

Sport Tourism Canada Covid-19 Recovery Task Force

# **B**OUNCING **BACK!**®



**SPORT  
TOURISM  
CANADA**

OCTOBER 2020

## Bouncing Back Sport Tourism Recovery Task Force

COVID-19, a viral respiratory illness, was identified in December 2019 and the first case in Canada was diagnosed on January 27, 2020. Based on the advice of public health experts, mass gatherings, including sport events and competitions of all sizes were cancelled in Canada and globally. Movement of citizens was significantly reduced with physical distancing guidelines impacting all but essential services. The result was a complete shutdown of sport tourism and all other segments of tourism and all sport competitions in Canada.

As of October 2020, there is no clear timeline nor a defined process for the return to sport events in Canada. This includes the supports required to ensure that sport tourism and sport events will be positioned to contribute to the economic, social/cultural and sustainability recovery in communities of all sizes and in every province and territory in Canada.

Some sport events have been held in Canada behind closed doors or without spectators however others were not able to be hosted for a variety of reasons.

In May 2020, Sport Tourism Canada (STC) established the "COVID-19 Sport Tourism Recovery Task Force" comprised of leaders within all areas of the sport tourism industry including national sport and multi-sport organizations, professional sport, host cities, destination marketing organizations, host venues and industry suppliers. The Task Force was formed with the following objectives:

- To access the best and most relevant information, data and intelligence available on COVID-19 in Canada and globally specific to sport tourism and sport event hosting.
- To provide ongoing assessment of the health of sport tourism and related sectors in Canada to determine what may be required to be event-ready once mass gatherings including sport events can occur.
- To provide advice, support and guidance to all members of Sport Tourism Canada and all sport tourism industry stakeholders that enables readiness when sport events can once again be hosted in their communities.
- To develop policy positions and recommendations for and by the sport tourism segment to inform all levels of government.
- To provide channels for the sport tourism segment to access relevant funding and programs from all levels of government.
- To develop best practices that can be shared and adapted for application by host cities, rights holders and other sport tourism industry sectors.
- To conclude operations once sport tourism has advanced from the recovery phase to the resiliency phase.

To achieve the objectives, four "Task Teams" were established with responsibility to complete specific tasks and report back to the Task Force. The four Task Teams included:

- Funding
- Policy
- Research
- Strategy



## Acknowledgements

Sport Tourism Canada wishes to acknowledge the members of the Task Force for their time and contributions to the recovery of sport tourism and to ensuring that sport hosting will help build consumer confidence in travel, while also rebuilding local and provincial economies and supporting the supply chain for sport tourism.

The Sport Tourism Canada COVID-19 Recovery Task Force was led by Grant MacDonald, STC's Head of Consulting and was comprised of the following members:

FUNDING	POLICY	RESEARCH	STRATEGY
Access funding channels for sport tourism and develop/adapt best practices	Develop policy positions and recommendations to inform all levels of government	Locate the best data available on sport tourism, sport hosting and return to events	Develop a sport tourism recovery strategy and action plan
<b>Andréanne Paquet</b> , Sport Events Montréal <b>Annie Henry</b> , Tourism Winnipeg <b>Jennifer Scott</b> , Sport Burnaby <b>Jillian Somers</b> , City of Moncton <b>Laurel Lea</b> , City of Charlottetown <b>Wayne Long</b> , City of Charlottetown	<b>Blair McIntosh</b> , Special Olympics Canada <b>Bruce Dewar</b> , Lift Partners <b>Carey Calder</b> , Aboriginal Sport Circle <b>Joe Guest</b> , Canada Soccer <b>Josie Pingitore</b> , Canadian Elite Basketball League <b>Lisa Ward</b> , Tourism Dawson Creek <b>Neal Alderson</b> , Events Nova Scotia	<b>Derek Mager</b> , Data Jungle <b>Doug McLean</b> , Edmonton <b>Janet Guthrie</b> , City of Leduc Sport Tourism <b>Jessica Kotsopolous</b> , Westin Harbor Castle <b>Kerry MacDonald</b> , Volleyball Canada <b>Scott Ring</b> , Canada Games Council	<b>Ariane Croteau</b> , Québec City Business Destination <b>Benoit Girardin</b> , LBB Strategies <b>Carson Ackroyd</b> , Tourism Calgary <b>Dean McIntosh</b> , Hockey Canada <b>Heather Bury</b> , Tourism Saskatoon <b>Robert Kawamoto</b> , Ottawa Tourism <b>Sheena McCrate</b> , St. John's Sports & Entertainment
<b>Rick Traer</b> , Chief Executive Officer – Sport Tourism Canada <b>Grant MacDonald</b> , Head of Consulting – Sport Tourism Canada <b>Brent Barootes</b> – Partnership Group – Sponsorship Specialists			





## Summary of Findings

Based on the evolution of the COVID-19 pandemic, the Sport Tourism COVID-19 Recovery Task Force faced a large volume of information that was evolving along with the epidemiology of COVID-19 and real time learnings.

Two primary problems were identified through the mandate of the Task Force and will continue to evolve:

- 1) To return to sport event hosting in Canada, host destinations, rights holders, venues and the sport hosting supply chain will require unprecedented levels of support and access to shared resources. An adaptive approach to event planning and risk mitigation based on the shifting local and provincial circumstances can serve to create a positive event experience for participants and spectators while rebuilding confidence to attend events and travel based on any local and provincial restrictions; and
- 2) The impacts of sport tourism are not well understood and a more focused advocacy effort on the part of Sport Tourism Canada to highlight the importance sport event hosting plays in the economic, social and sustainability recovery of our communities, our economies, of sport and of Canada is required.

This document is intended to serve as a framework and contains items for consideration that can be adapted based on local or provincial factors. It is not intended to be prescriptive and will be updated as the pandemic evolves.

## Return to Sport Event Hosting

The planning playbook for sport events of all sizes is no longer applicable during the recovery of a global pandemic. Therefore rights holders, host organizations, venues and suppliers to events require support to be nimbler to enable informed decision-making. This state of readiness will prepare all stakeholders in the sport hosting system to pivot as the knowledge evolves including risk mitigation measures are developed and made available.

Planning in the short term will be completely different with factors for future sport hosting success including:

- Generating multiple sources of revenue including:
  - Public sources for bidding and hosting success;
  - Ticket revenue based on limited capacities due to public health requirements for host venues; and
  - Sponsor revenue with reduced business to business and business to consumer opportunities.
- Managing event expenses based on new realities to meet operational requirements due to COVID-19.
- Developing new event operational protocols that meet public health requirements.
- Proactive risk management including health and safety, financial, legal and reputational risks will require collaboration from all groups involved in bidding and hosting.
- Creating positive sport event experiences for participants and spectators that meets local, provincial and Canadian standards require ingenuity and investment in tools and resources to support all stakeholders.
- Visitors will return to sport events before other leisure travel and their experience must be rooted in good planning, better communication with shared responsibility in building customer and public confidence in travel and events.

Over the mid to long-term, sport tourism can be reimagined to withstand the recovery from impacts of COVID-19 and ultimately adapt and thrive in bidding and hosting well beyond the pandemic.



## Advocating on the Impacts of Sport Tourism

Sport hosting has always been a key revenue generator for sport organizations while generating economic activity in several key sectors such as accommodations, restaurants and retail in communities of all sizes.

Despite the contributions of sport tourism to the development of tourism, economies, communities and sport, the true impacts are not universally understood. As a result, sport tourism has not been represented or discussed in the weeks and months following the outbreak of COVID-19 in Canada.

Sport tourism is a relatively new segment of the tourism industry, having been formalized in Canada in 2000 with the establishment of Sport Tourism Canada (formerly Canadian Sport Tourism Alliance). Since that time, sport tourism has been a key contributor in the recovery of travel and tourism in response to global events.

It is clear from past global crises that sport tourism can play a key role in the recovery from COVID-19. Since sport tourism was formalized as an industry segment of tourism in Canada in 2000, it has supported economic activity in communities of all sizes and in every province and territory in Canada.

From 9/11 to SARS and increased passport requirements to the global economic crisis, discretionary and leisure travel has been impacted. In each case, sport events have helped to sustain travel following downturns and instilled confidence in an adapted “new normal”.

In the case of COVID-19, sport tourism will induce travel as permitted by the recovery from the pandemic.

Unlike other past crises, sport tourism will also impact the social capital of Canada to help reengage residents in the well-being of their communities when it is safe to gather again.

Sport tourism has traditionally been underfunded, under-leveraged and in some cases, taken for granted for the contributions to economies, the social capital and advancement of sustainability measures. Sport Tourism Canada is a non-funded and non-governmental organization and as such has not received operational funding for the first twenty years of its existence.

The COVID-19 pandemic has highlighted the need for consistent and sustainable funding to Sport Tourism Canada by the Government of Canada. Additionally, provincial departments and agencies, municipalities, destination management and marketing agencies should be funded to respond, recover and reimagine how sport tourism can adapt and thrive once our communities and Canada achieve resilience.

A clear opportunity exists to tell the sport tourism story more proactively and consistently to ensure the segment continues to contribute to the recovery of sport, communities and economies of all sizes and in all parts of Canada.



## COVID-19: What We Don't Know

Sport Tourism Canada, like organizations in Canada and around the world, has been learning and reacting to information as it becomes available. As of September 2020, much about COVID-19 and the recovery measures are not clear or predictable.

With the pace of change in the COVID-19 response, there is much that is not known. As such, Sport Tourism Canada will continue to investigate, benchmark other organizations in Canada and others involved in major event attraction and hosting globally to make better and more informed decisions based on real world examples.

This document and the associated strategy will continue to evolve and therefore Sport Tourism Canada may edit the strategy during the response and recovery to ensure sport tourism is resilient in the future and equipped to respond as conditions shift.

## Planning Context

### Sport Tourism in Canada Pre COVID-19

Sport tourism refers to any activity in which people are attracted to a particular location as a sport event participant, an event spectator, or to attend sport attractions or business meetings.

In Canada, this community economic development initiative represents \$6.8 billion in annual spending (2018)<sup>1</sup> and according to the United Nations World Tourism Organization (UNWTO) states that "sport tourism is one of the fastest growing sectors in tourism."

In addition to generating economic activity in communities of all sizes and in all regions of Canada, sport tourism can contribute to the hosting image of a tourism destination while showcasing the local cultures of the host region. According to the UNWTO, "Sport events of various kinds and sizes attract tourists as participants or spectators and destinations try to add local flavours to them to distinguish themselves and provide authentic local experiences."

Canada is a leading sport host nation globally, ranked 6<sup>th</sup> in the Global Sport Index<sup>2</sup>. More importantly, Canada is a preferred host nation for safety, security and the expertise in planning and execution to deliver the highest participant and visitor experience. A strategic opportunity presented as a result of the COVID-19 pandemic is for Canada to increase its competitiveness to host more and host better sport events.

### Current Situation

Since the COVID-19 pandemic became a reality in Canada, sport events from the local level up to and including international events have been cancelled or postponed in Canada and globally. The sport tourism segment has been particularly devastated by COVID-19. With limitations on mass gatherings, the return of sport hosting will remain unclear until there is widespread immunity or alternatively, the sport hosting model in Canada is completely redesigned while COVID-19 remains active in Canada.

<sup>1</sup> Sport Tourism Canada: Sport Tourism Spending – Paradigm Consulting (2020)

<sup>2</sup> Sportcal GSI Nations Index (2018)

During the response to COVID-19, it became apparent that not everyone involved in the bidding for and hosting of sport events and creating experiences inside and outside of competition venues sees themselves as being part of the sport tourism system in Canada. Whether you are a parent volunteer of a local inter-community sport tournament, leading a bid for an international sporting event, work at a community recreation facility, drive a taxi, operate a restaurant or service rooms in a hotel, you play an important role in Canada's sport tourism structure and are part of the shared success of sport hosting in Canada.

Sport Tourism Canada conducted two surveys in Spring 2020 with host cities and sport rights holders to determine the severity of the impact from COVID-19. The data helped to inform a response to the pandemic for all stakeholder and supplier groups that rely on sport hosting for their financial and operational health.

Following are highlights of this initial stakeholder survey process<sup>3</sup>:

- Tourism – hundreds of thousands of room nights have been lost in Canada and there was an equal split among provincial, national and international events.
- Sport Tourism Leadership – Workforce adjustments have occurred ranging from working from home (90%) to closing offices permanently (~10%) and approximately 1/3 of sport tourism professionals were laid off in Canada.
- Return to Hosting Timeline – The time to be “event ready” ranges with 2/3 identifying three months as the time to be ready to host sport events and 1/3 of respondents requiring more than three months to welcome sport events back to their communities.
- Hosting Capacity – 6% of host cities and 2% of sport organizations have ceased operations.
- Barriers to Future Sport Hosting – The areas identified as being the most significant challenges to overcome to host sport events include:
  - Financial – Government and corporate support
  - Tourism – Air access and hotel capacity
  - Venue – Venue readiness and commitment to hosting balanced with resident usage
- Economies – As of May 2020, over 500 Provincial, National and International events were cancelled with an estimated 140,000 hotel rooms cancelled. The impact to the tourism, hospitality and retail sectors as a direct result of cancellation or postponement of sport tourism events has been significant.

Some sport events have returned in modified formats in Canada including:

- The National Hockey League has successfully returned to play with a “bubble” approach in Edmonton and Toronto behind closed doors with no fans and daily testing of athletes and other personnel by a private testing company.
- The Canadian Elite Basketball League successfully staged a tournament in the Summer of 2020 in St. Catharines, Ontario. The CEBL Summer Series was also behind closed doors and broadcast on CBC.
- The Canadian Premier League staged a tournament called “The Island Games” in Prince Edward Island which took place in a bubble and while starting out behind closed doors, opportunities for fans to attend in limited numbers as public health restrictions were relaxed.
- Some sports at the local and provincial level have been able to return to play and competition with modified models for staging of these events to allow for physical distancing and mitigating risk for participants.

<sup>3</sup>Sport Tourism Canada – Sport Tourism Industry COVID-19 Survey Findings (May 2020)



## Preferred Future for Sport Tourism

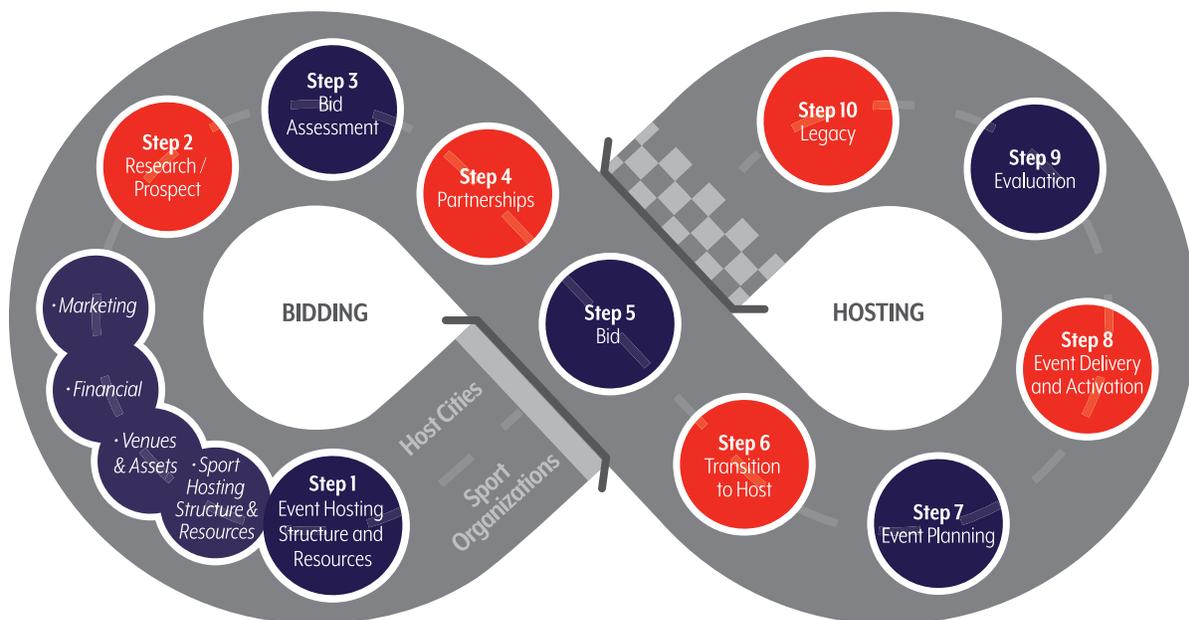
For sport tourism to play its part in the recovery of our communities, our economies, our facilities, sport and the supply chain that relies on sport events, a change is required.

A more purposeful and aligned approach starts at the national level and allows for adaptability at the provincial and local levels to ensure that sport hosting supports economic activity as we continue to respond and recover from COVID-19.

The goal for the future of sport tourism is resilience. This will be defined by economic, social and sustainability impacts from sport events meet planned and aligned targets for all levels of government. With funded sport tourism system in Canada, destination marketing and economic development organizations, facilities that serve as host venues, air carriers and hotel partners and the hospitality and experience providers will have clarity on their role in making Canada the leading sport host nation in the world, through both domestic and international events.

Sport Tourism Canada launched the Sport Tourism Roadmap in 2018 for host cities as part of the Sport Tourism Assessment Template. In response to the COVID-19 crisis and to ensure alignment of process among the principal stakeholders involved in sport tourism (host cities and rights holder organizations) and the development of tools and resources to guide growth, Sport Tourism Canada has developed the renewed Sport Tourism Roadmap. A "lane" has been added for sport organizations – national and multi-sport organizations but also provincial/territorial and local organizations represented in the following graphic:

## SPORT TOURISM CANADA • SPORT TOURISM ROADMAP®





The ten-step process provides a pathway for both host cities and sport organizations to assess their current state and develop a strategic approach to both bidding and hosting of sport events. Once there is a clear sense of the readiness for an organization to bid and host sport events, a consistent and repeatable approach enables host cities and sport organizations to plan better and focus on any areas of need for development or gaps that can be barriers to bidding and hosting.

## Partnerships and Collaboration

During the response to this crisis and based on the physical isolation created by COVID-19, there has never been a greater spirit of collaboration among stakeholders involved in sport tourism.

The COVID-19 Sport Tourism Recovery Task Force, through its mandate identified and embodied this collective interest in working together to respond and recover to the crisis for sport hosting as a result of COVID-19.

From information and research to best practices, organizations in Canada and around the world have been sharing information without paywalls or other barriers to access. This has all been rooted in a shared desire for bidding for and hosting sport events to return stronger than prior to this crisis.

Sport Tourism Canada is a founding member of the International Association of Event Hosts. Through this membership, STC has been on the leading edge of global best practices to inform the response to and recovery from COVID-19.

Domestically, Sport Tourism Canada has worked actively with the country's national destination marketing organization, Destination Canada on how data and intelligence can be gathered to inform decisions about recovery and future resilience of sport tourism. Other partnerships have also emerged with Sport for Life to investigate how local sport can plan for, safely and successfully host future community sport events.

STC also has worked with the Canadian Olympic Committee to ensure that the future of sport tourism, including bidding and hosting of sport events at all levels can positively impact the development of sport, of communities and economies in all areas of Canada.

## Phases of Recovery

The Government of Canada has adopted a standardized approach to the recovery from COVID-19. Using a phased approach of Response, Recovery and Resilience, Sport Tourism Canada and the COVID-19 Sport Tourism Recovery Task Force have based strategy development and action planning on these three phases.

### Response

Timing: From the cancellation of sport events in March 2020 until sport tourism is positioned to start implementing a recovery plan.

Overview: Sport Tourism Canada will establish and facilitate a COVID-19 Sport Tourism Recovery Task Force that is representative of the sport tourism segment and of Canada while working with



stakeholders to identify and provide resources and best practices for the sport tourism industry. STC will also work with other organizations and agencies on the identification of future opportunities for collaboration while sharing information in a proactive manner.

### **Recovery**

Timing: From the start of the return to hosting in modified forms while mitigating potential risks until widespread immunity exists or we achieve an acceptable level of risk mitigation for the hosting of sport events in all sports with spectators and community engagement.

Overview: A risk mitigation approach with industry resources and tools will enable modified sport hosting with financial solutions to address financial gaps created by COVID-19 and reduced revenue. Sport hosting will serve as an enabler of public confidence to travel and attend sport events when protection measures make it safe to do so.

### **Resilience**

Timing: To be determined and dependent on the existence of widespread immunity or adaptive measures to enable sport event hosting involving inter-provincial and international travel.

Overview: Sport tourism spending in Canada shifts from generating economic activity to inducing economic impact with bidding and hosting activity on both short- and long-term cycles and with alignment of economic, tourism, sport, social and sustainability outcomes.

## **Adaptive Recovery**

Based on the epidemiology of COVID-19 in different areas of Canada, an “adaptive recovery” approach will be required. Individual provinces and municipalities, and local, provincial and national and multi-sport organizations will all need to assess their current position throughout the recovery process to ensure it meets with the public health and operational realities of the specific setting.

This will not be a “one size fits all” approach as we have seen with travel and public health measures up to this point in Canada.

## **Intended Audience**

This work represents the output of the COVID-19 Recovery Task Force and has been endorsed by Sport Tourism Canada. To ensure that everyone sees their role in the bidding for and hosting of safe and successful sport events in Canada, a more deliberate approach to connect with all levels and all who play a part in sport tourism is required.

This strategy is intended to serve as a tool for the following audience:

- Government – Municipal, provincial and federal government including elected officials, public service employees and representatives of government agencies.
- Sport – Board, committee and staff of local, provincial, national and international sport and multi-sport organizations who provide technical support to sport events and can benefit from the promotion of sport and the attraction of new and non-traditional participants.

- Tourism – Destination marketing organizations at the local, provincial and federal levels and associated industry segments including hotel owners and operators, hospitality partners such as gastronomy, culinary and entertainment operators who animate the event experience for participants and attendees.
- Economic Development – Economic development organizations at the local, provincial and national levels who support and provide opportunities for the growth of supply chains and increasing competitiveness for export market development.
- Facilities – The venues that serve as the stage for events at the local, provincial and national levels and provide the safe spaces for athletic performance, spectator support and experiences.
- Supply Chain – The companies in our communities, regions and provinces/territories that can become more competitive in winning business in Canada and globally.
- Academia – The research capacity to partner in the provision of evidence on the impact of sport tourism and the opportunities to continually improve and impact all stakeholders and communities in Canada.

### W3 – Who, What and When

As a key component of the Bouncing Back Strategy for Sport Tourism in Canada, an inclusive approach was used to provide clarity on the relevant phase for each action and the resource requirements have been identified.

The COVID-19 Sport Tourism Recovery Task Force has developed a strategy that can be applied at the national level and adapted to provincial and local levels.

### Policy Statement

The COVID-19 Sport Tourism Recovery Task Force faced a significant challenge based on the pace of change and the degree of uncertainty about the recovery and future opportunities. Rather than developing specific policies that may become outdated, the Policy Task Team has developed a range of policy recommendations that can be adapted and applied based on the size and scope of the organization and the phase of recovery.



## Bouncing Back Strategy

The Bouncing Back Strategy and this entire document was developed by the Sport Tourism Recovery Task Force based on available information during the Summer of 2020. It is intended to be a tool to help inform decisions of all segments of sport tourism and should be adapted based on factors presented by each host city, venue, the rights holder and funding organizations. This strategy is not meant to be a prescriptive model that will work in all circumstances.

### Strategic Theme – Return to Sport Hosting

In order to safely execute an event in the COVID environment, a comprehensive event plan must be developed to include detailed information addressing the following areas:

- Event Overview and Benefits
- Attendee Screening
- Participant/Attendee Tracking
- Facility Considerations
- Communications Plan
- Emergency Response Plan
- Site Plan
- Medical Plan
- Logistics
- Budget/Revenues
- Risk Analysis
- Food and Beverage

All plans must be aligned to federal travel restrictions and comply with provincial health regulations.





Potential Strategies	Actions
<b>Event Overview and Benefits</b>	<ul style="list-style-type: none"> <li>• Vision for event – what can the event accomplish</li> <li>• Dates</li> <li>• Number of attendees</li> <li>• Arrival, departure, load in &amp; load out schedules</li> <li>• Demographics – any high-risk groups</li> <li>• Economic Impact</li> <li>• Return to play documents</li> <li>• Benefits to event – social, community, health, broadcast, etc.</li> <li>• Attendee travel plans and places of origin</li> <li>• Confirmation of host hotels and venue</li> <li>• If applicable – ticket selling approach, capacity and refund approach</li> </ul>
<b>Attendee Screening</b>	<ul style="list-style-type: none"> <li>• Messaging to attendees about requirements before arriving</li> <li>• Messaging to attendees upon arrival</li> <li>• Temperature testing / health assessment upon arrival</li> <li>• Management of people flow for screening</li> </ul>
<b>Participant/Attendee Tracking</b>	<ul style="list-style-type: none"> <li>• What system / resources will be used to track personal information of all attendees for contact tracing</li> <li>• How will you follow up with individuals in the event of an outbreak?</li> </ul>
<b>Facility Considerations</b>	<ul style="list-style-type: none"> <li>• What system / resources will be used to track personal information of all attendees for contact tracing</li> <li>• How will you follow up with individuals in the event of an outbreak?</li> </ul>
<b>Communications Plan</b>	<ul style="list-style-type: none"> <li>• Perform a reputational audit - how hosting, not hosting, possible cancellation or outbreak could affect the brand and your partners and understand how you plan to mitigate the impacts</li> <li>• Ensure all communication needs for all elements of your Event Plan get funneled and planned in your communication plan</li> <li>• Have a way to contact all attendees coming to the event</li> <li>• Identify a complete list of stakeholders to understand who needs communication</li> <li>• Develop safety reminders that align to provincial regulations that can be sent out in advance</li> <li>• Map out all communication touch points – before, during and after event to be sure nothing is missed. Send out event logistic expectations for all in advance</li> <li>• Set out expectations on event communication methods so all are aware – including what will happen in an emergency or outbreak</li> </ul>



Potential Strategies	Actions
<b>Communications Plan</b> <i>continued...</i>	<ul style="list-style-type: none"> <li>• Do you need to communicate to the local market about your safety plan?</li> <li>• Do you have a list of potential media issues that could arise out of the event i.e. – outbreak, public testing resources etc.?</li> <li>• Will there be media attention on your event and who will speak for the event – in advance and in a crisis?</li> <li>• Have messaging ready to distribute in case of a crisis and have messaging ready for media.</li> <li>• Don't forget to communicate to the key stakeholders' information about the market – especially in COVID – what to see, what you can do, what is open.</li> </ul>
<b>Emergency Response Plan</b>	<ul style="list-style-type: none"> <li>• Has COVID been integrated into your current ERP?</li> <li>• How does your ERP mesh with the venue to ensure you are prepared for typical emergencies or COVID emergencies?</li> <li>• Do you have protocols established for COVID outbreaks at the event – deep cleaning, isolation, communication, evacuation, postponement, cancellation?</li> </ul>
<b>Site Plan</b>	<ul style="list-style-type: none"> <li>• Confirm gathering restrictions and how will you manage numbers</li> <li>• Evaluate all areas of the site for potential bottlenecks that could cause social distancing issues</li> <li>• How will physical distancing be managed – volunteers, way finding, people / participant flow?</li> <li>• Do you have isolation space identified?</li> <li>• Adequate hand washing / sanitizing</li> </ul>
<b>Medical Plan</b>	<ul style="list-style-type: none"> <li>• Partnership with provincial health authority to ensure overall medical plan is compliant – whether it is a bubble or a one-off event.</li> <li>• Engage early on health plan so there is enough time to make changes and get approvals.</li> <li>• Will you need to quarantine participants – and for how long?</li> <li>• Will you require private testing, or can you work with Provincial health authority?</li> <li>• Is there a reputation risk if you are accessing public testing?</li> <li>• How will you monitor overall health of all people at the event?</li> <li>• How will you manage escalation of an issue and do you need medical personnel on site?</li> <li>• Expectations of PPE for organizing team and participants</li> </ul>



Potential Strategies	Actions
<p><b>Logistics</b></p>	<ul style="list-style-type: none"> <li>• How will the team manage the event – volunteers, schedule, roles &amp; responsibilities?</li> <li>• How will the team be educated / trained on the COVID protocols and enforcement?</li> <li>• How will all involved be educated on COVID protocols</li> <li>• Have you secured PPE for all?</li> <li>• Plan for staff absence / communication</li> <li>• Are there other spectator options needed?</li> <li>• Detailed arrival / departure plans</li> <li>• Cleaning plan – frequency</li> <li>• Bathroom and other high traffic management – managing any line ups – floor signs for distancing</li> <li>• Touchless experience for all elements of event: <ul style="list-style-type: none"> <li>- Limited touching for check in / registration</li> <li>- Mobile ticketing if possible</li> <li>- Food delivery / pick up – could involve local partnerships with restaurants or food delivery services in market</li> <li>- Touchless payments</li> </ul> </li> <li>• What security is required?</li> <li>• Do you require transportation and how will you manage people flow and distancing?</li> <li>• Cleaning plan for transportation</li> <li>• Issue escalation</li> </ul>
<p><b>Budget</b> The most important question that your budget should answer - with no spectators – does the budget really make sense to move forward with the event.</p>	<p><b>In venue revenue</b></p> <ul style="list-style-type: none"> <li>• Create enhanced “à la carte” ticketed experiences (I.e. behind the scenes tour, official photo, meet the players, autographed team replica jersey, access to lounges, sought after seating, etc.)</li> <li>• Offer Multi-event tickets</li> <li>• Sell Premium ticketed experiences through a lottery – some markets that could include exclusive premium hosting opportunities given gathering limits</li> <li>• Sell group tickets to corporations who associate with philanthropic causes</li> <li>• Include food and beverage when tickets are being sold</li> <li>• Consider COVID fee on ticket to cover incremental costs</li> </ul> <p><b>At home revenue</b></p> <ul style="list-style-type: none"> <li>• Create add-on packaging to complement paid TV or Streaming products (I.e. merch delivered on game day, F&amp;B delivery, branded “front step” group photo, branded lawn sign, flags, etc.)</li> <li>• Determine webcasting options and charge small fee for those events that don't fit broadcast model. This could include upsell of food to home, merchandise – flags, jersey – etc.</li> <li>• Online 50/50 draws in locations where permitted</li> </ul>



Potential Strategies	Actions
<p><b>Budget</b> <i>continued...</i></p>	<p><b>Sponsorship revenue</b></p> <ul style="list-style-type: none"> <li>• Offer added value and return on investment (ROI) to sponsors especially on digital platforms and TV activation</li> <li>• Augment in-venue visibility</li> <li>• Offer access to online viewers/fans to send out exclusive offers</li> <li>• Partners to share liability/profits with event organizer</li> <li>• Sell the totality or shares of the event's rights to sponsors especially for the title or presenting sponsor</li> <li>• Sign longer term sponsorship contracts</li> <li>• Emphasis on VIK sponsorships to reduce event expenses</li> <li>• Work with local destination marketing organization (DMO) to explore what opportunities exist in different parts of country</li> </ul> <p><b>Media revenue</b></p> <ul style="list-style-type: none"> <li>• There is a greater demand for live sporting events</li> <li>• Is your event capable of being broadcast – venue, participants etc.?</li> <li>• Broadcast of your event will support securing of sponsors</li> </ul> <p><b>Operational Budgeting</b></p> <ul style="list-style-type: none"> <li>• Do you have a contingency plan for event cancellation?</li> <li>• Do you have a budget with and without fans?</li> <li>• Have you included money for increased COVID requirements?</li> <li>• Do your venues have additional requirements for you that will drive costs?</li> <li>• Ensure that the event budget comprises a solid financial contingency for any potential new COVID-19 wave</li> </ul>
<p><b>Risk Management</b></p> <p>Every element of your event plan must consider the risks associated with COVID and hosting the event. All sections identified have potential risk factors identified that should be considered and mitigated.</p>	<p><b>Legal Risks &amp; Mitigations</b></p> <ul style="list-style-type: none"> <li>• Customize Rules of engagement, waivers of liability or assumption of risks, attestations, contracts, policies and procedures for staff, volunteers and contractors</li> <li>• Develop contractual clauses for event cancellation, postponement or interruption for force majeure, (contract frustration, waivers and acknowledgement of risks)</li> <li>• Review and improve insurance coverage (all types of insurance)</li> <li>• Develop other transfer of liability strategies (waiver, assumption of risks, 1/3 liability/financial guarantor)</li> </ul>



Potential Strategies	Actions
<b>Risk Management</b> <i>continued...</i>	<b>Financial Risks &amp; Mitigations</b> <ul style="list-style-type: none"> <li>• A shared risk approach be developed to ensure a financial guarantor is in place for event cancellation</li> <li>• Negotiate sharing of financial risk between host (DMO, Municipality)/rights holder more frequently and/or in the case of rights holders who do currently share in risk, to elevate the percentage of risk being assumed</li> <li>• Develop budgetary and financial practices that allow flexibility for all and last-minute negotiation and decision making</li> </ul>
<b>Food and Beverage</b>	<ul style="list-style-type: none"> <li>• Are you allowed to serve food and beverage – alcohol?</li> <li>• How can you make payment touchless?</li> <li>• Is food single serve – are there easy grab and go options?</li> <li>• Do you have a plan for adequate hydration options for participants with no sharing?</li> <li>• Can your venue provide single serve options for all different audiences?</li> </ul>

### Strategic Theme – Advocating on the Benefits of Sport Tourism

Potential Strategies	Actions
<b>Governance</b>  Development of an advocacy governance structure to align the industry	<b>Sport Tourism Canada Advocacy Committee (STCAC)</b> <ul style="list-style-type: none"> <li>• Creation of an STC advocacy committee to develop an advocacy structure for the country that will align stakeholders behind key identified priorities</li> <li>• Critical factors to be considered:               <ul style="list-style-type: none"> <li>- Regional representation</li> <li>- Sport Representation</li> <li>- Clout/Profile</li> <li>- Political Influence</li> <li>- Alignment</li> </ul> </li> </ul>
<b>Development of Advocacy Priorities</b>	<ul style="list-style-type: none"> <li>• The Sport Tourism Canada Advocacy Committee (STCAC) must review all suggestions from the task force to develop the advocacy priorities and goals.</li> <li>• Priorities to be considered:               <ul style="list-style-type: none"> <li>- Awareness with key federal leaders/bureaucracy on value of sport tourism</li> <li>- Establishment of Sport Tourism Canada as the credible voice for the industry</li> <li>- Secure federal funding to support the work of Sport Tourism Canada</li> <li>- Funding for immediate return to competition when other Tourism sectors are unable to deliver visitation</li> </ul> </li> </ul>



Potential Strategies	Actions
<p><b>Development of Advocacy Priorities</b> <i>continued...</i></p>	<p><b>Other Items to Be Considered for Advocacy Agenda:</b></p> <ul style="list-style-type: none"> <li>• Advocate for adapting existing funding program, create flexible funding framework and conditions               <ul style="list-style-type: none"> <li>- Revise the eligibility criteria of the International Single Sport Hosting program to support the hosting of National sporting events and non-Olympic sport events</li> <li>- Revise Sport Canada's sport event funding formula for eligible events</li> </ul> </li> <li>• Ensure public funding programs allow event suppliers to be part of funding. This should be a different program than those for the tourism industry as suppliers support a broad range of events (sport, arts, culture, meeting industry, etc.).</li> <li>• Immediate funding to support events at all levels during pandemic – local, provincial, national – including costs for COVID expenses</li> <li>• Align with other industry organizations to lobby for the establishment of a new marquee event funding program</li> <li>• Public funding should be redirected to support local event hosting such as provincial and regional sport hosting opportunities. Creates an opportunity spread event activity around a province/region</li> <li>• Design &amp; deliver marketing campaigns to international rights holders to keep hosting in Canada top of mind. This could include Government of Canada funding to support participation at Sport Accord.</li> <li>• Advocacy towards economic development to help regions and include sporting events in their program</li> </ul>
<p><b>Determine aligned partners that can support advocacy action plan</b></p>	<ul style="list-style-type: none"> <li>• Creation of a stakeholder map to determine who would support and collaborate on your priorities, who needs to be just informed about your priorities and who is at risk of undermining your priorities.</li> <li>• Identifying and aligning other organizations to support your agenda is critical for moving priorities forward in the advocacy space. Examples - TIAC, Destination Canada, Sport Canada, Sport for Life</li> </ul>
<p><b>Development of ongoing communication plan and engagement to ensure long term alignment with industry</b></p>	<ul style="list-style-type: none"> <li>• STC to develop and deploy a PR plan for stakeholders and within the industry / members</li> <li>• Constant communication is critical to ensure that all partners remain committed to the identified priorities</li> </ul>

## Sport Tourism Recovery Links

[Click here for COVID-19 Risk Assessment and Mitigation Checklist](#)