

Alliance canadienne du tourisme sportif



Canadian Sport Tourism Alliance

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**BID
EVALUATION**

MODEL

Canadian Sport Tourism Alliance



BUSINESS PLAN

TEMPLATE

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Introduction

The report - approved in 2004 at the Committee on hosting international sport events in Canada - includes:

- STEAM should be the standardized model used for economic impact studies;
- Federal government is responsible for coordinating the development of resources material, templates, bidding and hosting guides by working collaboratively with other stakeholders and posting information on a central website.

Note: The CSTA has played an active role for the last 10 years in this area through the production of a variety of tools available on their website

Having problems?

The risks associated with erroneous information at the bid phase can have a profound negative impact for the community. This can not only cause the community financial problems but also affect the community's social, commercial and political life.

What type of events exist?

A: Int'l events recognised by Sport Canada*

- International Major Multisport Game
- Large International Single Sports Event
- Small international Single Sports Event
- International Multisport Games for Aboriginal People and Persons with a Disability

Note* From Federal policy for hosting international sport events

What type of events exist ?

B: Other international events

- Multisport Games
- Single Sports Events

What type of events exist ?

C: Other events

- National / Provincial events with Rights Holder
- Professional/amateur sport leagues and events
- Amateur single sport events
- Intercommunity events
- Manufactured or created events

How to finance type A events?

- Federal: Federal policy for hosting international sport events
- Province: Only Quebec, Ontario and BC have a hosting policy.
- City: deal on a case by case basis

How to access the tools

- Free of charge for CSTA members
- Available on the CSTA website under “Members only”
- Download the file to your computer
- Support is available via:
 - email: esavard@canadiansporttourism.com
 - phone: (647) 932-6781

For which events these tools should be used?

- Document produced for “one time” international (int’l) events or first edition of international recurrent events
- It can also be used* for:
 - National events
 - Provincial events
 - Regional events
 - Local events

Note*: For the Business plan recommend to delete the non-relevant sections first

In which order?

- N°1: Bid Evaluation Model (BEM)
- N°2: Business Plan template (BPT)*
- N°3: Bid Template

Note*: It is recommended to include within the Business plan a marketing plan and a economic impact projection based on the CSTA Marketing Template and STEAM

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BID EVALUATION

M O D E L

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Why use the BEM ?

- Decision making tool
- Provides a quick assessment of the fit between the community's assets and the event rights holder's requirements
- Highlights associated resources and deficiencies, which may contribute to potential risks and rewards of hosting a given event

Benefit of the BEM

- Provides the community/ bid group with an early indication of the community's event readiness and deficit areas needing attention.
- Garners credibility by ensuring organization has a competitive chance to win a bid for a particular event before approaching government or corporate sponsors for support

How the BEM works ?

- Within each module a series of questions is asked and decision points are presented offering a Go/No Go determination
- An affirmative response is required to move forward.
- A "No" response leads to a set of questions concerning ways to fill the identified gap; if the response continues to be "No" the recommendation is to not pursue bidding on the event, at least at this time

Seven Modules

1. Infrastructure assets
2. Community Support
3. Public Sector Support
4. Management and Event Expertise
5. Financial Considerations
6. Competitive Context
7. Sustainability

1.2 Accommodation	<i>First, calculate the number, quality and price point of rooms required to accommodate the anticipated athletes, officials and spectators.</i>				
	Do sufficient rooms exist to accommodate the anticipated visitors?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If any of the questions to the left receive a negative response, are there opportunities to expand the accommodation base to fill the gaps? [e.g., temporary housing, school dormitories, shuttle services to neighbouring communities, billeting, etc.]	Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, continue. If No, do not pursue bid at this time.
	Will sufficient rooms be available (vacant) during the event period? [e.g., will providers reserve/guarantee a sufficient block of rooms?]	Yes <input type="checkbox"/> No <input type="checkbox"/>			
	Is a range of accommodation available that encompasses various types, quality levels and prices?	Yes <input type="checkbox"/> No <input type="checkbox"/>			

Sport Tourism Strategy

Strategies should be prepared

“Best Bet” opportunities should be targeted

- Suitability
- Marketability
- Legacy

Business Plan Template

You will save time, money and have a recognized document to present to your stakeholder

The hands-on Business Plan Template is a unique and results-driven tool



The Business plan will save you one year of strategic planning

The template approach

- Word, Excel or Access format
- Gives you a structure
- You can adapt it to your event type
- You just have to delete what you do not need for your event

It is easier to start from a text than a white page !!!

Why developing a Business plan?

- To develop the best structure
- To develop a strategic plan
- To identify the potential revenues
- To identify the organizational costs
- To identify the contribution in cash and VIK
- To identify if the existing infrastructures are sufficient
- To identify the legacies

A tool that helps you decide if you can bid or not

What does it include ?

File 1: Business Plan Template (Word format)

File 2: Hiring Plan Template (Excel format)

File 3: Budget software (Access format)

The Business Plan Template spares you from 'reinventing the wheel'

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File n°1: Table of contents

- Introduction
- Description of the event
- Vision, mission and objectives
- The structure of the Organizing committee
- Terms of reference by division
- Major milestones
- Venues
- Budget
- Impact and legacies

The Business Plan is also supported by appendices

File n°1: Impact and legacies

- Economic impact projection (STEAM Model)
- Impact on sport development
- Venue legacy
- Financial legacy
- Equipment legacy
- Promotion legacy
- Educational legacy
- Expertise legacy
- Organizational legacy
- Integration legacy

Defined why you want to host this event

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File n°2: Hiring plan

- Proposed hiring structure already available
- You delete positions that are not relevant and add others if need be
- You have only to add the number of months, salaries and benefits
- You had the total amount in File n°3 and the excel chart in appendix of File n°1

This Excel document goes in appendix of the Business Plan

File 3: Budget Plan Template

- Access format
- Gives you a proposed budget structure or you can use your existing structure
- Separates value in-kind and cash

You just have to input quantity and unit cost

File n°3: Value in kind (VIK)

Every line of the budget has two columns

- Cash column
- VIK column

VIK should be included in the budget in order to reflect the contribution of

- Government(s)
- Institutions
- Corporations
- Organisations

The only budget software which factors VIK

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File n°3: Budget structure

Division

e.g.: 01-01-00.000 Event management

Sub-division

e.g.: 01-05-00.000 Meeting expenses

Work package

e.g.: 01-05-01.000 Board of Directors

Example of objects within a work package

683 Buffet prior to the events
693 Non-alcoholic beverages
694 Coffee

The code for coffee in the Board of Directors work package would be: 01 5 01.694

The shopping list is already in the software.

Budget appendices

- Obligations to the rights holder
- Risk analysis
- Taxation issues
- Non budgeted items
- VIK from authorities

The Business Plan is in line with STEAM

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Your Business Plan conclusion

You can now write the conclusion with:

- Business plan objectives
- The event
- The unknown
- Legacies and impact
- Public financing
- Risk evaluation
- Action plan

You will have outlined the condition to bid

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Do not hesitate to visit us at
www.canadiansporttourism.com

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