

Richmond Sport Hosting Strategy & Implementation Plan 2010 – 2014

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Executive Summary

Sport tourism is an emerging market on the international stage and a market that has recently been identified as a key sector market for the City of Richmond. Richmond is well positioned to take advantage of this emerging market with its facility inventory, abundance of accommodations, excellent transportation network, strong history of sport hosting by community sport groups, active educational institutions, an established sport council and an engaged corporate community.

Being a Host City for the 2010 Olympic Winter Games provides the City of Richmond with a once in a lifetime opportunity to showcase itself to the world while highlighting the City's premier sport hosting venue, the Richmond Olympic Oval Corporation. Leveraging this Olympic opportunity is vital to propelling Richmond onto the national and international stage as a premier sport hosting destination. From field sports to ice sports and from local through international events, Richmond has a strong platform on which to become...

The premier sport hosting community in Canada for provincial, national and international sporting events, while growing and integrating our local sport community.



What is Sport Hosting in Richmond?

From the community stakeholder feedback, sport hosting in Richmond, British Columbia is the staging of competitive sporting events and sport related meetings that attract visitors to Richmond as spectators, officials, competitors or delegates.

The Opportunity

In January 2009, the City of Richmond adopted the following principles for a Sport Hosting Strategy. These were:

- Establishment of a Richmond Sport Hosting Office within the City with a mandate to serve as a one stop shop for sport hosting in Richmond and proactively pursue attraction of major provincial, national and international sporting events.
- Establishment of a Richmond Sport Hosting Task Force comprised of key stakeholders from the City, sport, tourism and the Oval with a mandate to provide assistance and guidance to the Richmond Sport Hosting Office.
- Recruitment of an experienced Sport Hosting Manager
- Establishment of a benchmarking and operational performance measurement process, compliant with the Sport Tourism Economic Assessment model (STEAM guidelines) developed by the Canadian Sport Tourism Alliance.

This unique opportunity was aided by an agreement with Tourism Richmond to fund the initiative with a \$500,000 contribution annually for the next five years for a total contribution of \$2.5 million.

In addition, with the experience and exposure gained through hosting the 2010 Olympic Winter Games as a Venue City, a Sport Hosting program will provide a one-of-a-kind opportunity to attract and host sporting events and sport business meetings at the provincial, national and international level.

Richmond's association with the Olympic brand gives it a considerable marketing advantage over other communities and provides direct links to national and international skating federations and facilitates. The Olympic experience is an opportunity to establish direct lines of communication with a full array of provincial, national and international sport organizations.

Sports for people with disabilities is a particular niche market for Sport Hosting in Richmond, as many sports for athletes with disabilities require accessible indoor facilities to stage their event. Our moderate climate and flat topography make Richmond one of the best places in Canada for athletes with disabilities to live, train and compete.

The Challenges

The City of Richmond is in a great position to take advantage of many sport hosting opportunities over the next several years and this is critically important to overcome several challenges: spectator capacity, number of tournament quality sport hosting facilities, lack of awareness as a sport hosting destination, post Olympic burnout, uncertainty within the tourism industry and an extremely competitive sport hosting market.

In order to host many national and international calibre events, the hosting facilities and venues must be world class. The event requirements and expectations include: exclusivity, rights fees, spectator seating, VIP recognition events, and competitive room rates. Aside from the Richmond Olympic Oval and Minoru Arena, there is a need for more spectator capacity at other indoor and outdoor venues.

To be a successful sport hosting destination, the City of Richmond needs to build its brand in the national and international sport hosting market. The 2010 Winter Olympic Games will support the branding of the Richmond Olympic Oval as a world class facility, however, that is just one component of the City's sport hosting strategy. A strong marketing/communications plan with both the external market and our own sport community will build the sport hosting brand and prepare the local sport community for hosting any event the City targets.

Typically an Olympic host City goes through a period of post Olympic burnout. From a corporate perspective, local businesses feel that they have invested in sport and proceed to spend their money in other sector markets. From a community perspective, people have invested much of their time in volunteering and coping with road closures, facility closures and overall City congestion. The local sport community will continue to host in 2010 and beyond so it is important to convey the positive message of sport and sport hosting to the community post Olympic games.

The tourism industry is currently transitioning until June 2011 when a new destination marketing fund model will be launched. At this point it is unclear what the model will look like but the City will be able to prepare for the various scenarios. Tourism BC will be dissolved into the Ministry of Tourism, Culture & the Arts in March 2010 and 2010 Legacies Now has been forced to cut the Hosting BC grant program. A recovering economy in 2010 will help with market stability, however, full recovery will take at least 2-3 years.

Finally, the sport hosting market has become extremely competitive. Communities, worldwide, are buying into the benefits of sport hosting and are becoming more creative in the ways they are attracting organizing committees to host in their City. Room rebates, free facilities, attraction pass cards and transportation benefits are just some of the ways sport hosting offices are enticing events. Working with our local sport and tourism organizations to define our City's niche will be important in the success of the sport hosting strategy.

Trends

Some current sport hosting trends include: the rise of sport councils, multi-use sport facilities, and event management companies.

The concept of sport councils is well established in the United States, however, it's a concept that has been slow to develop here in Canada. 2010 Legacies Now is currently offering communities the opportunity to have a consultant visit their City and give a presentation to various sport hosting stakeholders on the value of sport councils. Engagement of the local sport community is a vital component to a successful sport hosting strategy. The City of Richmond is in a great position to take advantage of a well established sport council that has a strong history of sport hosting.

In the past three years brand new, world class facilities, have been built throughout British Columbia. The Tournament Capital Centre in Kamloops, the Langley Events Centre, the Richmond Olympic Oval, and the Enerplex in Fort St. John are all state-of-the-art multi-use sport facilities capable of hosting a wide range of events. Discovering a communities niche within the sport hosting market is extremely important for the success of the sport hosting strategy. Disabled sports, racquet sports and field sports are just a few examples of well-suited niche markets for the City of Richmond.

As the sport hosting industry has become more competitive, event management companies have become more popular. Discovering a communities need for sport hosting involves an evaluation of hotel room inventory, facility/venue availability and local sport community. Many communities have decided that rather than trying to find an event that meets their particular needs they hire an event management company to create an event that meets and exceeds their needs. An example of a successful event creation model is the "Rock'n'Roll Marathon Series" hosted by Competitor (an event management company). Seattle recently added a Rock'n'Roll marathon to their sport hosting calendar in 2009 where they hosted 25,000 runners - more than half of the runners were from out of town.

Components of a strong Sport Hosting model

There are a number of factors that contribute to a successful sport hosting model. In the *Sharpening Your Edge* report by Price/Waterhouse/Coopers LLP, several factors were identified that affect Richmond's ability to attract and stage successful sporting events and meetings. These factors have been assessed with the following comments.

Factors	Descriptions	Richmond
Facilities	The number, size and quality of sport facilities, hospitality and meeting facilities that meet technical standards.	Good foundation of superior indoor & outdoor facilities. Technical assessments required. Continued improvements of infrastructure.
Strategic Direction	Ensure that the efforts are coordinated and that hosting/bids are strategic in nature.	Strategy required and partnership based.
Services	Accommodation, food and beverage, transportation, tour operations, tourist venues and support.	Over 4,000 affordable hotel rooms, wide variety of food and beverage, strong cultural component and tourism venues.
Infrastructure	Event expertise, coordinated City and security services, broadcast facilities, hosting venues and capabilities, storage and equipment handling, availability of sporting equipment.	All available within community.
Event Management Capabilities	Event organisers, volunteers and officials.	Strong volunteer, growing capacity in event management. City has Major Event Office. 2010 Olympic Games hosting experience.
Marketing	Prospecting for events, event evaluation, bid preparation, advertising and promotion, sponsorship sales, public relations and media support.	New sport hosting program will coordinate and lead all efforts. Website being planned, DMO support, professional bid support.
Stakeholder Cooperation	The cooperation of the City, Tourism Richmond, Sport Council, the Chamber of Commerce and business community, key not for profit organizations such as Volunteer Richmond and the public to promote and stage sporting events and meetings.	Partnerships and strong relationships being formed within stakeholders, increasing cooperation, Sport Hosting Task Force to be formed. Good relationship with Sport BC and Province.
Funding	Government financial support, sponsorship, and financially sound sport organizations.	Program funded for 5 years 2009 – 2014. Bid grant program funding will be introduced in 2010.
Regional Support	Access to facilities, services, event management expertise, marketing and funding support from neighbouring communities.	Work needs to be done on strengthening relationships with neighbouring communities.
Attitude	A positive attitude amongst all stakeholders and the community.	Supported by key stakeholders and City.

Stakeholders - The Four Partners

City of Richmond

Within this sport hosting strategy, the City of Richmond will be the coordinator and manager of sport hosting initiatives through the Manager, Sport Hosting. The City owns the majority of the facilities in Richmond making facility bookings and scheduling much easier. This also allows City staff the ability to determine the “need periods” at various facilities and venues. The City will manage the relationship between the other stakeholders through a Sport Hosting Task Force. This task force will be a platform for stakeholders to offer feedback on the sport hosting strategy, share best practices and explore future hosting opportunities.

Tourism Richmond

Tourism Richmond is a non-profit, membership driven organization whose mandate is to position and market Richmond, British Columbia as a visitor destination. Currently there are over 230 members associated with Tourism Richmond, plus a voting board of up to eighteen Directors and five Standing Committees. Sport hosting is a business sector market that is able to support Tourism Richmond’s key strategic objectives, specifically, increase spending and average length of visitor stay. The City of Richmond will work closely with Tourism Richmond on sales missions, marketing/communications to the sport sector, and seeking new sport hosting opportunities. Tourism Richmond will also be a partner in the Sport Hosting Task Force.

Richmond Sports Council

The Richmond Sports Council was established in December 1982 for the purpose of unifying and representing sports groups within the community on relevant issues affecting the local sport community. The Richmond Sports Council represents all sports groups affiliated with the City of Richmond’s Parks & Recreation Department. Working closely with Richmond Sport Council and local community sport organizations will allow the City to expand and grow current events already being hosted in Richmond and to host many new sport events utilizing volunteer resources and technical expertise. Ultimately, the local sport community is the host for most regional, provincial, national and international events, therefore to increase their capacity for hosting bigger or more events will require support and resources from the Sport Hosting Office. A portion of the Sport Hosting budget will be allocated for hosting grants for local community sport organizations. The Richmond Sport Council will be a partner in the Sport Hosting Task Force and be the go to organization for sport volunteers.

Richmond Olympic Oval Corporation

The Richmond Olympic Oval Corporation manages the Richmond Olympic Oval, a 512,000 square foot, multi-use facility, with Games spectator capacity of 8,000 spectators. Its permanent features include a wide variety of sport amenities, community wellness services and programming, sports medicine and sciences, several specialized use fitness centres, restaurant, concession, meeting and retail space. The area surrounding the Richmond Olympic Oval will be the site of a major waterfront neighbourhood incorporating a riverfront park, outdoor plazas, and residential, commercial and public amenities. A strong partnership between the Sport Hosting Office and the Richmond Olympic Oval Corporation will create dynamic marketing and event hosting opportunities that will not only benefit the Richmond Olympic Oval Corporation, but

also the local sport community and the community at large. The Richmond Olympic Oval will be a partner in the Sport Hosting Task Force and provide a world class platform for sport hosting.

Vision

To be the premier sport hosting community in Canada for provincial, national and international sporting events, while growing and integrating our local sport community.

Guiding Principles

The City of Richmond sport hosting program will:

- Assist Richmond to reach its goals, increased image, community pride, economic development and create a legacy for the City
- Be a strategic and coordinated approach, and target a broad scope of 'events' to include single sport competitions, multi-sport games, training camps, coaching clinics, sport related business meetings.
- Communicate benefits and opportunities to public
- Ensure financial accountability and building in processes for evaluation, both of individual events and of the overall initiative
- Ensure sustainability by strengthening and growing all parts of the sport system so that it stays robust and sustainable.
- Find niches in the sport hosting marketplace where Richmond can effectively market its facilities, services and expertise and cultivate a strong sport hosting identity.
- Recognize the role of sport and sport volunteers as valuable partners in the process of sport event hosting and continually build community capacity to host high quality sporting events.
- Use sport hosting as a catalyst for a robust and integrated sport development system in Richmond

Objectives

To fulfill the above vision, the proposed Richmond Sport Hosting Strategy will focus on six (6) key over-arching long-term objectives:

1. Develop a strategic approach to attracting sport events and business meetings through coordination among the City, community sport organizations, Richmond School District, Tourism Richmond, local businesses and other stakeholders.
2. Increase the number, calibre, quality of sporting events and sport related meetings hosted in Richmond.
3. Maximize exposure, media and marketing opportunities arising from Venue City status.

4. Grow sport-related tourism/hospitality revenues as part of total tourism portfolio revenues in Richmond from current 2% to 3% to 5-6% by 2014.
5. Use Sport Hosting as a catalyst for improving financially sound sport development, access to sport and sport facilities in Richmond.
6. Contribute to the community's healthy living, increased awareness of the benefits of sport, building civic pride and to a stronger volunteer base.



Sport Hosting Strategy Components

To accomplish the above long-term objectives, the Richmond Sport Hosting Strategy will incorporate and implement the following interlinked components:

1. Establish a Richmond Sport Hosting Office within the City with the following mandate and responsibilities:
 - a. Serve as a “one-stop-shop” and a liaison for event organizers interested in staging major sport events in Richmond.
 - b. Develop and foster close working relationships with clearly defined roles with the following organizations:

Primary Relationships	Secondary Relationships	Tertiary Relationships
Sport Hosting Task Force	<ul style="list-style-type: none"> • Sport hosting offices in other jurisdictions 	<ul style="list-style-type: none"> • Connections with locals who sit on PSO, NSO or ISO Boards
City of Richmond	<ul style="list-style-type: none"> • Parks, Recreation and Cultural Services • Richmond Olympic Business Office –to March 2010 • Major Events • Corporate Communications • Business & Financial Services • Sport facilities and community centres • Richmond Olympic Oval 	<ul style="list-style-type: none"> • Legacies Now • VANOC – to March 2010 • Richmond School District • Province of British Columbia • Pacific Sport • Sport BC • Canadian Sport Centre Pacific
Richmond Sport Council	<ul style="list-style-type: none"> • Community sport organizations 	<ul style="list-style-type: none"> • Provincial, national and international sport organizations
Richmond Olympic Oval Corporation	<ul style="list-style-type: none"> • Oval Management 	<ul style="list-style-type: none"> • Tenants
Tourism Richmond	<ul style="list-style-type: none"> • Members • Other tourism partners and businesses • Other DMOs 	<ul style="list-style-type: none"> • Tourism BC • Federal tourism bodies • CND Sport Tourism Alliance • BC Sport Tourism Alliance
Richmond Chamber of Commerce	<ul style="list-style-type: none"> • Members • Richmond businesses 	<ul style="list-style-type: none"> • Vancouver Board of Trade • Other chambers • Other corporate

2. Actively attract major provincial, national and international sporting events and sport business meetings to Richmond through the development and implementation of a sport hosting business plan, complete with:
 - a. Sport Hosting events identification and lead generation strategy
 - b. List of sport events and estimated attendance levels to be targeted as part of the annual Sport Hosting work plan
 - c. Direct marketing and promotional programs

- d. Development and maintenance of Sport Hosting website
 - e. Devise a coordinated co-promotional Sport Hosting tourism program with Tourism Richmond
 - f. Standardized post-event reporting and analysis structure, incorporating event performance indicators, visitor metrics and socio-economic impacts
3. Work with community sport organizations to identify, assess and secure Sport Hosting opportunities to:
 - a. Develop a bid preparation toolkit and process, including a bidding template, and assist community sport organizations with bid packaging, submission and post-bid evaluation
 - b. As part of managing the overall Sport Hosting Office, develop and implement a Sport Event Incentive Grant Funding Program, providing grants annually made available to community sport organizations (including Richmond Olympic Oval Corporation) to develop and secure bids for major sport events. The Incentive Grant Funding Program should seek opportunities to obtain matching funds through the Legacies Now Sport Hosting program or other sources. Grant funding levels to be determined.
 4. In collaboration with Tourism Richmond, market Richmond as a sport hosting destination and serve as a liaison between event organizers and Tourism Richmond in securing accommodations and other tourism-related bookings and services.
 5. Liaise with:
 - a. City Parks and Recreation staff to facilitate site selection and facility booking for Sport Hosting events
 - b. Oval staff to facilitate facility selection and bookings for Sport Hosting events
 - c. Richmond School District staff to facilitate site selection and facility booking for Sport Hosting events
 - d. Private sport facility staff to facilitate site selection and facility booking for Sport Hosting events
 - e. City Communication staff to facilitate media promotion
 - f. City Economic Development to ensure tracking of the positive economic impact of events hosted
 6. Establish Richmond Sport Hosting Task Force
 - a. Representation from Richmond Sport Council, Tourism Richmond, Richmond Olympic Oval, businesses and the City of Richmond

- b. Assists and provides guidance to the Sport Hosting Office in identifying opportunities, attracting and staging sports events, while ensuring a cooperative approach by all stakeholder groups
7. Richmond Sport Hosting Office Performance Measurement
- a. An annual performance review against the objectives of the Sport Hosting Strategy and business plan must be performed including combined event performance indicators, visitor metrics and socio-economic impacts measurement. The annual review will preclude any necessary mid-course adjustments to the business and/or strategic plan
 - b. A five-year strategic Sport Hosting review and planning session with stakeholders is to be carried out



Success Factors

A number of factors influence Richmond's ability to attract and host sporting events, which, when combined, form the basis of a strong sport hosting model:

Factor	Description	Requirements for Success
Sport Hosting Strategy	A deliberate plan to utilize and build Richmond's capacity to attract sport hosting events and sport related business activities	Strategy adopted. Well-funded; attract optimum events for Richmond; professional bidding process; implemented on time and on budget; performance measured; provides economic gains and other benefits to all major stakeholders
Facilities	Number, size, and quality of indoor and outdoor sport facilities	Appropriate "event friendly hosting" facilities and amenities; ever improving sport hosting venues
Infrastructure	Event staging expertise, responsive and well coordinated City services, security, broadcast facilities, storage, equipment handling, volunteers, and spectator services	Quick response to event hosting inquiries, coordinated effort; a skill base of event management staff and volunteers
Services	Accommodation, food & beverage, transportation	Adequate supply
Marketing	Event prospecting, evaluation, bid preparation, advertising and promotion, sponsorship sales, public relations and communications / media support	Structured marketing planning and materials; an effective website; high level of awareness of Richmond's sport hosting opportunities, advantages, facilities and expertise
Stakeholder Cooperation	City, local sport organizations, tourism bodies, business community and the public	Positive attitude and strong relationships among stakeholders
Funding	Government financial support, sponsorships, financial capacity of sports organizations	Adequate funding for bidding and event marketing
Regional Support	Access to complementary facilities, services, event management expertise, marketing and funding support	Strong relationships at the regional, provincial and national levels
Tourism and Hospitality	Increased accommodation and hospitality.	Increased bed nights, increased booking for restaurants and hospitality. Strong supportive relationship with Tourism Richmond
Long-Term Sustainability	Sport hosting is viewed by all as an ongoing source of economic growth and a long-term part of the community culture and social fabric	Legacies geared towards facility improvement, hosting expertise, building infrastructure, increased community profile and civic pride
Accountability	Able to report results and how strategy meets objectives	Develop accountability framework, measurements and report annually to stakeholders.
Community Development	Contribution to healthy living and nutrition Enhancing community engagement – sport as a key part of Richmond's culture Building civic pride	Increased participation in sport, increased spectators at events. New sports emerging.

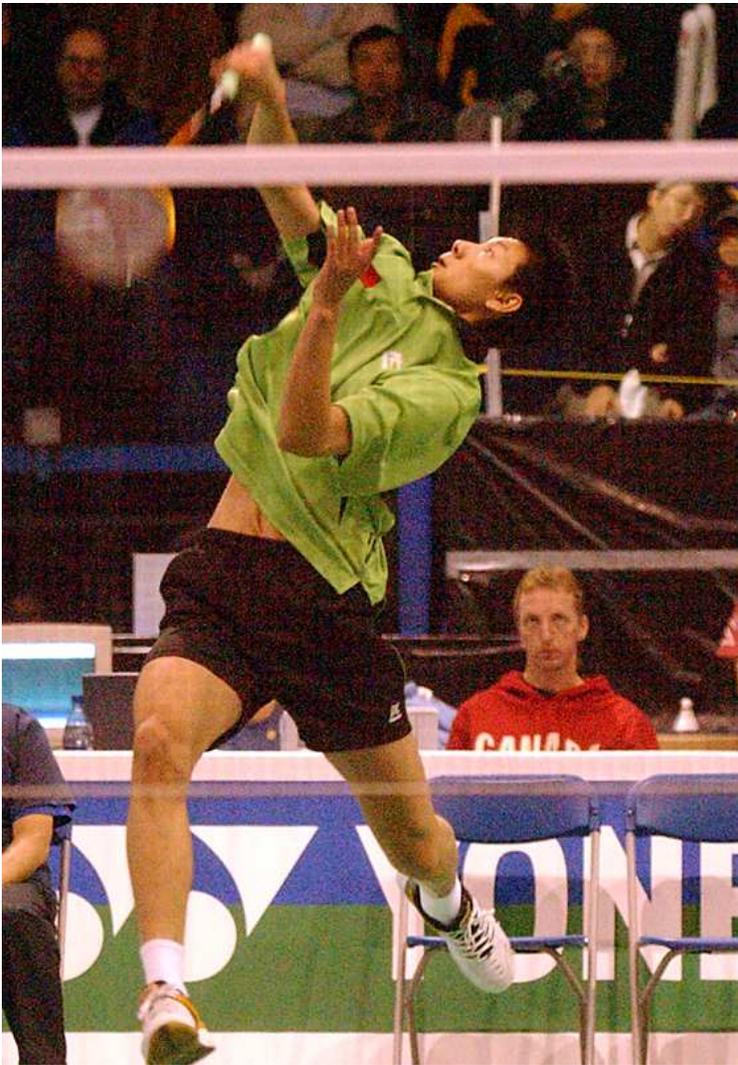
Implementation Plan

Objectives	Tactics	Completion
1. To position Richmond as the preferred location and premier sport host for existing events and targeted regional, provincial, national and international events.	Develop sport hosting collateral consistent with the City of Richmond brand.	2010
	Partner with Tourism Richmond to develop an image library consisting of both community and sport images.	2010 - 2014
	Develop an internal (City website) and external (example: outside url – www.mysporthost.com) web presence.	2010
	Develop and manage relationships with events rights holders – LSO’s, PSO’s, NSO and event management companies.	2010 - 2014
	Build FAM tours with Tourism Richmond for targeted NSO’s to help support future national and international bids.	2010 - 2014
	Develop partnerships with local community agencies and venues to promote the City of Richmond’s Sport Hosting Strategy.	2010
	Target ad placement opportunities in sport related publications that will increase awareness of Richmond as a sport host destination.	2010 - 2014
	Partner with the City’s Corporate Communications Department and other stakeholders to create editorial opportunities for Richmond in local/sport/daily news publications.	2010 - 2014
	Leverage the “Venue City” label that comes with the 2010 Olympic Games to promote Richmond as an international sport hosting destination.	2010 - 2014
	Partner with the Richmond Sport Council on an awareness campaign with the local sport clubs/associations to increase the number and size of events hosted.	2010 - 2014
	Evaluate and target national and international sport hosting opportunities with the purpose of making them a recurring event in Richmond.	2010 - 2014
	2. To increase Richmond’s capacity to host sporting events, meetings and conferences.	Develop a sport hosting task force consisting of representation from the Richmond Sport Council, Tourism Richmond and Richmond Olympic Oval Corporation.
Create value for the Richmond Sport Council and all LSO’s through a sport hosting kit including: building bids, presentations, sponsorship opportunities, and site visits.		2010
Provide resources to stakeholders including: CSTA tools, image library, bid material and Sport BC benefits (i.e. AVIS and Sandman).		2010 - 2014
Assist event organizers to expand and promote Richmond’s current inventory of events.		2010 - 2014
Maintain memberships with various organizations: Sport BC, CSTA, NASC, SIRC.		2010 - 2014
Partner and support sport hosting stakeholder initiatives.		2010 - 2014

	Build sport hosting bid template material.	2010
	Partner with Tourism Richmond and build a sport hosting kit/welcome package for delegates and athletes.	2010
	Build a Richmond Sport Hosting Grant Program that will support local sport organizations to grow and expand their sport hosting capacity, while growing the City's calendar of events with additional provincial, national and international events.	2010
3. To work closely with our community partners to be an advocate for the development of sport hosting in the City of Richmond.	Collaborate with community partners and various City departments on the development of new sport facilities/venues.	2011
	Develop a Sport Hosting Grant committee including: Tourism Richmond, Richmond Sport Council, City of Richmond Parks & Recreation and Richmond Olympic Oval Corporation to review all hosting grant applications.	2010
	Develop a database of the local facility inventory to analyze which sports events are the best fit for the community.	2011
	Encourage increased upgrading, development and maintenance of City and School District owned sport facilities and venues.	2010 - 2014
	Devise a coordinated co-promotional Sport Hosting tourism program with Tourism Richmond.	2010
	Develop a standardized post event reporting and analysis structure, incorporating event performance indicators, visitor metrics and socio-economic impact – STEAM assessment.	2010
	4. To leverage and maximize media/marketing exposure from being a venue City for the 2010 Olympic Winter Games.	Contact influential sport organizations – Sport BC, CSC Pacific, CSTA – to determine their games time activation and deadlines. Is there a fit?
Contact the list of targeted winter sports starting with the PSO, then NSO, then ISO to determine games time activation. Is there a fit?		Complete
Build and distribute Richmond sport hosting collateral material at various outlets – OZONE, Richmond Olympic Oval Corporation, Corporate Communications, Economic Development, Tourism Richmond, etc.		Complete
Attend events hosted by targeted winter sports or influential sport organizations.		Feb. 2010
Invite and host targeted sport organizations in the Legacy Lounge at the Richmond Olympic Oval Corporation.		Feb. 2010
Coordinate and manage a post games ad campaign in partnership with the Richmond Olympic Oval Corporation to showcase the post 2010 venue configuration.		2010
Working with Corporate Communications on consistent "Venue City" messaging in all collateral material and targeting accredited and unaccredited sport media.		Complete

Activity & Performance Measures

	2009 Actual	2010
Number of bids		4
Number of grant applications	n/a	20
Number of client event/FAMs	10	10
Number of trade shows/sales	3	7
Leads generated	14	15
Lead room nights	10,389	11,000
Number of partnered events	1	3



Appendix

Glossary of Terms

CSC Pacific – Canadian Sport Centre Pacific – high performance organization housed in the Sport Campus. This organization offers Richmond the opportunity to host high performance athletes for training and sport hosting opportunities.

AthletesCAN Forum – Athletes Canada Forum is an annual conference for high performance athletes from across Canada. This event was hosted in Richmond in 2009.

CSTA Congress – Canadian Sport Tourism Alliance Congress is hosted annually in Ontario. This conference brings together provincial and national sport organizations with the sport hosting industry.

LSO – Local Sport Organization – members of the Richmond Sport Council.

PSO – Provincial Sport Organization

NSO – National Sport Organization

ISO – International Sport Organization

FAM/Site tours – Familiarization tours are tours conducted for individuals or organizations who are new to the City and are potential clients.

STEAM model – The Sport Tourism Economic Assessment Model is a tool built by the Canadian Sport Tourism Alliance to support the sport hosting sector measure the value/economic impact of sport events.

NASC – National Association of Sport Commissions – a non-profit organization in the U.S. that is a national advocate for sport tourism.

SIRC – Sport Research Intelligence Sportive - With over 6.5 million pages of sport related research dating as far back as the 1700's and encompassing over 62 different languages, SIRC is the world's leading sport resource centre. SIRC's goal is to collect, archive, and share qualified sport information with sport enthusiasts in Canada and around the world.

Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis

In order to capitalize on this emerging sport tourism industry, the City of Richmond must understand its current environment, understand its strengths and weaknesses, opportunities and threats within its own context. The following analysis will help focus the sport hosting efforts for the City of Richmond and partners.

Strengths

- Host City – 2010 Olympic & Winter Games
- Gateway City
- Multi-cultural community
- 4th largest City in British Columbia
- Corporate support
- Excellent transportation network (including YVR, Canada Line etc.)
- Proximity to Vancouver and key U.S destinations (west coast)
- Sport facilities – tournament complexes for track and field, soccer, softball, baseball, tennis, lawn bowling, hockey, ringette, figure skating, table tennis, badminton, golf, rowing, dragon boating and the many sport tournament hosting opportunities at the Richmond Olympic Oval Corporation.
- Extensive accommodations at all price points – 1/3 of Metro Vancouver’s bed base
- Highly skilled amateur sport community volunteers
- A unified community sport membership - Richmond Sport Council
- Hosting expertise/experience – 2009 BC Seniors Games, Racquet Rally
- Home to Sport BC and CSC Pacific
- Supportive local government
- Volunteers

Weaknesses

- Spectator capacity
- Number/quality of tournament quality sport hosting facilities
- Facilities – community use vs. sport hosting
- Lack of awareness as a sport hosting destination
- Coordination between public, private and non-profit sectors

Opportunities

- Leveraging the 2010 Olympic Winter Games
- New sport venues & facilities as legacies
- Multi-sport games
- High performance athlete training and development
- Tradeshows & Conferences – AthletesCAN Forum, Sport Leadership Conference, CSTA Congress
- Regional, Provincial, National & International sport events
- Accessible destination – focus on disabled athletes

Threats

- Post Olympic burnout
 - volunteers
 - corporate support
- Tourism industry uncertainty
 - Harmonized Sales Tax (HST)
 - Additional Hotel Room Tax extension (AHRT) – June 2011
 - New direction of the Ministry of Tourism Culture & the Arts – Tourism BC
- Competitive industry – other destination marketing organizations and cities
- Economic volatility
- Ministry Healthy Living & Sport – financial support of the industry
- Sport Canada
 - funding
 - 2015 Pan American Games

