



# World Triathlon Series Bermuda 2019 Impact Study

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# Introduction – purpose and approach

PricewaterhouseCoopers Advisory Limited (“PwC” or “us” or “our”) has been engaged by the Bermuda Tourism Authority (“BTA”) to produce a report (the “Report”) on the estimated economic impact of hosting the World Triathlon Series (“WTS”) Bermuda 2019 (“WTS Bermuda event”). Our work and the Report constitute the services (the “Services”) we have provided. The scope of the work and the methods by which data was collected were established by the BTA.

Estimating the economic impact of the WTS Bermuda event requires the use of models and assumptions which means that the results need to be interpreted with caution. The methodologies, assumptions and limitations are set out in the Appendices of this Report.

The Report analyses the impact of the WTS Bermuda event on Bermuda’s economy based on surveys, inquiries, data gathering and extrapolation activities we have performed. At all times, PwC has endeavored to be transparent about data collection techniques and the assumptions made in arriving at conclusions.

The estimated impact of the WTS Bermuda event for 2019 considers the period from July 1, 2018 to June 30, 2019, which reflects the period from the end of prior year’s event to the conclusion of the 2019 event.



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# 1.0 Executive summary

This Report highlights the economic impact of the WTS Bermuda event through the estimated historical spending incurred leading up to and during the event, and the estimated future visitor spending as a result of media coverage during the event.

1,378 individuals travelled to Bermuda for the event, 352 of them to participate. The event is estimated to have generated an overall economic impact of \$4.7 million,

representing a 204% return on the \$2.3 million investment by the Government of Bermuda (compared to an estimated 152% return on investment from the 2018 event). The event cost a total of \$2.8 million, 18% lower than in prior year. Approximately \$0.6 million was received from sponsors and registration fees, 20% higher than in prior year. This economic impact assessment and return on investment does not include the estimated \$9.3 million impact from future tourism.

## Highlights of the event include:

97 elite and 516 amateur athletes participated in the event, for a total of 613 local and overseas participants (an increase of 3% from 2018). This compares to 85 elite and 504 amateur athletes who competed in the 2018 event.

1,378 visitors travelled from overseas for the event, of which 352 were participants, 933 were spectators, 45 were part of the organizing bodies and 48 were media personnel. This compares to 888 visitors for the 2018 event.

Estimated historical impact on Gross Domestic Product (“GDP”) of \$4.7 million, compared to \$4.4 million in 2018.

In addition to an estimated impact from future legacy tourism of \$9.3 million, compared to \$19.9 million in 2018.

Cost of hosting the event was \$2.8 million, of which \$1.4 million was spent on-island with the remainder spent off-island mainly on ITU World Triathlon Series (“ITU”) venue fees and capital assets which will be used for future events. In prior year, the event cost \$3.4 million, reflecting a decrease of 18% in expenditure when compared to prior year.

179 children participated in the RenaissanceRe (“RenRe”) Kids Duathlon, compared to 212 in prior year, this is a decrease of 16%

\$8.3 million in Advertising Equivalent Value (“AEV”) was generated for Bermuda for the 2019 event, compared to \$17.8 million in prior year.

Over 550 volunteers assisted at the event, in addition to the 50 volunteers for the RenRe Kids Duathlon. This compares to 450 volunteers for the 2018 event.

1.0 million people watched the television coverage of the WTS Bermuda elite races which was broadcast in 13 countries on 20 different channels.

There were a total of 2,214 posts on social media, including Twitter, Instagram, YouTube and Facebook, which reached nearly 14 million fans across 54 countries.

# \$4.7m

Estimated historical impact on Gross Domestic Product (“GDP”) of \$4.7 million, compared to \$4.4 million in 2018. 613 local and overseas participants.

## Economic impact

The approach adopted to estimate the economic impact of the WTS Bermuda event considered the impact on GDP, which is a key measure to the economic health of a country. The economic impact was estimated by first analyzing the actual spend that occurred in Bermuda that would not have otherwise occurred in the absence of Bermuda hosting one of the WTS events. This additional on-island expenditure was then analyzed using PwC's input-output model to estimate the indirect and induced output. This output is then converted to calculate overall impact on GDP.

Three spending groups were responsible for the vast majority of additional on-island expenditure as outlined in Section 3.0 of this Report.

Whilst historical economic impacts are generally observable, estimations of future economic impacts have been made. The historical economic impact, and the estimated future impact are reported separately in this analysis.

The overall impact on Bermuda's GDP as a result of Bermuda hosting the WTS event in 2019 is estimated at \$4.7 million, exclusive of an estimated future legacy tourism impact of \$9.3 million. This reflects the effects of the historical incremental on-island spend of \$3.7 million and the future estimated visitor spending of \$7.8 million.

A significant component of the impact on the island's GDP arose from the spending by overseas visitors coming to the island to either participate or spectate. Bermuda saw approximately 352 overseas visitors participate in the event, along with an estimated 933 overseas friends and relatives. Additionally, a further 93 overseas visitors travelled to Bermuda who were associated with the event organizing bodies and media personnel.

The study shows that overseas spectators contributed \$1.6 million and overseas participants contributed \$0.6 million to GDP.

As the spending filters through the economy, the largest impact (36% of the

overall impact on GDP) is expected on the hotels and restaurants sector.

World Triathlon Series Bermuda ("WTSBDA Ltd" or "WTSBDA") Ltd. commissioned an independent report to determine the value of broadcast media coverage of the WTS event to Bermuda. That report indicated that the exposure obtained had an AEV of \$8.3 million, which represents what Bermuda would have had to pay in order to achieve the same level of marketing exposure generated by the event. There are estimated future economic impacts as a result of media coverage during the event, for example from potential future visitors. The future estimated increase in visitor spending of \$7.8 million is calculated using a multiple of 1 to 1 to the AEV from the exposure that Bermuda received from hosting the event.<sup>1</sup>

## Legacy opportunities

Beyond the economic impact, the event has had a positive influence on various initiatives in Bermuda.

There continues to be an increased awareness of the sport of triathlon since the initial WTS Bermuda Triathlon in 2018. There was an increase of 76% in the number of participants in the 31st Annual Clarien Bank Iron Kids Triathlon held on June 22, 2019 compared to prior year. In the AON National Sprint Triathlon held on October 25, 2018 there was a 55% increase in registration for Juniors (ages 7 to 15) and a 113% increase in registration for Seniors (ages 16 and older) compared to 2017.

### 1. Awareness and participation in the sport of triathlon

### 2. Infrastructure

### 3. Intellectual capital

### 4. Community engagement and social cohesion

### 5. Enhancement of Bermuda's profile to host major sporting events

### 6. Volunteerism

### 7. Accessibility and enhancement initiatives for para-triathletes

While the legacy initiatives have been highlighted in the Report, the impact or outcome of the initiatives have not been assessed.

# 2.0 About WTS Bermuda

In December 2016, Bermuda was chosen to host three International Triathlon Union (“ITU”) WTS events – 2018, 2019 and 2020. The BTA coordinated the bid in partnership with the Government of Bermuda, the National Federation of Triathlon, also referred to as the Bermuda Triathlon Association, and other relevant parties.<sup>ii</sup>

The ITU WTS is an annual series of triathlon events used to crown an annual world champion. Bermuda’s Flora Duffy was crowned the ITU World Champion in 2016 and 2017. This year, Flora Duffy did not compete in the Elite WTS Bermuda race due to injury, however, she used this time to continue to participate in the amateur race and train in preparation for the 2020 Olympic Games.

Each year, there are eight rounds of competitions culminating in a WTS Grand Final race. Athletes compete head-to-head for points in these races that determine the overall ITU World Champion. The elite championship races are held over the standard

(Olympic) distance of 1,500 meter mass-start open-water swim, 40 km cycle and 10 km run.<sup>iv</sup>

On April 28, 2019, Bermuda hosted the second event on the 2019 WTS circuit. 53 men and 44 women competed in the elite races totalling 97 athletes, a 14% increase from 2018. The winners of the WTS Bermuda event were Katie Zaferes from the United States in the female elite race and Dorian Coninx from France in the elite men’s race.

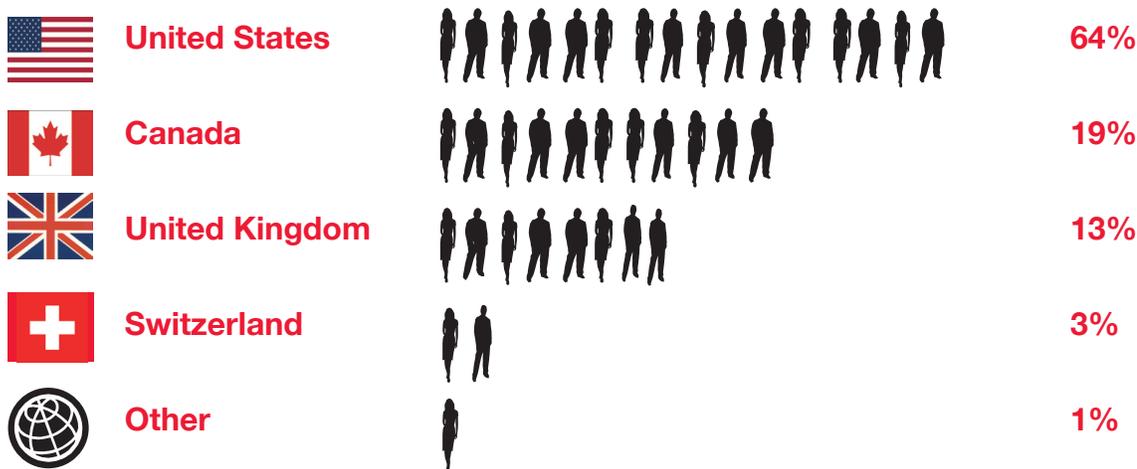
Prior to the elite race, a total of 303 men and 213 women participated in an age-group race for amateur triathletes, totalling 516 athletes, an increase of 2% compared to prior year. Of the amateur athletes, 255 (49%) travelled from overseas to the event.<sup>v</sup>

Based on survey results, the top five countries represented by overseas participants at WTS Bermuda were: United States 64%, Canada 19%, United Kingdom 13%, Switzerland 3%, and other countries 1%.

**“I sound like a broken record, but I will not be racing World Triathlon Bermuda. I’m beyond disappointed to be missing out on WTS Bermuda, where my community have rallied around the event. However, I plan to be back in 2020 and finish my ITU career at the Grand Final in Bermuda in 2021. There is a lot left to do, but for now, I need to be patient, I need to surrender more than I have these past nine months, and let my body heal fully.”<sup>iii</sup>**

– Flora Duffy

**Based on survey results, the top five countries represented by overseas participants at WTS Bermuda were: United States 64%, Canada 19%, United Kingdom 13%, Switzerland 3%, and other countries 1%.**





**“I attended the Inaugural 2018 Bermuda WTS and Age-Group event and loved it! Everything about the race, the island and the people was absolutely first-class and wonderful. This would be a terrific triathlon experience for anyone. Enjoy!”<sup>vi</sup>**

– Barry Siff, ITU Executive Board Member and USA Triathlon Board of Directors President

**Refer to Appendix I for key stakeholders responsible for hosting the event.**

Surveys conducted with residents who participated in the event indicated 73% were very satisfied with the event overall, 21% were satisfied, 4% were neither satisfied nor dissatisfied and 2% were very dissatisfied. Of the overseas residents who participated in the event, 73% were very satisfied, 23% were satisfied, 3% were neither satisfied nor dissatisfied and 1% were very dissatisfied.

**Bermuda resident participants rated the WTS event as follows:**



**Overseas participants rated the WTS event as follows:**



# 3.0 Economic impact

The approach adopted to assess the economic impact of the event considers the impact on GDP.

There were three spending groups responsible for the majority of additional on-island expenditure:

1. WTS organizing body and sponsors

2. Overseas participants

3. Overseas spectators

The historical spend is calculated for the period from July 1, 2018 to June 30, 2019, inclusive, which reflects the period from the end of prior year's event to the conclusion of the 2019 event.

In addition to the above, this Report captures the future tourism impact of legacy visitors as a result of media coverage during the event.

**Appendix II** explains how the impact on GDP is estimated.



The following table provides a summary of the economic impact by sector as the spending filters through the economy (including the legacy tourist impact). Given the influx of tourists to Bermuda as a result of the event and legacy tourists, it is shown that the hotels and restaurants sector experienced the largest benefit. The wholesale and retail trade are the next highest beneficiaries, though anecdotal evidence suggests that the local retailers experienced a negative impact on sales on the day of the event due to road closures and limited store access. This negative impact has been included in our assessment.

## Overview

The overall impact on Bermuda's economy, measured by the increase in the island's GDP as a result of Bermuda hosting the WTS event in 2019, is estimated at \$4.7 million, exclusive of an estimated future legacy tourism impact of \$9.3 million. This reflects the effects of the historical incremental on-island spend of \$3.7 million, as businesses provide goods and services and individuals earn wages and then spend a portion of that income. The future estimated increase in visitor spending of \$7.8 million over a five year period is calculated using a multiple of the AEV from exposure Bermuda received from hosting the event.

Further commentary on each of the significant components of the key spending groups is highlighted below. Refer to Appendices III and IV for further details on data collection methods and assumptions used in our analysis. As explained in **Appendix IV**, for purposes of this Report, the economic impact of the local participants and spectators is excluded, but will have an additional economic benefit.

Table 1.0: Economic impact by key spending groups

	Additional on-island expenditure (\$ millions)	Total impact on GDP (\$ millions)
WTS organizing body and sponsors	1.8	2.4
Overseas participants	0.5	0.6
Overseas spectators	1.4	1.7
<b>Total WTS Bermuda</b>	<b>3.7</b>	<b>4.7</b>
Legacy visitors	7.8	9.3
<b>Total including legacy visitors</b>	<b>11.5</b>	<b>14.0</b>

Table 2.0: Economic impact by sector

	WTS Bermuda impact on GDP (\$ millions)	Legacy Tourism impact on GDP (\$ millions)
Construction	0.1	-
Wholesale and retail trade and repair services	1.0	1.9
Hotels and restaurants	1.7	5.7
Transport and communications	0.4	0.6
Real estate and renting activities	0.1	-
Business activities	0.7	-
Public administration	0.2	-
Education, health and social work	0.1	-
Other community, social and personal services	0.4	1.1
<b>Total</b>	<b>4.7</b>	<b>9.3</b>

## WTS organizing body and sponsors

WTSBDA Ltd. is the body established by the BTA to organize the event. It incurred costs of \$2.8 million to stage the event. WTSBDA Ltd. received \$2.3 million of funding from the Government of Bermuda and \$0.6 million in funding from corporate sponsors and race registration fees. Of the WTSBDA Ltd. spend, approximately \$1.4 million was on-island with the remainder spent off-island mainly on ITU venue fees and capital assets which will be used for future events.

The below are examples of the types of expenditures incurred by WTSBDA Ltd. for hosting the event:

Communication

Local labour<sup>vii</sup>

Hospitality and entertainment

Infrastructure (including structures, barriers, grandstands, etc.)

Legal and finance

Marketing and public relations

Race operations (including event specific staff, first aid, timing and staff officials)

Road closure fees

Security

Transportation

ITU venue fees

The WTS BDA Ltd. was the largest contributor to the Bermuda economy out of the other spending groups, generating a total of \$1.8 million in additional on-island spend and \$2.4 million in total impact on GDP.

For the purposes of this Report we have included in this spending group the economic impact of the 17 sponsors for the event. A survey was conducted by the BTA to gather an understanding of the overall expenditure incurred by the sponsors in respect of sponsoring the event. Expenditure included items such as branding and signage, hospitality for clients and staff and other items. The results of those who responded to the survey were extrapolated among the entire sponsor population. The estimated total on-island expenditure related to sponsors is \$0.4 million (excluding the sponsorship fees).







## Overseas participants

Approximately 352 overseas athletes travelled to Bermuda in April 2019 to participate in the event, of which 97 were elite athletes and the remaining 255 were amateur athletes who participated in the age-group race.

Based on the survey of overseas participants, the average spend per person was \$250 per day. The average daily spend collected from the WTS participant survey has been

extrapolated across the 352 overseas visitors. The average length of stay for participants was 5.8 days.<sup>viii</sup>

Accommodation and food and beverage spend comprised the two largest categories. Other spending was on local attractions and leisure activities, retail purchases for goods and services, such as gifts and souvenirs, and on travel around Bermuda, including public transport and taxi services.

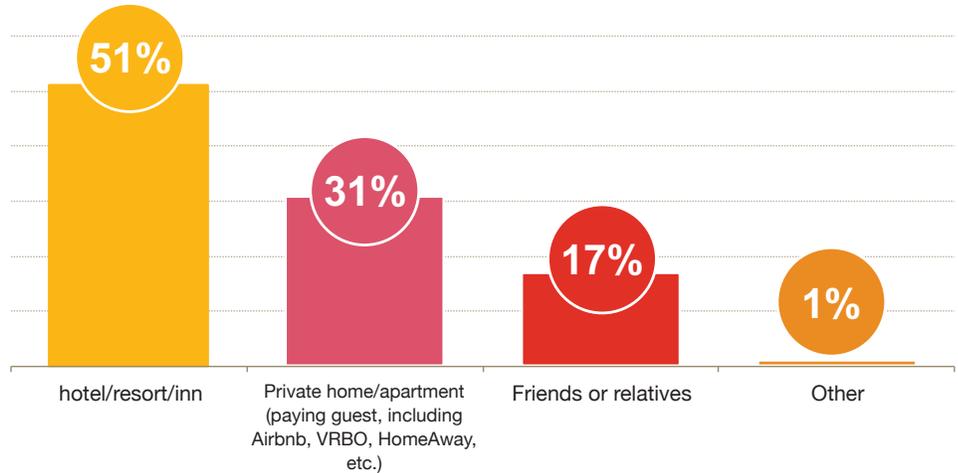
Table 3.0: Approximately how much did you spend on each of the following while in Bermuda?

Type of expenditure	Total daily spend per person (\$USD)
Accommodation	125
Entertainment and sightseeing	21
Groceries	16
Other	21
Restaurants and dining out	53
Shopping and retail purchases	14
<b>Total expenditure</b>	<b>250</b>

Based on the participant survey, 51% of participants and spectators stayed in a hotel/resort/inn, 31% stayed in a private home/apartment, 17% stayed with friends or relatives and 1% other.

An estimated \$0.5 million additional on-island expenditure was generated through spending by participants who travelled to Bermuda for the event resulting in an impact on GDP of \$0.6 million.

### Where did you stay during your trip to WTS Bermuda?



### Prior to this most recent trip for WTS Bermuda, have you ever visited Bermuda?



- Yes (55%)
- No (45%)

### Overseas spectators

Survey results suggest that for every overseas participant there was an average of 2.7 friends and relatives who travelled to Bermuda to watch, resulting in approximately 933 overseas spectators. Included in the overseas spectator group are the 45 individuals who came to Bermuda to watch the event from the ITU, Upsolut and other organising bodies and the 48 individual media personnel who attended the event from overseas.

This spending group has a direct economic impact on the local economy through its spending on food and beverage, accommodations, retail purchases, local attractions and transportation. The average daily spend per person collected from the WTS participant survey, as highlighted above, has been used to calculate the economic impact of overseas spectators.

An estimated additional on-island expenditure of \$1.4 million was incurred by overseas spectators attending the event, with an overall impact on GDP of \$1.7 million.

## Legacy visitors

There are estimated future economic benefits as a result of the event arising from media coverage of Bermuda during the event. As part of this Report we have estimated Bermuda's potential tourism benefit beyond the WTS by assessing the estimated number of additional future visitors and their corresponding economic impact. Given the subjectivity around this value, the estimated future impact is shown separately from the actual historical expenditures and their respective economic impact. However, the same input-output model was used to estimate the overall future GDP impact; in other words the estimated future direct, indirect and induced impacts are derived on a similar basis.

WTSBDA Ltd. commissioned an independent report to determine the value of broadcast media coverage of the WTS event to Bermuda. That report indicated that the exposure obtained had an AEV of \$8.3 million, which represents what Bermuda would have had to pay in order to achieve the same level of international marketing exposure generated by the WTS event.

For the purposes of this Report, the potential economic benefit of future visitors to Bermuda has been assessed by applying a multiple to the AEV. For the purposes of this economic study, a ratio of 1:1 and 3:1 have been used to provide a range of possible outcomes to predict future tourism spending, however a multiple of 1 to 1 has been selected to reflect the fact that the event will recur in 2020 and thus by selecting a lower multiple, the risk of double counting the revisiting event participants and spectators is minimized. The anticipated economic impact of future tourism has been calculated over a period of five years with the majority (60%) of estimated benefits to be realized in the first two years post the event.

## Impact on local businesses

The event was held in the center of Hamilton all day on a Saturday, which is typically the most profitable day of the week for retailers'.<sup>ix</sup> In prior year, anecdotal evidence suggested that a selection of retailer's sales decreased during the day of the event due to road closures and limited store access. In response to this, the BTA identified various opportunities for local retailers to participate in the event to counteract any negative impact on their business from the reduced footfall that some experienced during the prior year's event. Through the Bermuda Chamber of Commerce, a number of retailers provided sales data for April 2019 to understand the impact of the 2019 event on the local businesses. Results show that there was a reduction in the on-island expenditure by \$0.1 million with an impact on GDP of \$0.2 million, which is reflected in the overall results in this Report. This reduction in on-island spending has been taken into account in the economic model.

Notwithstanding the event, it should be noted that the Retail Sales Index figures for April 2019 showed an increase in sales compared to prior year by 2.2%.<sup>x</sup>

Consideration was made as to whether this spending may have taken place at a later date, however as described in Appendix IV, a prudent viewpoint was taken due to limited information available.

## 4.0 Overall media coverage

The Event was broadcast on television in 13 different countries on 20 different channels. Total broadcasting time on television was 119 hours with 1.0 million viewers watching the coverage of the WTS Bermuda Elite races in Bermuda: 0.7 million viewers were in the UK, 0.1 million in Pan Asia and Poland, with the remainder in

countries including China, Spain, France, Norway, Taiwan, Mexico, and New Zealand.

On social media, including Twitter, Instagram, YouTube and Facebook, there were a total of 2,214 posts which reached nearly 14 million fans across 54 countries.

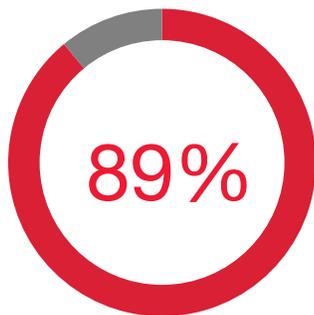
Applying the multiples of 1:1 and 3:1 to the AEV suggests that Bermuda could obtain future tourism spending (after the impact of discounting) over the five years following the WTS 2019 event between \$7.8 million and \$22.3 million.

In prior year the AEV was \$17.8 million, a difference of \$9.5 million compared to the 2019 event. The reason for this is due to broadcasting time, where there was twice as long broadcasting time on TV for the event in 2018 compared to 2019.

In the overseas participant survey, a question was asked on the likelihood they would recommend Bermuda to others as a place to visit. Of the respondents, 89% indicated they would definitely recommend Bermuda as a place to visit.

The incremental tourism on-island spend is estimated at \$7.8 million over a five year period, which results in an anticipated overall impact on GDP of \$9.3 million from future tourism.

### How likely are you to recommend Bermuda to others as a place to visit?



89% will definitely recommend Bermuda as a place to visit, while 8% would probably recommend Bermuda and 3% might or might not.



## 5.0 Legacy impact

Beyond the economic impact, the event had a positive influence on various initiatives in Bermuda which are expected to generate a lasting benefit to the community. Below are a number of areas that have seen a benefit since the hosting of the event as well as other areas we expect to experience a benefit from the WTS legacy.

**1. Awareness and participation in the sport of triathlon**

**2. Infrastructure**

**3. Intellectual capital**

**4. Community engagement and social cohesion**

**5. Enhancement of Bermuda's profile to host major sporting events**

**6. Volunteerism**

**7. Accessibility and enhancement initiatives for para-triathletes**

While the legacy initiatives have been highlighted in the Report, the impact or outcome of the initiatives have not been assessed.

**“It helps to underscore the Bermuda tourism strategy of increased sporting activity on island, with the knock-on effect of increased economic activity. And, of course, the international visibility through broadcast keeps the Bermuda name up front and centre.”**

— Kendaree Burgess, Executive Director of the Bermuda Chamber of Commerce<sup>xi</sup>



## 1. Awareness and participation in the sport of triathlon

### RenRe Kids Duathlon

On April 26, 2019, the day leading up to the event, Bermuda hosted the second annual Kids Duathlon race, sponsored by RenRe. The event saw 179 participants aged 7 to 15, providing Bermuda's youth an opportunity to race on part of the same course as the elite triathletes. Of the participants 73% were aged 7 to 10, 17% were aged 11 to 12, and 10% were aged 13 to 15. Of these young athletes, 73% attended private schools, 25% attended public schools and 2% were home schooled or attended school overseas.

In the weeks leading up to this event, the National Federation of Triathlon sponsored kids' triathlon training programme. Neil de Ste. Croix, a coach volunteering for the kids' race said,

"The sessions are free and for students who have and have not completed a duathlon. The sessions are fun! The National Stadium has great facilities and I would encourage everyone to come!"<sup>xii</sup>

By creating this free training programme and event, RenRe and the National Federation of Triathlon wanted to ensure that the training programme and the event itself were accessible to every child aged 7 to 15 and that every child had an opportunity to participate. Participants of the event came from all backgrounds and from public and private schools in Bermuda.

We understand this triathlon training programme will be an ongoing programme leading up to the WTS Bermuda 2020 event and beyond.

**"Coaching clinics put on at the National Sports Centre by the Bermuda Triathlon Association in the build-up to April 2018 were attended by up to 70 children at each event and, inspired by the magic of Flora Duffy, they returned when we put more clinics on in September."<sup>xiii</sup>**

— Alec Shepherd, WTSBDA Ltd. Project Manager

## 2. Infrastructure

The WTSBDA Ltd. invested nearly \$0.1 million in additional infrastructure to host the WTS event, which included items such as barriers, fencing, bicycle racks, branding material and carpet. In prior year, nearly \$0.4 million was spent on infrastructure. These assets will continue to be used for the future WTS events and can be used for other future triathlon events hosted in Bermuda. The estimated costs of hosting future WTS events in Bermuda have considered these investments.

## 3. Intellectual capital

Leading up to the event, ten individuals from Bermuda participated in a training programme to become qualified ITU Officials, this adds to the 16 that were trained in previous years. Bermuda thus has 26 Level 1 ITU Technical Officials, a concentration of expertise that will allow Bermuda to host world class triathlon events for many years into the future.

Similar to the WTS 2018 event, a Venue Command Centre (“VCC”) was established for the event which was a fundamental component for event management. The VCC was a temporary secure office set up as an event control room which comprised of representatives from Bermuda Police Service, the Government of Bermuda, Bermuda Fire and Rescue Service, Bermuda Hospitals Board, Ministry of Works & Engineering, City of Hamilton, the Royal Bermuda Regiment, as well as the Local Organising Committee (“LOC”), the ITU and key event suppliers such as Digicel. These representatives came together as a team to ensure harmonization and coordination by all parties with respect to event related management, operations and public safety. A detailed working Safety Plan document was prepared by the LOC, with input from all VCC stakeholders, which was used as a basis for planning and procedures. The Safety Plan and VCC will be used for the upcoming WTS events in Bermuda and possibly leveraged in other future sporting events. **Refer to Appendix I.**

“A significant amount of hard work and planning has gone into organising this event... it’s an opportunity for us to celebrate our island and the great things that can be accomplished when we work together to achieve success.”<sup>xviii</sup>

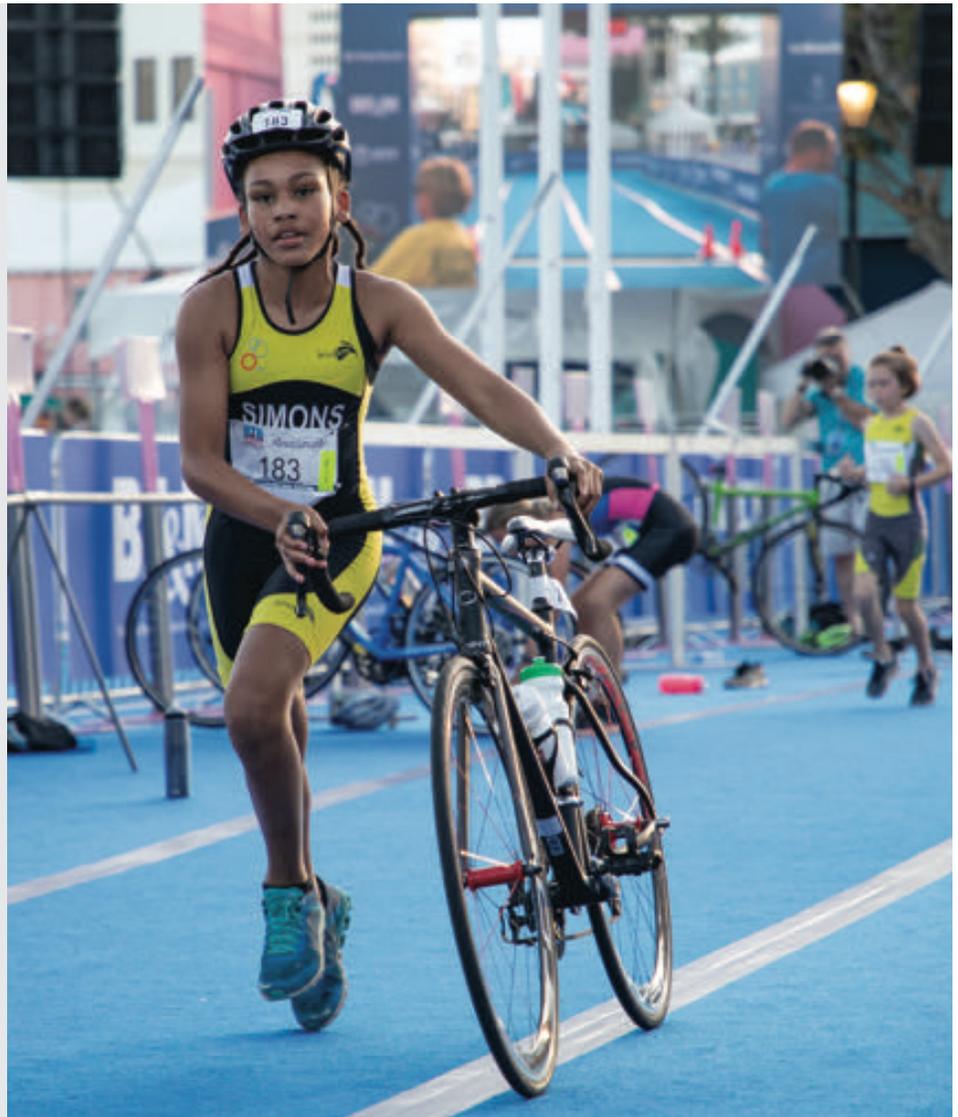
– Lovitta Foggo, the Minister of Labour, Community Affairs and Sport

## Other triathlon programmes

Bermuda's triathlon community continues to see an uptick in participation since the initial WTS event in 2018. Bermuda hosts a number of local triathlon races each year. TriHedz, Bermuda's Junior Triathlon Club has increased its membership size in 2019 by 81% since summer 2017 (prior to Bermuda hosting the WTS events), mainly in the 7 to 9 year old group.<sup>xiv</sup>

On September 29 and 30 2018, Tobago held the second annual CARIFTA Triathlon and Aquathlon, which saw 136 participants aged 11 to 19. Of those participants, Bermuda saw 20 students participate across all age groups, with 55% of them aged 13 to 15, 35% aged 11 to 12 and 10% aged 16 to 19.<sup>xv</sup> The AON National Sprint Triathlon Championships was held on October 25, 2018 which saw registration increase compared to prior year's event. The juniors (ages 7 to 15) registration increased by 55% from 29 to 45 participants, adult registration increased by 113% from 24 to 51 participants.<sup>xvi</sup>

On June 22, 2019, Bermuda held the 31st Annual Clarien Bank Iron Kids Triathlon where children aged 3 to 15 have the opportunity to swim, bike and run. This year the event saw an increase of 76% of children who completed the event compared to prior year, being an increase from 139 children who completed in 2018 to 244 children in 2019.<sup>xvii</sup>



**“Local events have seen a marked increase in new entries especially in the youth/junior categories. There has also been an increase in the number of instructional camps provided this past year. We have upped the number to five and in fact we now offer an adult camp in the spring that attracted overseas participants for the first time this year, all contributing to tourism numbers in the shoulder season.” – Steven Petty, President, National Federation Triathlon**

## 4. Community engagement and social cohesion

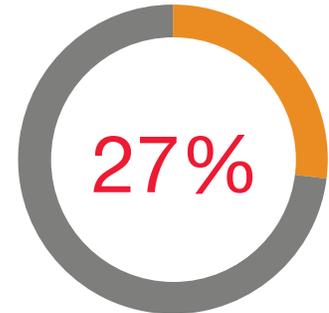
The event provided an opportunity for all residents, irrespective of gender, age, ethnicity or familiarity with the sport, to come together to support local and international athletes.

The BTA commissioned a third party, Global Research, to conduct a survey of residents to gain an understanding of the demographics of those individuals who watched the event. Based on the 400 survey responses, 27% reported that they (or a member of their family) watched in-person. Residents were more likely to have watched the elite women's race (69%) compared to the elite men's race (64%).

Of those residents who watched the events in person, 68% were very satisfied with the WTS experience (31% satisfied and 1% were neutral: neither satisfied nor dissatisfied).

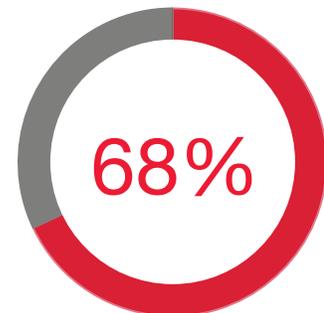


### Bermuda residents who reported they (or a member of their family) watched in-person the WTS Bermuda Event:



27% reported that they (or a member of their family) watched in-person the WTS Bermuda event compared to 73% who did not watch in-person.

### Bermuda residents' overall satisfaction of the WTS Bermuda event:



68% were very satisfied with the WTS experience (31% were satisfied, 1% neither satisfied nor dissatisfied).





“It’s going to be a great show with an amazing atmosphere and we all love that feeling of the community once again coming together to do what we do best – that collective Bermudian spirit of celebration and support.”<sup>xx</sup>

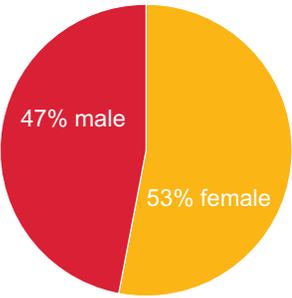
- Pat Phillip-Fairn, World Triathlon Bermuda Committee Chairwoman

**The demographics of residents who watched-in person are as follows:**

- 53% viewers were female, compared to 47% male.
- 29% were aged 18 to 34, 21% aged 35 to 44, 20% aged 45 to 54, 17% aged 55 to 64 and 13% aged 65 and older.

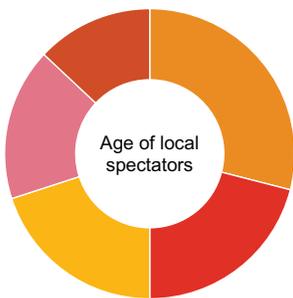
- 56% identified as black, 33% identified as white, 3% identified as other and 8% preferred not to answer.
- 90% of residents who watched the race were Bermudians, 7% guest workers and 3% preferred not to answer.

**What gender do you belong to?**



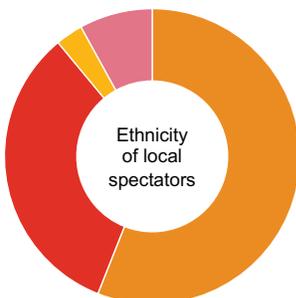
Female (53%)  
Male (47%)

**In which of the following age categories you fall?**



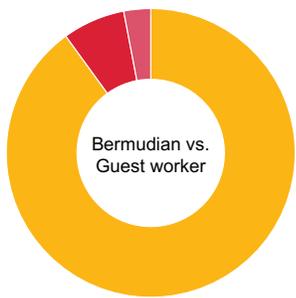
18-34 (29%)  
35-44 (21%)  
45-54 (20%)  
55-64 (17%)  
65+ (13%)

**Which race do you belong to ?**



Black (56%)  
White (33%)  
Other (3%)  
Prefer not to answer (8%)

**Are you a local Bermudian or guest worker?**

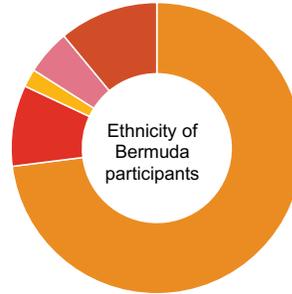


Bermudian (90%)  
Guest worker (7%)  
Prefer not to answer (3%)

**Based on the participant survey results, the demographics of those who participated in the amateur race were as follows:**

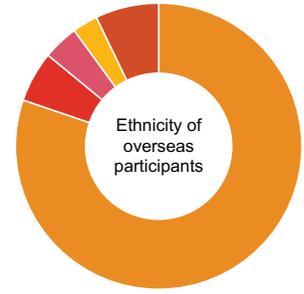
- Of residents who participated, 73% identified as white, 9% identified as black, 5% identified as two or more of either white, Asian or black, 2% identified as Asian and 11% preferred not to answer.
- Of overseas participants, 80% identified as white, 6% Asian, 3% Hispanic, 4% other and 7% preferred not to answer.

**Which best describes your ethnicity? (Bermuda)**



- White (73%)
- Black (9%)
- Two or more of the above (5%)
- Asian (2%)
- Prefer not to answer (11%)

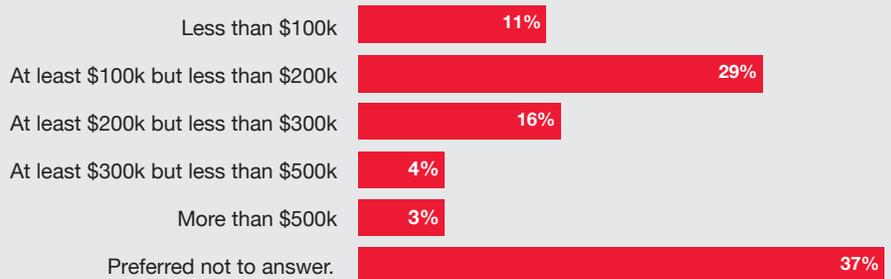
**Which best describes your ethnicity? (Overseas)**



- White (80%)
- Asian (6%)
- Hispanic (3%)
- Other (4%)
- Prefer not to answer (7%)

- Of residents who participated, 11% reported household income of less than \$100k, 29% at least \$100k but less than \$200k, 16% at least \$200k but less than \$300k, 4% at least \$300k but less than \$500k, 3% more than \$500k and 37% preferred not to answer.

**Bermuda resident participants reported annual household income as follows:**



- Of overseas participants, 20% reported household income of less than \$100k, 23% at least \$100k but less than \$200k, 16% at least \$200k but less than \$300k, 14% at least \$300k but less than \$500k, 13% more than \$500k and 14% preferred not to answer.

**Overseas participants reported annual household income as follows:**



“Last year visiting competitors in the age-group categories glowed, almost uniformly, about how inspired they were by the number of spectators lining the course to cheer. They told us it’s Bermuda’s fans who made the experience a memorable one for them because they don’t find the same level of support for amateurs when competing in other places.”

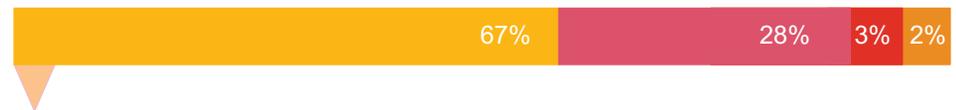
– Kevin Dallas, Chief Executive of the Bermuda Tourism Authority<sup>xxi</sup>

## 5. Enhancement of Bermuda’s profile as a global sporting destination

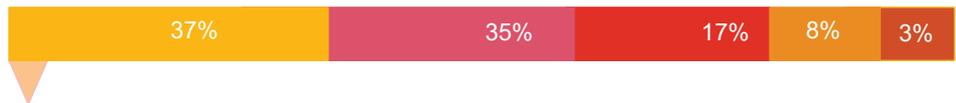
By hosting the WTS Bermuda event in 2019 and 2018, Bermuda has proven it can successfully host large-scale global sporting events. Bermuda has recently been awarded the WTS Grand Final in 2021 and to host the inaugural Bermuda Championship on the 2019/20 PGA Tour. Bermuda was also awarded to host the (CARIFTA) Caribbean Free Trade Association Games in 2020. Bermuda will also host various sailing races such as the Marion Bermuda Race 2019 and Antigua Bermuda Race 2019 that attract sailors from around the world.

Based on the residents participant survey, 67% of participants reported they would definitely participate next year, while 28% would participate and 3% might or might not 2% would not participate next year.

### Likelihood Bermuda resident athletes will participate next year in the WTS Bermuda?



### Likelihood overseas athletes will participate next year in the WTS Bermuda



**ITU race announcer, Greg Welch said he was very excited to be back in Bermuda. Adding that it was “one of my favourite stops on tour when I competed.”<sup>xxii</sup>**



## 6. Volunteerism

Hosting an event of this size requires the local population to get involved and have a vested interest in the event. Over 550 people volunteered to support the event, in addition to 50 volunteers who supported the RenRe Kids Duathlon. The database created for the 2018 event was leveraged as it captured volunteer contact data which can continue to be utilized for future purposes. The volunteers supported in various ways including:

Volunteers attended a training session leading up to the event and were provided with a volunteer guide package which included the Volunteer Code of Conduct. The skills developed by the volunteers can be leveraged in future triathlon and other sporting events.

Registration stations

Crowd control

Traffic control

Water and aid stations

Race course marshals and guides (elite and age-group)

Athlete lounge

Transition area

Media centre

Dismantling and clean-up



# Team Ladybug, Stephan Couture and Chloe Couture

This year Massachusetts General Hospital in Boston sponsored two teams with athletes who are differently able, Team Ladybugs and Team Thumbs Up, to participate in the event.

Team Lady Bug was made of father Stephan Couture and daughter Chloe Couture who suffers from severe cerebral palsy. The duo have participated in various triathlon events for the past nine years and have competed in 70 races including three ITU World Series events, Leeds 2018, Hamburg 2018 and this year's event the World Triathlon Series in Bermuda.<sup>xxiii</sup>

Last year they completed numerous 10ks, half marathons, duathlons and triathlons. During the legs of a race Stephan swims and tows Chloe in a customised kayak, rides with Chloe in her adapted wheelchair and runs and pushes her in the same chair.

Stephan mentioned in a local news article: "Chloe has a passion for the sport, the racing, the training, the speed and the outdoors. It is her life. Regardless of the time or the weather, she asks to go out in her racing chair DD1 [Daddy, Daughter One] as she calls it. She just wants to be out, and it warms our hearts that after every outing she comes home singing and smiling."

During the event, Team Ladybug crashed as one of the wheels on their bike punctured and the Coutures were unable to finish the race. Chloe experienced facial injuries, Stephan broke ribs and their \$18,000 customised bike was written off. A witness of the crash wanted to give back to the Couture family and encouraged them to set-up a GoFundMe page to help pay for the expenses from the crash. Athletes, race supporters and others within the community came together and supported the duo. In total, the GoFundMe page received 61 donations totalling \$19,549.



## 7. Accessibility and enhancement initiatives for para-triathletes

Bermuda will be hosting approximately 100 para-triathletes at the WTS Grand Final in 2021. In response to this, the WTSBDA Ltd, the BTA and other key stakeholders in the community came together to determine how Bermuda can improve accessibility for individuals who are differently abled. As part of this initiative, the WTSBDA Ltd and the BTA worked with two para-triathlete teams, Team Ladybugs and Team Thumbs Up, to participate in the event. This provided an opportunity for both teams to experience Bermuda's race course and provide the organising bodies insight into how Bermuda may need to improve in terms of accessibility.

Immediately after the event, the BTA distributed a survey to the teams asking them to assess Bermuda's hotels and restaurants with the aim to understand the current state as it relates to accessibility. The results from the survey will be used to inform which establishments have the infrastructure and service to welcome the differently abled. Below are some of the key findings from the survey:

- Respondents visited a number of restaurants and retail stores during their time in Bermuda. Overall, respondents were very satisfied with the level of accessibility of the restaurants and were satisfied with the accessibility of retail stores, attractions and triathlon-related facilities they visited.
- Leading up to the event, the BTA helped to pre-arrange transportation for the teams which they believe helped their experience compared to the average differently abled traveller. Transport accessibility was rated very highly among respondents, stating they were very satisfied with the mini buses in Bermuda; additionally they shared they were able to visit every place they wanted to while on island.
- All respondents were very satisfied with the accessibility of the MS Amlin World Triathlon Bermuda, citing that the helpers assigned to each team went above and beyond.
- However, when asked to describe Hamilton and the streets and sidewalk accessibility, most respondents took a neutral stance.

**“We’re touched by the kindness we’ve experienced from so many people in Bermuda, said Stephan Couture. Several people have asked us to set up a fundraising web page so that they can contribute to Chloe’s new racing chair. It’s unexpected and heart-warming, we’re humbled. We would love Bermuda’s help, thank you, we are most grateful.”**

- Stephan Couture<sup>xxiv</sup>

# Appendices

## Appendix I – WTS key stakeholders and parties

Below is a high-level summary of the key parties involved in staging the WTS in Bermuda and a summary of the key roles and responsibilities of each of these parties

### International Triathlon Union

The ITU is the world governing body for the sport of Triathlon and its related other Multisport. It is an association founded in April 1989 in Avignon. ITU is a non-profit-making organization and does not pursue any objective for its own gains.

The ITU owns the rights to the WTS and is the contracting party that granted the license to WTSBDA Ltd. to host one of the eight series in 2018, 2019 and 2020.

The ITU helps to organize the WTS events, providing guidelines on branding and race rules. The ITU provides technical officials and referees and owns all media rights outside of the host jurisdiction (in this case, Bermuda).

### WTSBDA Ltd.

WTSBDA Ltd. is a subsidiary of the BTA and was incorporated in April 2017. This entity serves as a legal and administrative function for the WTS Bermuda Local Organizing Committee (“LOC”). WTSBDA Ltd. is the recipient of all funding provided by the Government and sponsors. There are no employees of WTSBDA Ltd.

WTSBDA Ltd. pays the ITU a sanctioning fee, effectively a licensing fee, to host the WTS and also pays the prize money for the elite athletes. The WTS owns all domestic media rights in Bermuda.

### WTS Bermuda Local Organising Committee (LOC)

The LOC is the main organizer of the event, covering areas such as:

Budgeting	Project management
Commercial sales and branding	Race management
Community (local Bermuda) engagement	Race operations (venue and course set up/ management)
Event concept and side entertainment	Risk assessments
Information technology and telecommunications and TV broadcast	Sales and marketing (international)
Liaison with shareholders	Security and road marshalling
Medical (athlete and spectator)	Sponsorship and sponsor liaison
Participant services	Venue management/ event safety (VCC)
Procurement and equipment management	Volunteering

## **Bermuda Tourism Authority (“BTA”)**

The BTA provides administrative and financial oversight to WTSBDA Ltd., including financial and accounting, marketing and communications, sponsor liaison, external relations and special project coordination. The BTA is one of the main sponsors of the event. The BTA was instrumental in leading Bermuda’s bid to host the WTS 2018, 2019 and 2020 events.

## **National Federation of Triathlon**

The National Federation of Triathlon, also known as the Bermuda Triathlon Association, supported the BTA in bidding for the WTS Bermuda 2018, 2019 and 2020 events, along with

the WTS Grand Final 2021 event. The National Federation of Triathlon was responsible for selecting and liaising with the 11 Sector Heads per the ITU requirements, including head of volunteering, head of swim course, head of bike course and head of run course, etc.

## **Upsolut**

Upsolut Sports operates as a sport events organizing agency that help organise other global ITU events. Upsolut is based in Germany. Upsolut was contracted by WTSBDA Ltd. to provide technical and race management support in the organization of the WTS Bermuda event.



## Appendix II – Approach and methodology

Economic impact analysis follows an established methodology to assess and value the impact of events or certain activities, such as the WTS Bermuda. The approach adopted for this analysis considered the impact of the WTS Bermuda event on GDP, which is a key measure of the economic health of a country. Economic output, as measured by Gross Value Added (“GVA”), is a measure of the value generated by different sectors of the economy. It represents the difference between the value of goods and services sold and the goods and services used as inputs to their production. Hence, it is the sector-level equivalent of GDP; adding up the GVA of all sectors in the economy gives an estimate of a country’s GDP.

Spending groups identified in this study include overseas visitors who travelled to Bermuda as a result of the event, including athletes who participated in the event, media personnel, race officials, sponsors, event organizers and spectators.

### **The impact on GDP/GVA comprises three elements:**

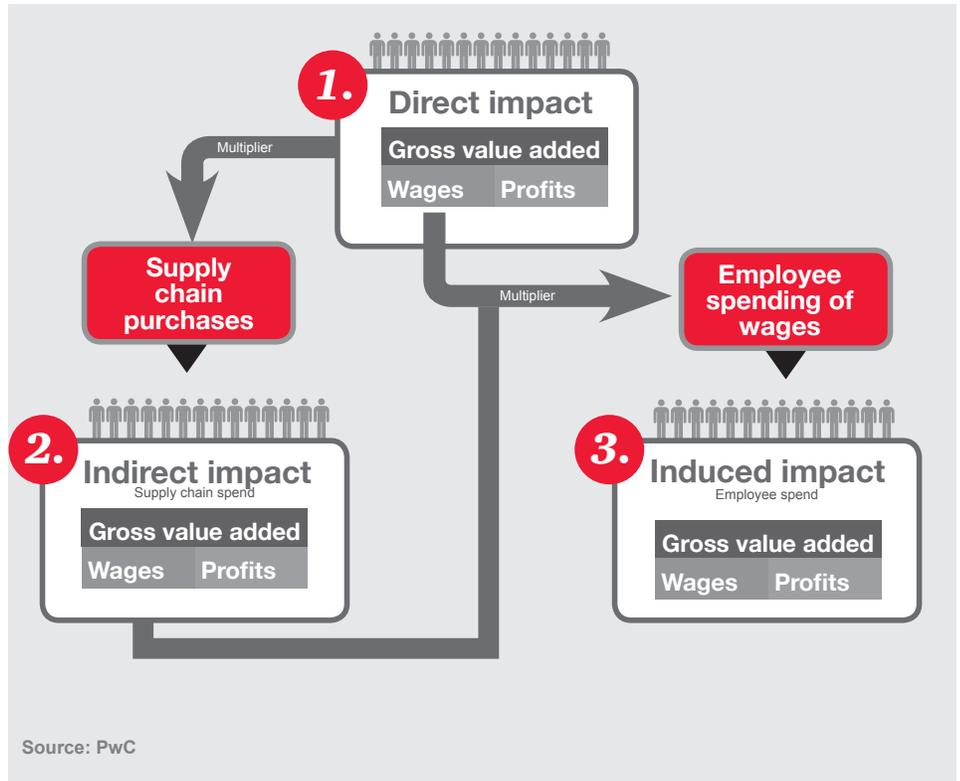
- **Direct impact:** The increase generated in Bermuda as a result of additional on-island expenditure by various spending groups directly attributable to the event.
- **Indirect impact (supply chain spend):** The increase generated by those businesses and other organizations which supply the businesses which fulfill the needs of the different spending groups’ demand for goods and services and their suppliers. These support additional profits and wages (i.e. GVA) across the supply chain. This is often referred to as the ‘indirect impact’.
- **Induced impact (employee spend):** The increase resulting from increased expenditure by the workforce employed directly as a result of the event and indirectly as a result of the impacts on the supply chains as additional income earned by these employees is spent on various goods and services in Bermuda, leading to further economic activity in Bermuda. This is often referred to as the ‘induced impact’.

The total impact on GDP is represented by the sum of the direct, indirect and induced impacts.

The supply chain (indirect) and employee spend (induced) impacts on GDP are typically estimated using an input-output model, which represents the interdependencies between different sectors of an economy. The input-output model used is based on data from the Government of Bermuda’s Department of Statistics from 2015 (most recently available at the date of this report). The input-output model was used to determine the ‘multipliers’ with which to estimate the indirect and induced impacts of the additional on-island expenditures.<sup>xxv</sup> Multipliers are a way of estimating how direct economic impact cascades through an economy. They measure the ratio of the indirect and induced impacts on the economy to the initial direct impact.

Data was collected from the main spending groups on their additional on-island expenditure as a result of the WTS event, including goods and services. In order to apply the multipliers, all expenditures were mapped to those sectors of Bermuda’s economy which are used by the Government of Bermuda’s Department of Statistics for the purpose of reporting economic performance. The additional on-island expenditure was then analyzed using the input-output model to estimate the indirect and induced output. This output is then converted to overall impact on GDP.

### The three elements of economic impact





## Appendix III – Key data collection

In the majority of instances data was collected directly from WTSBDA Ltd. and the BTA. Surveys were conducted with visiting and local participants and first understand their spending so that it can be extrapolated across the spending group population and to obtain additional information on the participants and overall feedback on the event.

Of the 261 local participants, a total of 59 responses were received, and of the 255 visiting participants (amateur participants only), a total of 80 responses were received.

Surveys were administered by the BTA through an online platform which was sent to all amateur participants through email. The types of survey questions included:

- Demographics focusing on residency, nationality, age, gender, ethnic background, income level
- Daily spending patterns (question analyzed for overseas visitors only)
- Travel details, such as accommodation, transportation, travel party size (question analyzed for overseas visitors only), length of stay
- Satisfaction with the event and of Bermuda as a future travel destination for leisure and for future WTS events

The survey results were then extrapolated against the spending group's demographic population to estimate the broader impact.

A number of face to face and telephone interviews were conducted with organizing bodies such as the WTSBDA Ltd, the National Federation of Triathlon, the BTA and the Bermuda Chamber of Commerce. These interviews provided further insight into what benefits and opportunities the local community has experienced as a result of Bermuda hosting the WTS event.

PwC sent surveys to 17 sponsors of the event, with 10 respondents that represented a cross-section of the sponsorship levels. The survey captured questions on the sponsor's on-island expenditures related to sponsorship including branding and signage, hospitality for clients/ staff and other items including gifts to participants and other supplies. The survey results were then extrapolated against the sponsor population to estimate the broader impact.

The BTA commissioned a third party, Global Research to conduct a survey with residents to gain an understanding of the demographics of those individuals who watched the WTS Bermuda event. These survey results are shared within this Report.

## Appendix IV – Assumptions

Care was taken during the assessment to determine each spending group's actual on-island spend that would not have otherwise occurred in the absence of Bermuda being the host for the WTS event. This spending is referred to as additional on-island expenditure. Substitution and displacement effects have been considered, for example where spending on the WTS occurred at the expense of spending on an alternative activity. We have made one adjustment with respect to displacement by removing the negative impact experienced by certain local retailers due to the road closure on the day of the event. Whilst that spending may have taken place at a later date, limited evidence was available to enable that to be proven and quantified, and thus a conservative position was taken. The spending by local participants and spectators has not been otherwise captured in this report.

For all spending groups, the geographical scope of the expenditure is centered on Bermuda only, otherwise stated as on-island expenditure. Any overseas expenditure is excluded from the analysis given it does not impact Bermuda's economy.

Additional assumptions to those that are stated in Section 3.0 are as follows:

### WTS organizers

- Expenditure data from the WTS organizers has been received directly from the source, WTSBDA Ltd., including on-island and off-island expenditure. PwC has not performed any additional analysis on this information nor attempted to verify the accuracy of the split of spending between on-island and off-island.
- All payments to independent contractors who acted as 'employees' were treated as salaries and wages for purposes of this study. The salaries and wages costs have been analyzed to appropriately attribute the on-island spending compared to off-island spending as it is not reasonable to assume that all of the expenditure related

to WTS independent contractors was spent on-island. This allocation is based on the Government of Bermuda Household Expenditure Survey (2013) data which is the most recent as at the date of this report. This type of data tends to be stable over time and typically there are not significant fluctuations from year over year thus it's appropriate to use this information for the purposes of this report.

- Included in this spending group are the sponsors of the event. It is assumed that the spending incurred by sponsors would not have taken place on-island on an alternative activity. Based on the sponsor surveys, the expenditure data gathered were extrapolated against the entire sponsor population. This excludes the sponsorship fees as that is captured in the WTSBDA Ltd. impact.

### Overseas participants

- A total of 352 overseas visitors came to Bermuda to participate in the event, of which 97 were elite and 255 were amateur participants.
- On-island expenditure data used for all participants was based on the results of the overseas participant survey. The survey asked for overall estimated on-island expenditure for the entire travel party. Based on this information, PwC estimated the average daily expenditure per person which was then extrapolated across the spending group.
- According to the overseas participant survey, the overseas participants stayed on-island for an average of 5.8 days.
- Participants also paid registration fees to participate in the event. For purposes of the economic model, the costs incurred on race registration fees have been removed from participant spending as this spending is captured through the economic impacts generated by the WTSBDA Ltd.
- Spending by residents of Bermuda who participated in the event is excluded in this study.

## Overseas spectators

- Based on the overseas participant surveys, for every overseas participant there was an average of 2.7 spectators. We have assumed same multiple for elite athletes.
- Other information was provided by WTSBDA Ltd. on the number of visitors who travelled to Bermuda for the event from the organizing bodies including staff from Upsolut, ITU technical officials and ITU staff. Approximately 45 individuals travelled from overseas with an average length of stay of four days. It was assumed that this group had similar spending patterns as the overseas participants, as a result the spending is based on the overseas participant survey.
- The number of media personnel who travelled to Bermuda for the event was 48, which was provided by WTSBDA Ltd, with an average length of stay of four days. It was assumed that this group had similar spending patterns as the overseas participants, as a result the spending is based on the overseas participant survey.
- The spending patterns for spectators, including media personnel, were based on the results of the overseas participant survey. The survey asked for the overall estimated expenditure while on-island for the event for the entire travel party, including participants and their friends and/or relatives. Based on this information PwC estimated the average daily expenditure per person which was extrapolated across this spending group.
- Similar to overseas participants, it was assumed that overseas spectators who travelled with the participants stayed on-island for the same period of time, an average of 5.8 days.<sup>xxvi</sup>

## Local retailers

- The Bermuda Chamber of Commerce conducted a questionnaire with the local retailers in Bermuda to understand the impacts on the sales of the retailers during the weekend of the event and to compare to prior year.
- The total decrease in sales during the week of the event (April 22 to 27, 2019 as reported by approximately six retailers who responded to the survey was \$0.1 million.
- Due to the small number of retailers who responded to the survey and the limitations in the data collected, there is insufficient data that can be extrapolated across the entire retail population in Hamilton.

## Legacy visitors

- The estimated AEV is based on media broadcast coverage of the WTS event to Bermuda.
- As it is standard practice in economic impact analysis to convert the actual and estimated economic impacts that accrue at different points in time into present values, all estimated expenditures to take place beyond 2019 have been converted into present values, using 2019 as the base year.

# Glossary of terms

<b>AEV</b>	Advertising Equivalent Value
<b>BTA</b>	Bermuda Tourism Authority
<b>CARIFTA</b>	Caribbean Free Trade Association
<b>GDP</b>	Gross Domestic Product
<b>Government</b>	Government of Bermuda
<b>GVA</b>	Gross Value Added
<b>ITU</b>	International Triathlon Union
<b>LOC</b>	Local Organizing Committee
<b>National Federation of Triathlon</b>	Also referred to as the Bermuda Triathlon Association
<b>PwC</b>	PricewaterhouseCoopers Advisory Limited
<b>RenRe</b>	RenaissanceRe
<b>WTS</b>	World Triathlon Series
<b>VCC</b>	Venue Command Centre

## End notes

<sup>i</sup> The estimated additional on-island expenditure for legacy visitors has been calculated by applying a multiple of 1:1 to the AEV and is recognized over a five year period with the majority (60%) of expected benefits to be realized in the first two years post event. The spending has been converted into present value based on a discount rate of 2.5%.

<sup>ii</sup> <http://bernews.com/2016/12/bermuda-to-host-three-world-triathlon-events/>

<sup>iii</sup> <http://bernews.com/2019/04/flora-duffy-will-not-race-in-bermuda-triathlon/>

<sup>iv</sup> [https://en.wikipedia.org/wiki/ITU\\_World\\_Triathlon\\_Series](https://en.wikipedia.org/wiki/ITU_World_Triathlon_Series)

<sup>v</sup> Relates to amateur participants only. All elite athletes travelled from overseas. Information provided by WTS Bermuda Limited.

<sup>vi</sup> <https://www.active.com/triathlon/articles/why-your-next-triathlon-race-cation-should-be-to-bermuda>

<sup>vii</sup> Refer to Appendix IV – Assumptions under WTS organizers for details on on-island vs. off-island spend on contractors.

<sup>viii</sup> Based on BTA April 2019 Tourism Data.

<sup>ix</sup> Based on an interview with Chair of the Retailer Division of the Bermuda Chamber of Commerce.

<sup>x</sup> <https://www.gov.bm/retail-sales-index-rsi>. April 2019 retail sales index was not available at the date of this Report.

<sup>xi</sup> <http://www.royalgazette.com/news/article/20190425/excitement-abounds-on-eve-of-wts-bermuda>

<sup>xii</sup> <https://www.youtube.com/watch?v=6sEuaeUqE4s>

<sup>xiii</sup> <https://www.thebermudian.com/culture/our-bermuda/world-triathlon-series-bermuda-2019-what-you-need-to-know/>

<sup>xiv</sup> Data provided by the Programme Director of the TriHedz

<sup>xv</sup> <http://bernews.com/2018/10/bermuda-win-more-carifta-triathlon-medals/> and <http://triathlon.co.tt/carifta-championships/carifta-2018>

<sup>xvi</sup> <http://bermudatiming.com/2018/10/25/aon-national-sprint-triathlon/>

<sup>xvii</sup> <https://www.trisignup.com/Race/Results/11926/#resultSetId-120385>

<sup>xviii</sup> <http://www.royalgazette.com/news/article/20190416/duffy-beyond-disappointed-to-miss-triathlon>

<sup>xix</sup> <http://www.royalgazette.com/news/article/20190425/excitement-abounds-on-eve-of-wts-bermuda>

<sup>xx</sup> <http://www.royalgazette.com/news/article/20190416/duffy-beyond-disappointed-to-miss-triathlon>

<sup>xxi</sup> <http://www.royalgazette.com/news/article/20190416/duffy-beyond-disappointed-to-miss-triathlon>

<sup>xxii</sup> <http://www.royalgazette.com/news/article/20190426/on-your-marks--duffy-launches-wts-bermuda>

<sup>xxiii</sup> <http://bernews.com/2019/04/mass-general-sponsor-remarkable-triathletes/>

<sup>xxiv</sup> <http://bernews.com/2019/05/bda-supports-team-ladybugs-continue-racing/>

<sup>xxv</sup> This type of data tends to be stable over time and typically there are not significant fluctuations from year over year thus it's appropriate to use this information for the purposes of this report. In both cases, the multipliers capture only the benefits retained within Bermuda.

<sup>xxvi</sup> This is based on the BTA April 2019 Tourism Data for those who stated their purpose of travel to Bermuda was for 'sporting events and training' on the immigration forms completed at the airport.

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