aspects	1	Legal aspects
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
2	Stakeholder	2	Political bodies
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
3	Operational structure	3	Operational structure
3.1	Management	3.1	Management
3.2	Department or support organization	3.2	Department or support organization
4	Services	4	Services
4.1	Roles and responsibilities	4.1	Roles and responsibilities
4.2	Services / program to membership	4.2	Services / program to membership
5	Budget	5	Budget
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 NSOs³ 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 21st, 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:

³ 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) program⁴

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>.

⁴ 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 two⁵ 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.

⁵ 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
Ga	Mega: Olympic and Paralympic Games	National Games: Canada Games	NGa
Gb	Major Games: Commonwealth, Pan Am, FISU	Regional Games: Western Canada Games	NGb
Gc	Group type Games: Franco, Invictus, NAIG, Arctic Winter	Group type Games: Franco, Acadie	NGc
Gd	Age Group Games: OYG, CYG		NGd
Ge	Participant-based Games: World Police Games, Master Games		Nge
Gf	Para Games: Special Olympics	Nat. Para Games: Special Olympics	Ngf
Pa	Professional Pinnacle Championships	Professional Pinnacle Nat. Champ. Or Professional Pinnacle exhibition events / all star	NPa
Pb	Professional Pinnacle Tour/Series	Not to be included	NPb
1a	IF Pinnacle World Championships	NSO Pinnacle National Championships	N1a
1b	IF Other World Championships	NSO Other National Championships and/or Canadian Trials for International championships / Games	N1b
1c	Para World Championships	NSO Para Championships	N1c
2a	Senior World Cup / Series / Tour	Not to be included	N2a
2b	Senior Continental Championships	NSO Regional Championships	N2b
2c	World Univ./ Commonwealth Championships	U-Sport National Championships	N2c
		CCCA National Championships	N2d
	Age Group Games: OYG, CYG		
3a	IF Age Group World Championships	NSO Age Group National Champ.	N3a
3b	IF Age Group World Cup / Series	NSO National Age Group Series/Tour	N3b
3c	IF Age Group continental championships	NSO Age Group Regional Champ.	N3c
4a	Continental Cup / Series / Tour Olympic Qualifiers	Not to be included	N4a
4b	International event Canadian Open		N4b
4c	International Age Group event Canadian Age Group open		N4c
4d	International Para event		N4d
4e	Participant-based International event		N4d

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