

Annapolis Valley Event & Sport Tourism Association



Business Plan
2007 – 2009

*“Becoming a leading destination for sport and event
tourism in Atlantic Canada.”*

Executive Summary

The Annapolis Valley Event and Sport Tourism Association (AVESTA) was formed in the spring of 2007 to facilitate the Annapolis Valley becoming a leading destination for sport and event tourism in Atlantic Canada. Spanning West Hants, Kings and parts of Annapolis County, AVESTA is comprised of representatives of local municipalities, sporting associations, educational institutions, businesses, provincial representatives and economic development associations.

AVESTA is pleased to undertake initiatives in five key program areas:

- **Conference and Event Planning**
- **Bid Support and Development**
- **Education and Advocacy**
- **Partnership Development**
- **Marketing and Promotion**

The Business Plan identifies initiatives to be conducted over two fiscal years. Some of these initiatives may be initiated prior to April 2007 but for the purposes of the Association and this Business Plan it is in reference to fiscal years 2007-08 and 2008-09.

As AVESTA is newly formed, the majority of the initiatives are related to start up requirements and initial infrastructure requirements for the Association. The latter months of 2008-09 and subsequent years will focus on the operating and implementation requirements of AVESTA.

Organizational Vision, Mandate

The Annapolis Valley Sport and Event Tourism Association (AVESTA) was incorporated in the spring of 2007 by a variety of interested municipal, provincial, community and facility stakeholders. The following outlines AVESTA's vision and mandate.

Vision:

That Annapolis Valley become a leading destination for sport and event tourism in Atlantic Canada.

Mandate:

To promote the Annapolis Valley region as an event destination by facilitating, identifying and supporting the retention and expansion of cultural, festival, sport and unique events.

Context and Regional Analysis

Sport Tourism can be defined as any activity that attracts people to a location for sport. It is also considered to be the fastest growing grassroots economic development initiative in Canada today. The Canadian Sports Tourism Alliance (CSTA) estimates that over 200,000 sporting events are held annually in Canada, generating domestic sports travel expenditures of approximately \$2.4 billion annually.

There are a variety of tangible benefits associated with hosting a sports event, which include: the development of legacies, increased economic development opportunities, increased community visibility, increased volunteerism and leadership capacity, increased infrastructure development, increased community spirit and the creation of new partnerships. Various stakeholders within the host region are brought together to ensure that these events are successfully undertaken, and partnerships often include municipal governments, economic development associations, local sporting associations, Chambers of Commerce and educational institutions.

The Annapolis Valley is well positioned to become a leader in sports tourism for Atlantic Canada. Many of the necessary partnerships and synergies have been created through the process that the region undertook to bid on the 2011 Canada Winter Games. While not successful in achieving that particular goal, the work and dedication of the working committee has unleashed new opportunities to raise the bar for sport tourism development throughout the Valley. In fact, the Valley has already accomplished a great deal of success in which to build on. Collectively, our region is home to the Annapolis Valley Apple Blossom Festival and we have hosted a variety of regional, provincial and national sports tournaments.

The Annapolis Valley region is home to a wide array of facilities, ranging from ski hills to hockey arenas to indoor soccer facilities. We also boast a variety of conference facilities and choices for local accommodation. The Valley also boasts state of the art facilities at Acadia University and CFB Greenwood, which makes our region very lucrative for potential events.

Organizational Structure and Governance

There will be nine board members. Four of the board members are comprised of the executive. The remaining five board members will be the chairs of the five committees which are outlined on page 5. The duration of the terms of board members will be two years so as to maintain continuity on the board.

Identified membership benefits include:

- Profile on the AVESTA website and calendar of events
- Welcome packages
- Site selection assistance
- Maps, brochures, and attraction information
- Pre, post and familiarization tours
- Bid proposal support
- Use of logo at all AVESTA events
- Vote at Annual General Meeting (AGM)
- Assistance with event support

Staffing:

For the 2007-2009 Business Plan, permanent staffing will not be required. The Regional Development Authorities, NS Department of Health Promotion and Protection, and partnering municipal recreational staff will lend support as required. Additional assistance in the form of summer and cooperative students will be obtained as needed. As AVESTA evolves and matures, staffing may be required for subsequent business plans.

Committee Priorities

Conference and Event Planning

- a) Development of Print and Online Conference and Event Planning Materials
- b) Development of Delegation Packages

Bid Support and Development

- a) Development of Services and Assistance for Local Bid Groups
- b) Development of Formal Bid Packages for Two Shoulder Season Events

Education and Advocacy

- a) Refinement and Promotion of Economic Impact Analysis Model
- b) Membership in CSTA
- c) Organize Annual Networking and Informational Event with Provincial Sport Organizations

Partnership Development

- a) Formalize partnership with Events Halifax

Marketing and Promotion

- a) Develop an AVESTA Brand
- b) Develop Promotional Brochure Highlighting Services
- c) Develop Trade Show Booth

Initiative: Development of Print and Online Conference and Event Planning Materials
Component: Conference and Event Planning

AVESTA is committed to providing up-to-date and accessible information to all community groups, businesses and municipalities who are interested in organizing an event or conference in the Annapolis Valley.

Objective	The objective of this initiative is to provide accessible, informative and current information to all interested groups and organizations that require assistance with planning an event or conference in the Annapolis Valley.
Target Groups	This initiative targets local municipalities, sport associations, businesses and organizations.
Budget	This initiative will cost approximately \$7,000, which includes staff support for website development and the organization of existing materials and print/design costs associated with the development of hard copy guides and information.
Timeframe	May 2007 – July 2007
Required Resources	Student resource to develop website, upload information and design offline materials.
Outputs	<ul style="list-style-type: none"> • A categorized and detailed database of all materials and resources, including the facility database, will be available online; • A condensed version of resources and facilities will be available for print copy distribution; • An event planning checklist will be created to assist groups with the planning and organizational stages of hosting events.
Outcomes	All information related to sport tourism opportunities in the Annapolis Valley will be compiled into one location. Information on facilities, previous hosted events, accommodations, local attractions, etc... will all be available.
Evaluation Framework	An online survey instrument will be developed asking for feedback in terms of additional information that should be available. The number of website hits and brochures distributed will also be tracked.

Initiative: Development of Delegation Packages

Component: Conference and Event Planning

AVESTA is committed to promoting local businesses and tourism opportunities to all sporting and event participants visiting the Annapolis Valley region.

Objective	The objective of this initiative is to encourage participants at local events and conferences to shop locally, visit local tourism attractions, and extend their visit to the Annapolis Valley.
Target Groups	This initiative targets event and conference participants.
Budget	This initiative will cost approximately \$5,000 to develop promotional materials for the packages to have on hand for events. Information on local businesses and attractions will be provided for the packages in partnership with the local business community.
Timeframe	September 2007 – December 2007
Required Resources	Kings CED will provide design work and will commission the materials for the package development.
Outputs	<ul style="list-style-type: none"> • A comprehensive package to be provided to all local event participants and conference delegations showcasing the Annapolis Valley; • The package will contain information on local businesses and tourism attractions; • A passport will be developed to help monitor the success of promoting the region in terms of actual businesses visited.
Outcomes	Participants at local events will be encouraged to visit local establishments, spend money locally and extend their visit to the Valley.
Evaluation Framework	Kings CED will track usage of coupons provided in the package by the various business partners, usage of the passport provided in the packages, and will also track total numbers of packages provided.

Initiative: Development of Services and Assistance for Local Bid Groups
Component: Bid Support and Development

AVESTA is committed to providing local organizations and associations with the tools and assistance required to successfully bid on, and host, local events.

Objective	The objective of this initiative is to provide a variety of services and assistance to local groups and associations who wish to bid on, or host, a local event.
Target Groups	This initiative targets local groups and associations.
Budget	This initiative will require in-kind donations from the local Regional Development Authorities.
Timeframe	June 2007 – March 2009
Required Resources	Local Regional Development Authorities to provide in-kind assistance to local organizations to help them through the bidding process.
Outputs	<ul style="list-style-type: none"> • Bids will be reviewed and if necessary, enhanced, prior to being submitted; • Research will be provided, where applicable; • Facilitation and strategic planning services for community groups will be provided; • RDA’s will assist in organizing key partnerships needed to move forward with various bids.
Outcomes	<ul style="list-style-type: none"> • Creation of expertise on the bid process at local RDA’s; • Additional sporting events will be secured at locations throughout the Annapolis Valley; • Local sporting associations will have increased capacity to aggressively seek hosting opportunities.
Evaluation Framework	Baseline data on the number of events held annually by the various local sporting associations will be compiled and utilized as baseline data for comparative purposes in future years. Success will be measured by an increase in both the number of bids submitted and the number of successful bids secured.

Initiative: Development of Formal Bid Packages for Two Shoulder Season Events

Component: Bid Support and Development

AVESTA is committed to leading the bid process to successfully secure the hosting of two additional events in the Annapolis Valley region in the shoulder seasons.

Objective	To successfully secure two additional event to the Annapolis Valley in 2007-09.
Target Groups	This initiative targets provincial and national events that are open to receiving proposals to host their event in the Annapolis Valley.
Budget	This initiative will require \$2,000 for printing, design and other development related costs.
Timeframe	June 2007 – March 2009
Required Resources	AVESTA will form a BID Committee that will prepare the necessary documentation and submit potential bids on behalf of the organization.
Outputs	<ul style="list-style-type: none"> Minimally two bids will be submitted on behalf of AVESTA.
Outcomes	<ul style="list-style-type: none"> Additional events will be hosted in the Annapolis Valley, resulting in: additional revenue to local businesses, increased occupancy for local accommodations, and increased exposure and positioning of the Annapolis Valley as an ideal location to host a sporting event or conference.
Evaluation Framework	The number of bids submitted, and secured, by AVESTA will be tracked. Success will be measured by the ability of AVESTA to secure two events over the course of the 2007-2009 fiscal years.

Initiative: Refinement and Promotion of an Economic Impact Analysis Model

Component: Education and Advocacy

AVESTA is committed to assisting local groups project and compile information regarding the economic impact of their event or construction of a sporting or conference facility.

Objective	To assist local groups with the compilation and calculation of accurate economic impact projections for their events of proposed facility construction.
Target Groups	This initiative targets local events and the construction of sporting or conference facilities.
Budget	This initiative will require in-kind donations from Acadia University, Kings CED and Health Promotion and Protection.
Timeframe	June 2007 – March 2009
Required Resources	The Department of Economics at Acadia University will be required to assist with the education of the economic impact analysis model and the analyzing of results.
Outputs	<ul style="list-style-type: none"> • Education on the importance of economic impact assessments will be provided through workshops and presentations; • An interactive tool for economic impact analysis will be available on the AVESTA website; • Once groups collect the needed data, an analysis will be conducted by Acadia University within thirty days; • Aggregate data on all events will be compiled for informational and planning purposes by AVESTA.
Outcomes	<ul style="list-style-type: none"> • Local sporting associations and organizations will be able to build a solid case for funding based on sound economic impacts to the region; • The importance of hosting events will be recognized by the community and various stakeholders as the economic return and spin-offs in terms of expenditures and jobs is accurately measured.
Evaluation Framework	<p>AVESTA will track:</p> <ul style="list-style-type: none"> • The number of events and facilities assisted by AVESTA with economic impact analysis through Acadia University; <p>The results of each impact analysis for the development of a database of aggregate data for specific types and scopes of events for future comparative purposes.</p>

Initiative: Membership in the Canadian Sport Tourism Alliance (CSTA)

Component: Education and Advocacy

AVESTA is committed to remaining a competitive region for sport and event tourism development and to keeping abreast of all of the latest trends, opportunities and research in the field.

Objective	The objective of this initiative is to remain informed on issues, trend, opportunities and research related to sport and event tourism.
Target Groups	This initiative targets members of the AVESTA Board
Budget	This initiative will require approximately \$1,000 over 2007-2009 in membership dues and approximately \$2,000 in 2008 to attend the annual CSTA conference.
Timeframe	June 2007 – March 2009
Required Resources	AVESTA will commit to sending a representative to the annual CSTA conference in 2008. Two representatives already attended the conference on AVESTA’s behalf in 2007.
Outputs	<ul style="list-style-type: none"> • AVESTA will become an active member of the CSTA; • AVESTA will participate in the annual CSTA conference.
Outcomes	<ul style="list-style-type: none"> • Networking with other associations, sporting organizations and communities; • Sharing of best practices ideas; • Access to STEAM and STEAM-Pro; • Access on opportunities for future bids; • Access to the latest information, trends and research affecting the sport tourism industry.
Evaluation Framework	AVESTA will be assessed by maintaining proof of membership and by providing a report to the AVESTA Board on an annual basis on the specific outcomes of the CSTA conference.

Initiative: Organize Annual Networking and Informational Events with Local and Provincial Sport Associations

Component: Education and Advocacy

AVESTA is committed to developing and maintaining a reputation of excellence in the delivery of sport and event tourism initiatives. AVESTA will actively promote its services and instigate interactive dialogue with appropriate groups to identify potential opportunities.

Objective	The objective of this initiative is to promote AVESTA and identify opportunities for bid development with local and provincial associations.
Target Groups	This initiative targets local, regional and provincial groups and associations.
Budget	This initiative will require \$3,000 for hosting and related costs.
Timeframe	May 2007 and May 2008
Required Resources	AVESTA members will assist in the organization and delivery of these networking and informational events.
Outputs	<ul style="list-style-type: none"> • Hosting a refreshment room and informational session at the Acadia Sports Fair in 2007; • Hosting a follow-up event showcasing AVESTA progress at the Sport Fair in 2008; • Developing a ‘marketplace’ type conference and event for local, provincial and regional sport associations and communities across Nova Scotia to share information.
Outcomes	<ul style="list-style-type: none"> • Increased exposure of AVESTA for local, regional and provincial sporting associations;
Evaluation Framework	The number of leads and ultimate successful opportunities resulting from these events will be tracked. De-briefings will occur after each event and outcomes documented by AVESTA.

Initiative: Formalize Partnership with Events Halifax

Component: Partnership Development

AVESTA is committed to fostering partnerships of mutual benefit to assist in the development and success of the organization.

Objective	The objective of this initiative is to foster a relationship with existing events and sport tourism groups to share best practices and capitalize on expertise and opportunities.
Target Groups	This initiative targets Events Halifax.
Budget	This initiative will cost \$500 for hosting and travel expenses.
Timeframe	Summer 2007
Required Resources	AVESTA members will meet with representatives of Events Halifax and begin to build the relationship and synergy between the two groups.
Outputs	<ul style="list-style-type: none"> • Developing a relationship with Events Halifax; • Creating a formal mechanism to share information, resources and mutual opportunities between the two groups.
Outcomes	<ul style="list-style-type: none"> • Increased exposure of AVESTA; • Increased local resources and knowledge through information sharing.
Evaluation Framework	The number of visits between the two organizations will be documented and the outcomes of each reported to the AVESTA Board. An annual evaluation on the benefit of the partnership will be presented to AVESTA to ensure that the benefits are noted and suggestions for improving the relationship can be shared in a formalized manner.

Initiative: Develop an AVESTA Brand

Component: Marketing and Promotion

AVESTA is committed presenting itself in a consistent, attractive and strategic manner.

Objective	The objective of this initiative is to brand AVESTA in all promotional and marketing initiatives that it undertakes.
Target Groups	This initiative targets AVESTA materials and marketing tools.
Budget	This initiative will require \$1,000 for logo and image development.
Timeframe	Summer 2007
Required Resources	AVESTA members will work with a local graphic designer to create a logo and brand for the organization.
Outputs	<ul style="list-style-type: none"> • Creating a consistent brand, image and logo for AVESTA for use in all promotional and marketing materials.
Outcomes	<ul style="list-style-type: none"> • Increased professionalism in presentation of materials to potential events and AVESTA stakeholders.
Evaluation Framework	Once implemented, feedback on the brand will be sought from all AVESTA stakeholders at the end of 2009 to recommend changes moving forward.

Initiative: Develop Promotional Materials Highlighting AVESTA and its Services
Component: Marketing and Promotion

AVESTA is committed to promoting itself to potential events, sporting associations and other stakeholders to ensure that AVESTA is utilized to its full capacity.

Objective	The objective of this initiative is to promote the services and programs that AVESTA offers.
Target Groups	This initiative targets local, regional and provincial groups and associations looking to host events or conferences.
Budget	This initiative will require \$2,500 for production and printing.
Timeframe	Summer 2007
Required Resources	AVESTA members will assist in the design and content of all promotional materials.
Outputs	<ul style="list-style-type: none"> • Developing a brochure highlighting services; • Developing a one page promotional tool for distribution at conferences, etc; • Developing business cards with the AVESTA brand.
Outcomes	<ul style="list-style-type: none"> • Increased exposure of AVESTA for local, regional and provincial sporting associations;
Evaluation Framework	The number of brochures and promotional pieces that are distributed, and to who, will be documented.

Initiative: Develop a Trade Show Booth

Component: Marketing and Promotion

AVESTA is committed to developing the promotional tools and resources needed to make an impact at AVESTA-attended events.

Objective	The objective of this initiative is to promote AVESTA in a professional and consistent manner.
Target Groups	This initiative targets local, regional and provincial groups and associations looking to host conferences or events.
Budget	This initiative will require \$1,500 for design and printing costs. The trade show booth itself will be provided by the Nova Scotia Department of Health and Promotion.
Timeframe	Summer 2007
Required Resources	AVESTA members will assist in the design of the trade show booth.
Outputs	<ul style="list-style-type: none"> • Developing a significant promotional tool to promote AVESTA in a consistent and attractive manner.
Outcomes	<ul style="list-style-type: none"> • Increased exposure of AVESTA for local, regional and provincial sporting associations;
Evaluation Framework	The number of usages of the booth will be tracked to ensure that it is utilized to its maximum potential.

Budget 2007-08 and 2008-09

Expenses:

Website Development:	\$5,600
Print Materials for Conference and Event Planning:	\$1,400
Development of Delegation Packages:	\$5,000
Bid Development:	\$2,000
Economic Impact Analysis:	\$5,000
Membership:	\$1,000
Conferences:	\$1,000
Travel:	\$3,000
Hosting:	\$1,500
Brand Development:	\$1,000
Print Promotional Materials and Trade Show Booth:	\$4,000
Total	\$30,500

Revenue:

Kings CED:	\$1,400
Health Promotion and Protection:	\$1,400
Acadia (in-kind Economic Impact and website):	\$7,800
AVESTA residual funding:	\$25,000
Membership Revenue:	
Total	\$35,600