



Sport Tourism Strategic Master Plan 2014 – 2024

Contents

INTRODUCTION	2
DEFINING SPORT TOURISM FOR LEDUC	3
THE CONTEXT FOR SPORT TOURISM IN LEDUC	4
1 DEFINING THE COMPETITION	9
1.1 SPORT TOURISM IN NEIGHBOURING JURISDICTIONS	9
1.2 BEST PRACTICES FROM OTHER MUNICIPALITIES	11
2 ASSESSING SPORT TOURISM REQUIREMENTS AND LEDUC'S CAPACITY	19
2.1 KEY FACTORS DRIVING LOCATION OF SPORTING COMPETITIONS	19
2.2 LEDUC'S MARKET BASE	21
2.3 LEDUC'S SPORTING HISTORY	22
2.4 LEDUC'S ORGANIZATIONAL CAPACITY	24
2.5 LEDUC'S SPORT TOURISM INFRASTRUCTURE	25
2.5.1 KEY THEMES FROM LOCAL INPUT	25
2.5.2 LEDUC'S SPORT FACILITIES	27
2.5.3 LEDUC'S OTHER SERVICES	30
3 BUILDING LEDUC'S CAPACITY	33
3.1 BUILDING ORGANIZATIONAL ROLES TO SUPPORT SPORT TOURISM IN LEDUC	36
3.2 SECURING FINANCIAL STABILITY	36
3.3 THE NEED FOR A DESTINATION MARKETING FUND IN LEDUC	37
3.4 TYPE OF EVENTS TO TARGET	38
3.5 COMMUNITY LEGACY	38
4 A HOSTING POLICY FOR LEDUC	40
5 IMPLEMENTATION PLAN	42

5.1	MISSION STATEMENT	43
5.2	PRIORITIES	43
5.3	IMPLEMENTATION	51
APPENDIX A: LEDUC'S SPORTING HISTORY		- 2 -
	LEDUC'S SPORTING EVENTS FROM 1991-2013	- 2 -
	LEDUC'S RE-OCCURRING EVENTS	- 11 -
	UPCOMING SPORTING EVENTS	- 14 -
APPENDIX B: LEDUC'S SPORT TOURISM.....		- 15 -
INFRASTRUCTURE		- 15 -
	CURRENT INFRASTRUCTURE	- 15 -
	LEDUC RECREATION CENTRE	- 15 -
	WILLIAM F. LEDE PARK	- 17 -
	SKATEBOARD PARK	- 18 -
	JOHN BOLE ATHLETIC PARK	- 18 -
	AILEEN FALLER BALL DIAMONDS	- 18 -
	FRED JOHNS PARK BALL DIAMONDS	- 19 -
	ELKS PARK BALL DIAMONDS	- 19 -
	TELFORD LAKE ROWING COURSE	- 19 -
	KINSMEN PARK TENNIS COURTS	- 19 -
	ALEXANDRA PARK - OUTDOOR POOL	- 20 -
	ALEXANDRA PARK - ARENA	- 20 -
	LEDUC GOLF AND COUNTRY CLUB	- 20 -
	RED TAIL LANDING GOLF CLUB	- 20 -
	5-PIN BOWLING	- 21 -
	CASTROL RACEWAY	- 21 -
APPENDIX C: CONSULTATION SUMMARY		- 24 -
	COMMUNITY SURVEY RESULTS	- 24 -
	FOCUS GROUP RESULTS	- 33 -

BRAINSTORMING SESSION RESULTS - 36 -

APPENDIX D: ESTABLISHING A DESTINATION.....- 41 -

APPENDIX E: CITY OF LEDUC DRAFT HOSTING POLICY- 45 -



Introduction

Sport tourism has become an increasingly critical part of tourism attraction efforts put in place by municipalities, regions and countries alike. Sport Tourism is defined as any activity in which people are attracted to a particular location as a participant or a spectator to attend sporting events or sport related business meetings.

The rise in sport tourism investment is not only occurring in larger geographical areas, but increasingly in smaller communities and regions. Across the globe, smaller communities are increasing support for sport tourism as a legitimate way to boost the number of visitors and visitor spending. The Government of Australia has recently cited sport tourism as the fastest growing sector of the global travel industry, equating to \$600 billion a year.

In Canada, those results are seconded by the Canadian Sport Tourism Alliance. Sport tourism has grown into a yearly generated multi-billion industry in Canada and the impacts are being seen across Canada – on the international stage where national sporting associations and governments contend for international events such as the 2010 Winter Olympics and 2015 FIFA Women's World Cup; on a national level where cities, governments and universities bid for hundreds of national championships such as Canada Games, Memorial Cups and CIS National Championships; and on a provincial and regional level where communities are competing to host provincial competitions, regional tournaments for mainstream summer and winter sports, as well as niche activities such as rodeos, auto racing and dragon boating.

Recognizing this opportunity and the fact that Leduc has hosted several provincial and regional competitions, this Sport Tourism Strategic Master Plan evaluates the potential of sport tourism as an economic driver for the city. With that in mind, the Plan closely examines the capital and operational funding and support to ensure events provide an economic return on the City's investment, are well organized, the tourism experience enjoyable for spectators and participants alike. Figure 1 outlines the approach for this Sport Tourism Strategic Master Plan.

FIGURE 1: PROJECT APPROACH



Defining Sport Tourism for Leduc

For the purpose of the plan sport tourism is defined as:

Visitors who have travelled one way from home and/or stay overnight, whose primary reason to travel is to participate in an organized sports related activity.

An **organized sports-related activity** can include organized competitive events, trials, try-outs or training camps, clinics, exhibitions and sport related meetings.

Participants in the definition are defined as:

- Individuals who engage (actively participate) in sport for the purposes of competition with others, under a set of rules, or to improve their personal sporting performance;
- Individuals who attend sporting games or events to observe; and
- Individuals who volunteer their time and expertise in sport (for example, as a coach, a driver, an official or a fundraiser).

Sporting events can be classified by the following market characteristics:

- Is the nature of the sport a single or multi-sport contest;
- Does the event have a local, provincial, regional, national or international focus;
- Does the event include a professional sport team? Events with professional sport teams generates economic activity from visiting teams, out of town spectators and from post-season play; and

Sporting events can also be classified by the following formats:

- **Championships:** These are single-sport properties with rights held by the respective provincial, national or international sport organization. Such events may be permanently located in one venue (e.g. Tennis Canada's Rogers Cup), but most rotate between locations - what are referred to as itinerant events. Securing high profile events such as the Tim Horton's Brier can be very competitive, but many smaller provincial and national events have difficulty finding willing host communities.
- **Tournaments:** Tournaments are single sport, non-championship events. Many are arranged by local sport organizations. They are generally held in the same place at the same time every year and can become a familiar part of the community's annual calendar. While winning such a tournament may not be tied to provincial or national championship status, they can

nevertheless be very competitive. Some events, such as Leduc's Black Gold Rodeo have grown to be very significant tourism generators.

- **Games:** These are multi-sport events, staging a number of sport disciplines at the same time. The Alberta Games are an example of a national or provincial program that selects a host community to stage various sports with local athletes. In addition, other games can be delivered by an international sports organization such as the International Olympic Committee or by a cultural or industry group, such as the Police and Fire Games.
- **Camps, Clinics, Courses and Conferences:** Although sport tourism is most often associated with competitive activity; training camps, skills clinics, training programs for coaches and officials, annual general meetings and conferences related to sports are also considered sport tourism activities.
- **Manufactured Events:** A sport event may be created by a community, facility, or corporation primarily for commercial or tourism purposes. For example, Red Bull created the "Crashed Ice" event (a cross between hockey and ski-cross) and staged its first event in Stockholm in 2001. It now runs five events worldwide each year, including a new event in Niagara Falls and its marquee event in Quebec City, which attracts an estimated 100,000 spectators. Marathons, half marathons and similar events fall into this category.

The Context for Sport Tourism in Leduc

Canada's Tourism Industry is Moving Forward

Travel and tourism is among the highest performing sectors of the global economy, experiencing an average growth of 4% and generating over \$1 trillion in annual revenue across the globe. According to the Tourism Industry Association of Canada, 4% annual growth means an additional 650,000 international visitations to Canada each year, which can generate significant economic benefits across several economic sectors in every region of the country.

In Canada, travel and tourism is one of the most resilient trade sectors, comprised of transportation, accommodation, food and beverage, as well as sport, entertainment and travel services. Based on its performance in 2012, the Conference Board of Canada has reaffirmed that travel and tourism's contribution to the country's GDP is bigger than agriculture, fishing and hunting combined. The tourism sector directly contributed about 2.3% of the total Canadian GDP and 3.5% of Canadian employment in 2012. As well, investment in the tourism sector represents about 1.1% of the total investment in Canada.

Progress continues to be made through recent government actions and investments to open new markets, improve visa facilitation and air access agreements each with benefits to improving the tourism industry in Canada. The Federal Tourism Strategy was

designed to facilitate the Federal Government's role as an effective partner with the industry and other levels of government in support of an internationally competitive tourism sector. Part of that role was the continued promotion of Canada's Hosting Program which aims to enhance the development of sport excellence and the international profile of sport organizations by assisting sport organizations to host the Canada Games and international sport events in Canada. This proactive strategy underpins a foundation for which Canada's tourism and sport tourism industry continues to prosper underneath.

Alberta's Tourism Industry encourages Sport Tourism

Travel Alberta reports that tourism is a \$7.8 billion industry in Alberta that supports 15,000 tourism businesses and employs more than 139,000 Albertans. Tourism revenue is a key economic driver for the province, along with the energy, agriculture, construction and manufacturing sectors and contributes to the well-being of all Albertans.

In 2013-14, the Province released Pathway to Growth – Alberta's Tourism Framework 2013-2020, which sets the path to grow Alberta's tourism industry to \$10.3 billion by 2020. It calls for government and industry collaboration to create, enhance and market compelling tourism experiences to attract visitors in a competitive, global marketplace.

In terms of sport tourism, Alberta has successfully hosted recent national, provincial and regional sport events, such as the World Masters Games in 2005, the World Triathlon Grand Final in 2014 and the U17 National Basketball Championships in Edmonton in 2014. Part of the framework included the creation of Alberta Sport Connection, a ministry committed to helping people lead active, healthy lives and enhancing the quality of life in Alberta's communities. Alberta Sport Connection offers a wide variety of programs and services through grant programs that assist organizations, communities and provincial sport organizations in sport development, high performance sport and the delivery of sporting events.

The Government of Alberta attracted further international attention to sport tourism by supporting the Tour of Alberta, the first professional cycling race of its kind to be held in Canada. In September 2013, through seed funding of \$3.5 million from the Rural Alberta Development Fund, 15 top professional teams from around the world, including five teams from the Tour de France, competed in the inaugural event. It featured a six-stage route travelling more than 800 kilometres through 22 Alberta communities. Working with local organizing committees, sponsors and partners, the Ministry of Tourism, Parks and Recreation and Ministry of Culture showcased a wide variety of cultural and culinary experiences at the Tour of Alberta festivals. Each ministry invested \$250,000 to support festival experiences along the route, which were enjoyed by more than 136,000 spectators. In total, the event generated a net economic impact of over \$10.9 million in Alberta and created the equivalent of 172 person-years of employment. The event attracted 41.5 million viewers from around the world showcasing Alberta's landscapes and is a classic example of the benefits sport tourism can bring to the province.

Leduc's Sport Tourism Industry

Hosting major events has been identified as a key initiative for ensuring a sustainable, planned, prosperous and diverse local economy. In 2008, Leduc took the next step by embracing the benefits of developing a local sport tourism industry as a means of expediting a return on investment for their sporting facilities; attracting visitors to the community; being a stimulus for the local economy by bringing new money into the City; promoting a healthy and active lifestyle for citizens all in an effort to attract investment and new residents. This has proved to have been a very lucrative decision for the City as Leduc is viewed as an industry leader across the country, has pioneered event support grants and has successfully attracted and hosted a large number of sporting events from the regional competitions to international ones. The Sport Tourism Strategic Master Plan provides a blueprint to raise Leduc's game and ensure future success as a location of choice by sports events organizers.

"Leduc has taken a very pragmatic approach to its involvement in the sport tourism industry segment. It has invested in infrastructure with a view to hosting events within its capacity. Leduc also understands the importance and benefits associated with data collection and measurement and perhaps most importantly, the Mayor is a huge supporter and champion locally!" Rick Traer, CEO Canadian Sport Tourism Alliance (CSTA)

The Benefits of Sport Tourism

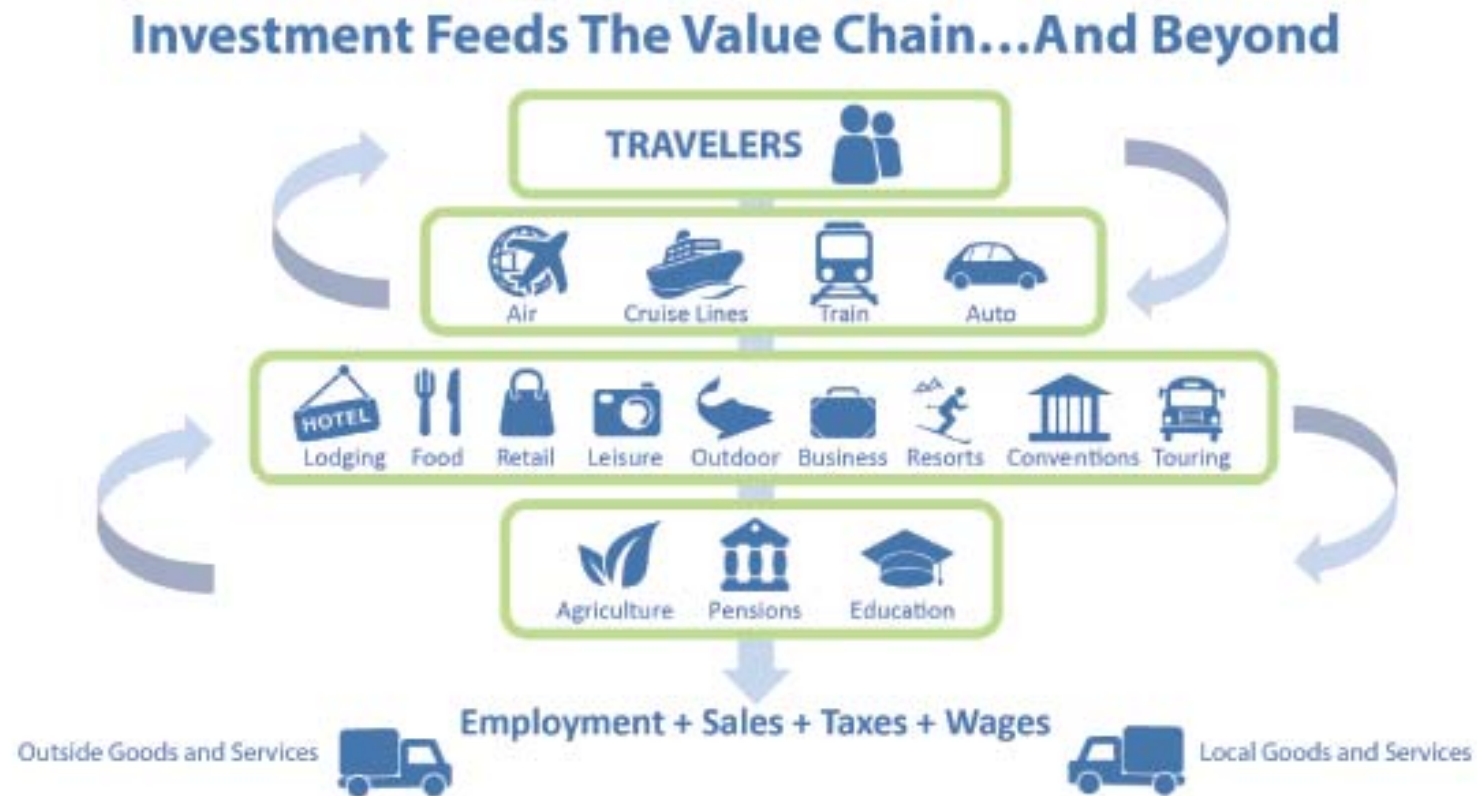
THE ECONOMIC BENEFIT OF SPORT TOURISM COMES FROM MANY SOURCES OF EXPENDITURE. THIS INCLUDES DIRECT SPENDING BY VISITING ATHLETES, THEIR FRIENDS AND FAMILIES AND BY THE SPECTATORS WHO WATCH THEM.

Figure 2 illustrates the tourism value chain that showcases the relationship between tourism activity and economic impact. Essentially, all retail and service-based businesses can benefit from travellers, with hospitality (restaurants and accommodations), host venues and retailers benefiting the most. In addition, there is also an economic impact from external grants, sponsorships and funding attracted to the community, as well as in-kind contributions.

Sport tourism also indirectly attracts visitors for other travel purposes and promotes the community's profile and reputation as a destination and an ideal community in which to live.

These economic impacts are complemented by various community benefits, including a better quality of life, a stronger sport community and the legacy of sport tourism events – from new or upgraded equipment and facilities to the legacies of improved volunteer capacity, expertise and motivation, improved marketing profile/reputation, expanded contacts and enhanced sustainability.

FIGURE 2: TOURISM VALUE CHAIN



Source: Tourism Industry Association of Canada



1 Defining the Competition

Defining the competition in the world of sport tourism is difficult. For large international multi-sport events such as the Olympic Games, communities from around the world compete for hosting rights. For marquee events such as the IIHF World Juniors Hockey Championship the competitive field would include communities in North America and Europe, while for national championships such as the Memorial Cup or Tim Horton's Brier the competitive set would include only Canadian communities.

Communities compete for event hosting rights, but the competition does not stop there. Events themselves compete for hosting venues, sponsors, spectators, competitors and volunteers. The competitive set for hosting rights is also defined by a community's event hosting capacity, including its sports facilities and past event hosting experience. In Alberta, Leduc will face growing competition from all the major municipalities in and across the Capital Region, as well as the growing cities of Calgary, Medicine Hat, Lethbridge and Banff.

These cities have sports facilities that are competitive with those found in Leduc, a successful track record for hosting major sports events and, in many cases, a well-funded tourism strategy as part of the economic development plan.

In terms of competition for participants and spectators, the principal competition for events in Leduc will be comparable events in and around the Capital Region, as well as other forms of entertainment and accommodation that compete for discretionary time and disposable income.

1.1 Sport Tourism in Neighbouring Jurisdictions

Sporting events can be found in almost every town and city in Canada. However, most municipalities do not have a cohesive framework for targeting major sport events, for facility allocation, event permit fees and the provision of municipal services or financial support. Most operate with a patchwork of procedures based on historical precedents or minor adjustments to their framework. Financial support programs such as grants and fee waivers are typically aimed at a wide range of community events, including sport tournaments.

Leduc's neighbouring jurisdictions are in a similar position where their framework is centred on wide-ranging tourism and recreation improvements and not specific to sport tourism, however that is not to say their strategies and actions have not yielded positive results.

The City of Edmonton has recently hosted the Canadian Sport Tourism Alliance Congress to exchange all manner of ideas and expertise on sport tourism in Canada. Edmonton has emerged as a leader in sport tourism across Alberta, due in a large part to

DMF dollars, and has shown interest in hosting large international sporting events such as the Commonwealth Games. The City's 2012 Economic Development Strategy and Tourism Strategy both called for a greater effort towards major event attraction and marketing. In response, the City and Edmonton Tourism created Edmonton Events which is focused on attracting major sport and cultural events. Edmonton Events offers local organizations with full support from bid to execution on any major event including streamlined funding, community activation, customized marketing plan and bid package development services including site visit coordination, accommodation facilitation and direct connection to the City's Civic Services.

The Town of Stony Plain, Parkland County and City of Spruce Grove, joint owners and operators of and the TransAlta Tri Leisure Centre are currently developing a regional event hosting strategy. A regional event hosting strategy will position the partners to support the attraction of sport (e.g. AJHL Showcase), recreation (e.g. Fire Fighter Games), culture (e.g. Blueberry Bluegrass & Country Music Society Festival) and business events (e.g. trade shows and conventions). The strategy is intended to provide a structured approach to identify and attract events to the region in a way that recognizes the important contributions of the local community (including associations, not-for-profits, residents and the business community). Prior to the development of the event hosting strategy the Tri Municipal Region had already adopted policies and actions across its municipal framework that would grow sport tourism across the region. This included elements of hiring a sport tourism coordinator, financial budget to assist in attracting major events and strengthening ties between the region and local organizations to improve promotion.

The City of St. Albert's Recreation Master Plan highlights that recreation and sport tourism is a significant contributor to overall community sustainability because it offers residents and visitors the ability to participate and view sport but also maximizes the use of recreation infrastructure. In addition, it sets out recommendations for St. Albert to improve upon an outdated Event Hosting Strategy, encourage collaboration between recreation groups, cultural groups and the private sector throughout the implementation of major events and to review the use of guidelines in terms of infrastructure design for events occurring in St. Albert. The guidelines are centered on keeping with the City's brand as a Botanic Arts City and integrating the design with the event design.

The City of Leduc was one of the first in Alberta to focus on the sport tourism sector. However, moving forward, it may be difficult to experience the same rapid growth experienced by Leduc and other municipalities who were amongst the first to realize the opportunities in this sector. Nearly all of Leduc's neighbouring jurisdictions have recognized the economic and community benefits that can accrue from sport tourism and have developed, (or are developing) strategies, policies and procedures that link such events to municipal objectives.

1.2 Best Practices from Other Municipalities

Building a strong sport tourism sector is a priority for a number of municipalities across Canada. While motivations and experiences are varied across these municipalities, there are a number of best practices that are used in creating a successful sport tourism sector¹. These best practices incorporate several key elements such as:

- Developing strong support from municipal leadership
- Developing a multi-partner approach to encourage lasting sport tourism capacity
- Creating the financial incentives for sports events to come to your community
- Understanding and communicating sport hosting legacies
- Creating a brand to promote the community
- Commitment to excellence and high quality events
- Build strong, trusting relationships with sport event rights holders

Develop Strong Support from Municipal Leadership

Strong support for sport tourism from municipal leadership can help boost the impact of events and the attractiveness of a community to host events. Municipal governments can play a large role in helping align its corporate strategic goals and deliverables to develop and implement event friendly policies, planning procedures and promotional programs. By clearly stating sport tourism objectives and strategies within a strategic plan, an economic development strategy and/or a recreation master plan, municipal leadership helps communicate to all stakeholders (especially taxpayers) how the benefits of sport tourism can be incorporated into municipal objectives. The inclusion of sport tourism in municipal strategy documents helps provide a strong foundation for sport tourism actions and objectives in the community and helps to provide additional rationale for resource allocation in developing the sector.

The City of Leduc has traditionally had strong municipal leadership and was among the first to include sport tourism in its Corporate Strategic Plan (2009-2013) and further demonstrated leadership by hiring a Sport and Agriculture Tourism Coordinator in 2008. With regular attendance at the Canadian Sport Alliance's Sports Events Congress and bid presentations, Council's municipal leadership and support for sport tourism is well recognized and received by events rights holders across the country.

¹ A variety of municipalities were researched to learn about these best practices, including the City of Brantford (ON), City of Kamloops (BC), City of Brampton (ON), City of Burlington (ON), City of Hamilton (ON), City of Kitchener (ON), City of Charlottetown (PEI), City of Welland (ON), City of St. Catherine's (ON) and events such as the 2009 World Police and Fire Games (BC), the Funtastic Summer Festival (BC) and Prince George's Bid for the 2015 Canada Winter Games (BC)

Many municipalities (such as Edmonton, Hamilton, Burlington and Kitchener) have shown further leadership by reviewing and then modifying their municipal procedures for permits, grants and approvals for events to help provide a more streamlined and efficient process for sport tourism and event planners. These municipalities have formalized their event support teams by designating event support personnel in key municipal departments such as Roads, Parks & Maintenance, Fire, Parking, Transportation, Transit, Building, Parks & Recreation, as well as Police, Emergency Medical Services and Health Protection Services. These Event Teams provide guidance and direction to event organizers, assisting with event permit applications and approvals.

Other municipalities have invested municipal resources directly in strengthening their event acquisition and hosting abilities as a means of achieving their economic development goals (as seen in Sport Charlottetown, below).

The **Sport Charlottetown SCORE!** brand was established by the municipality of Charlottetown, Prince Edward Island to encourage the growth of the sport tourism industry in the municipality. Under the SCORE! brand, Charlottetown has quickly become a leader in Canada's sport tourism industry, successfully attracting numerous high-profile regional, national and international sport events as well as winning a number of awards for its sport tourism efforts.

SCORE! is composed of a team of professionals that assist provincial sporting bodies and event organizers in attracting and hosting regional, national and international sporting events and meetings in Charlottetown. The SCORE! team provides assistance to organizers with bid development, bid presentations, event management, maintaining a volunteer database, the identification of funding sources and marketing support, among many other services.

Develop a Multi-Partner Approach to Encourage Lasting Sport Tourism Capacity

Leading sport tourism municipalities across Canada have made conscious efforts to build the leadership capacity within their community by involving many groups in the planning and implementation process for sporting events. Many examples exist where a range of community partners from the local municipality, the business community, community organizations and sporting groups worked together as a committee or through an established sport tourism organization to facilitate community engagement and build on the existing capacity of the community to deliver well-managed and sustainable events. In many cases, a new organization was established to act as a vehicle for sport tourism interests to come together. In addition, local groups such as the Lion's Club or local high school sports teams or music classes looking to raise funds for their own initiatives were involved in various aspects of an event (i.e. clean-up, ticket sales, set-up) to provide a needed service for an honorarium. Engaging a wide range of community members in the organization and hosting of an event ensures that capacity to host sporting events is maintained in the community without relying on a few individuals to lead every time. An engaged community is also an extremely big asset in submitting bids to host larger sporting events.

The City of Leduc has always partnered with and supported local sport and community organizations on an event by event basis. To take sport tourism to the next level Leduc should consider developing a formalized multi-partner approach by the creation of a Sport Tourism Committee, not unlike the Welland Sport Tourism Alliance.

The **Welland Sport Tourism Alliance (WSTA)** is a volunteer advisory committee (recognized by the Welland City Council) that brings together various sports groups, city officials and local businesses to encourage event organizers to host more sporting events in Welland, Ontario. The WSTA was first created to address concerns about a lack of communication between these groups in organizing events.

The goals of the WSTA are to:

- Promote sport tourism by communicating relevant information to the local community
- Advocate for Welland as a preferred sport tourism destination
- Foster relationships and partnerships between local sport groups, businesses, the community and the City of Welland
- Ensure the benefits of sport tourism can be experienced by tourists, local sport groups and businesses to the fullest extent possible
- Create initiatives that support the growth of the local economy and benefit the local community

The WSTA implements these goals through ongoing efforts of increasing communications online and through the media, creating networking opportunities and maintaining good contact with sports organizations.

Create the Financial Incentives for Sports Events to Come to Your Community

Creating the right financial incentives for sports events to come to a particular destination is one of the most important elements of hosting a successful event. Sporting events both large and small have considerable costs attached to them, which are often large barriers for event organizers. Best practice cases from around Canada, including the City of Leduc all value providing some form of ongoing financial support to attract selected events to their communities. In some cases, that financial support is through municipal budgeting and waiving fees and charges (such as road closures and public park permits), while in other communities, a focus on yearly grant programs have become expected and important components of the business model for event organizers.

Some communities have made moves towards establishing direct linkages between event funding and municipal priorities (such as community and economic development objectives), structuring any grants as a form of short-term, start-up support for new events only.

The municipality of **St. Catharines Sport Tourism Grant** acts as a post-event rebate to event organizers on fees for use of municipal facilities during an event. The size of the grant is tied to the number of room nights at local accommodation providers that were generated by the event. Event organizers start with a 15% discount base rental fee for municipal facilities and can add \$1.25 to their discount per confirmed room night. In this regard, the municipality of St. Catharines has created an incentive for event organizers that directly aligns with the municipality's strategic economic development and tourism priorities of increasing the number of overnight visitors to the community.

The Sport Tourism Grant has resulted in increased efforts by sporting event organizers to draw people from further and further outside of the community in an effort to maximize the total number of room nights booked and thereby, a larger discount on the use of municipal facilities.

Understand and Communicate Sport Hosting Legacies

Calculating the legacies of sporting events in a community is a fundamental approach that leaders in sport tourism across Canada use to build support for their sport tourism endeavours. The focus for these legacy calculations is often on the economic impacts of events to the community. A variety of tools exist that make economic impacts relatively simple and easy to calculate (the main tool used is the STEAM model created by the Canadian Sport Tourism Alliance). These tools help standardize measurements for comparison over time, creating a credible base from which to communicate results. Other important legacies from sport tourism that do not have a standardized measurement but that are still important to consider include infrastructure development, community visibility and spirit, volunteer and leadership development and new partnership development between sport, businesses, the tourism sector and the community. It is also important to have an understanding of the negative effects an event might have, including elements such as increased congestion and the need to raise taxes to make up for lost revenues. The City of Leduc is currently using the STEAM model effectively to evaluate the merits of supporting the attraction of more sport tourism events. With a comfort in calculating the economic impacts of events, Leduc can now also focus on assessing some of those less standardized measurements mentioned above (like volunteer and leadership development) to help build the case for more sport tourism and the legacies it leaves in the community.

The City of Leduc has conducted 15 economic impact assessments on selected sporting events. The City has also partnered with neighbouring communities to conduct two additional assessments in order to determine the effect of regional events on the City's local economy.

Once the legacies of an event are understood, successes should be communicated widely to garner support for future events. Illustrating that the community has a foundation of sports facilities and supporting infrastructure (such as accommodations and transportation), as well as a history of active participation in hosting are all important elements for many larger sport organizations in choosing future event sites. Communicating the legacies of sporting events to the public and to the various levels of government leadership are both very important in generating positive momentum and support for sport tourism in a community.

The Canadian Sport Tourism Alliance created the **Sport Tourism Economic Assessment Model (STEAM)** in 2002 after realizing that there was a lot of inconsistency and a large number of sources of error associated with measuring the economic impacts of sporting events across Canada. STEAM addressed these problems in a number of ways, most important of which was by amalgamating data on visitor profiles drawn from 10,000 on-site surveys collected at more than 50 events across Canada, while also introducing a set of nationally consistent impact multipliers that are regularly updated.

STEAM simplifies the complex process of calculating economic impact and streamlines it into a user friendly service that is easily accessed online. The complexity of calculating visitor profiles and impact multipliers is hidden in the back end of the program, while users are treated to straightforward questions about visitor estimates, operational expenditures and capital expenditures which are then transformed into concrete, standardized data measuring the economic impacts of the event.

Create a Brand to Promote the Community

Creating a community sport tourism brand is an excellent way to build the sport tourism profile of a community. A brand allows for consistent and creative messaging to sell a community along the desirable traits of the brand. Brand messaging is more likely to stand out in the minds of the public, with special events and sporting successes attached to brand messaging. The media is also more likely to cover a brand and promote it through various news stories. Promoting the sport tourism sector of a community using a brand helps to stand out in creative and memorable ways and help rally the community to support sport tourism efforts.

Sport Tourism Leduc is currently using the Experience Leduc Sport Tourism marketing images and messaging. It is recommended that the City of Leduc continue to narrow the focus in order to identify the niche within the sport tourism industry that makes the City truly unique. Keep in mind that a robust brand will be authentic to Leduc and is not something that can not be used by any other community. An authentic brand is one that delivers on the promise created by the perception other people have of the city. The goal is to make the brand synonymous with Leduc.

From 2009 to 2010, the municipality of **Prince George, British Columbia** was vying to win their bid to host the 2015 Canada Winter Games. The competition to host the event was strong between other larger tourism destinations with greater sporting legacies (Kelowna and Kamloops). Prince George eventually won and was credited by the Canada Games evaluation committee for the community's extremely high level of public buy-in and spirit to host the Games. The municipality pursued an extensive public campaign of partnerships, engagement sessions, social media and events all under the brand "We are Winter". The brand brought community spirit and momentum to the bid, with small details such as delivering the bid package to the Canada Games evaluation committee atop a wooden toboggan and having residents line the streets in August wearing toques and mittens to greet the evaluation committee on their final site visit to reinforce the elements that made Prince George a unique place to host the Games.

Commitment to Excellence and High Quality Events

Providing event rights holders with the highest standard of event builds their confidence in a community's ability to be able to deliver and to help build the individual event brand. This encourages repeat events. A reputation for a community's commitment to excellence and high quality events is particularly important in this highly competitive niche tourism business. As the competition to host events increases and becomes more sophisticated, communities have to be ready to offer the best and meet the challenge. This high quality is evident in the level of customer service, technical excellence in event management, athlete focused service and commitment to taking great care of the event brand.

The City of Leduc is committed to making each and every event a best-ever event that will encourage event organizers to come back to the community to host their next event. They have a track record of success in repeat events.

Canada's Tournament Capital, **Kamloops**, is proud to be home to world class sports facilities. Their team of sport staff is dedicated to providing red carpet hosting standards to ensure that all events exceed expectations. They are committed to providing a first-class sport experience for every participant from grassroots performer to international athletes going for gold.

Kamloops has successfully hosted hundreds of Provincial, Western Canada, National and International events in the past 20 years which have included multiple sports such as baseball, basketball, soccer, tennis and volleyball to curling, cross-country skiing, hockey and speed skating. Since that time, \$50 million has been invested in new and renovated facilities in order to back up the program with first-class resources.

Build Strong, Trusting Relationships with Sport Event Rights Holders

The City of Leduc demonstrated its commitment to sport tourism back in 2008 when it was included in the Corporate Strategic Plan (2009-2013) and a dedicated Sport and Agriculture Tourism Coordinator was appointed. Leduc was one of the first cities to focus on Sport Tourism and their support for it was recognized by event rights holders across the country. They have regularly attended the annual Canadian Sport Tourism Alliance's Sports Events Congress and bid presentations, which provide an excellent opportunity to network with event hosting decision makers. In particular, regular attendance at the Sports Events Exchange, a business to business events marketplace where events rights holders have the opportunity to meet one-on-one with municipal representatives interested in hosting events in their communities.

Appointing a specific staff resource to focus on Sport Tourism has enabled consistent networking and relationship building with event rights holders, organizers and sports associations. The City of Leduc has proven through its successful hosting of events in the last six years that it can support regional, provincial, national and international as well as marquee events. These two circumstances together have built confidence over time in the community's ability to host a first-class event.

In 2010, the Leduc Jr. Athletic Club (LJAC) partnered with the **City of Leduc** to host the Alberta Cup. The event featured the top 160 Bantam aged (U15) male hockey players in Alberta. The event has become known as the "Best Ever" Alberta Cup as it created a benchmark for Hockey Alberta in the annual hosting of the event.

Building off the success of the Alberta Cup, the LJAC once again partnered with the City of Leduc and bid on the 2012 TELUS Cup. The TELUS Cup is the Stanley cup of minor hockey and features the top six Midget AAA teams in Canada. Building on the same core of experienced hockey tournament coordinators, the TELUS Cup became another "Best Ever" event that set the benchmark for smaller host sites hosting major events.

The City of Leduc had considered retrofitting the Sobeys arena to be sledge compatible but the cost would have been in the area of \$1.2 million dollars. Already having two arenas that were sledge compatible, Leduc offered to host the World Sledge Hockey Challenge but the event was provided to London. However, when the opportunity came up in 2015, the championship was offered to the Leduc community as opposed to going through the bid process.

The bid to host the 2016 Alberta Summer Games occurred in a similar fashion. In 2008, Leduc was the host of the Alberta Winter Games. This event was extremely successful realizing a profit of over \$350,000. The Alberta Sport Connection, knowing that the City of Leduc was planning on bidding on the 2018 Games, offered to move this up to 2016 hoping that a few more communities in Alberta would be ready to host the Games in 2018.

The City of Leduc gets the "Guest Experience." It is all about creating a best ever performance on the field, the ice, the pitch or the base paths. This "best ever" has to include the players, the officials, the spectators, the volunteers and the administrators. When this all comes together, it creates a swell of pride that brings communities together.



TEAM

7 8 9 10 11

BOHN

E

EXIT

ALBER

2 Assessing Sport Tourism Requirements and Leduc's Capacity

Sport tourism capacity reflects the city's market base for ticket sales, advertising and sponsorships, event hosting experience and organizational capacity and event hosting infrastructure. The following assessment looks at what the sport tourism marketplace is demanding of communities and Leduc's ability to meet that demand.

2.1 Key Factors Driving Location of Sporting Competitions

Part of the local demand assessment also understands the key factors that assist event organizers in deciding on which host city will showcase their event. The following key factors have been derived from best practice research.

Sporting Facilities

A host must, first and foremost, be able to provide the number of competition venues and field of play areas as required by the organizer or as is detailed in the bid guidelines if they are to be considered as host cities. The venues must meet minimum technical standards for the event's competition, practice and warm-up requirements. Other high priorities often include: Showers, change rooms, snack bar/kitchen and meeting room at the main venue; Sound system, internet access, computer access at the main venue; Convenience and accessibility between venues and community amenities; Wheelchair accessibility and Available parking at the facility.

Motivation to Host

Most organizers are looking for a community that can offer clear and compelling reasons on why it is bidding for the event. For example, is there a plan that will benefit local organizations and/or residents? Additionally, the legacy for the sport, as a whole must be considered so that it benefits local organizations and residents. In most cases, the winning community and host organizing committee are only borrowing the event from the rights holder for a certain period of time and should plan to return it in better shape than received.

Amenities

Often overlooked by eager event hosts is the quality of the non-tournament experience for participants and their families and friends. In particular, the quality of the event's accommodations and restaurants will significantly affect athletes', coaches', managers' and other participants' overall impression of the event and the host community. More importantly, those amenities can make an important contribution to an athlete's performance, just as the absence of quality can detract from athletic performance.

Organizers are looking for:

- Sufficient bedrooms in hotel/motels that have clean, comfortable rooms within reasonable proximity to the sports venues
- Variety of restaurants and food choices
 - The Host is responsible to meet all of the food and beverage requirements as detailed by the rights holder in the bid guidelines. These requirements may include providing full-service food and beverage services on-site in accommodations of acceptable standards and ensuring that the proposed accommodations be within a reasonable proximity and travel time of the competition venue(s) and/or on-site at each of the competition venues as required.
- Shopping and other entertainment for participants and families during down time

Volunteers

Organizers are looking for hosts that can provide an experienced group of dedicated volunteers to organize and run the tournament/event. A volunteer committee or organization that supports local events can help bolster a communities sporting legacy.

Experience

Several organizers are also looking at sporting history of any bidding community. Communities with a successful track record are awarded favorably as event organizers acknowledge the experience these communities have accumulated.

Business Plan

For larger events, organizers are often looking for a host city that can provide a comprehensive Business Plan that will serve as the primary guide for the host organizing committee and the financial operation of the event. Organizers have an expectation that bid submissions will ensure financial projections are realistic and achievable, with a focus on revenue validity.

There is an increasing trend for lead organizations to provide funding to offset the costs of hosting events.

Lead organizations are generally asked to offset the cost of events by 15% through fundraising. Municipalities are being increasingly asked to decrease fees or provide financial support to events. Municipalities who do this have been more successful in winning events because it not only decreases costs for participants but allows volunteers to focus on running a quality event.

Youth events have very high standards for hotels and restaurants and low cost is not the driving force.

Youth event organizers are more cautious when selecting a host city. These organizers want to ensure the host community provides safe and comfortable accommodations for their participants. Having swimming pools and other recreational facilities in the hotel has been noted as an advantageous element to many bid processes. Host cities also need to be able to offer a wide range of restaurants with child-friendly menus. To support the development of youth events, there is a continuous need for good restaurants, accommodation and tourist spots.

2.2 Leduc's Market Base

As noted earlier, sport tourism participants include active participants, volunteers and spectators. Although the goal of a sport tourism strategy is to bring new visitors to the community, many active participants and the majority of volunteers and spectators come from the local community. Therefore, the local population base is critical in determining the potential for the host city to sell individual tickets or ticket packages, to generate corporate sponsorship dollars and to secure volunteers which many larger events require in significant numbers.

The population living within the Capital Region is in excess of one million. Participants from any of these communities would not be considered 'tourists' under the generally accepted definition, as they would likely be day trip visitors and would generate a lower economic yield.

The population living along the Calgary-Edmonton Corridor, including Calgary, adds an additional 1.5 million participants to the mix. Within an approximately three hour drive, Leduc has access to over 70% of Alberta's population. Participants from these communities would be considered 'tourists' under the generally accepted definition and while many would be daytrip participants, some would stay overnight and generate a higher economic yield. On average a tourist to Leduc will spend \$50 if they are a day tripper and \$110 as an overnight visitor.

FIGURE 3: LEDUC BY THE NUMBERS

 **1,923,400 - 2,196,100**

people are projected to be living in the Capital Region by 2044

 **45,700 - 62,600**

of the total projected will be living in the City of Leduc

 **10th**

Leduc is the 10th largest incorporated city in Alberta and 4th largest in the Capital Region

 **6th**

The Capital Region is Canada's 6th largest metropolitan region

2.3 Leduc's Sporting History

Leduc has a long history in supporting and hosting major sporting events. Over the last decade, Leduc has committed to supporting its sporting organizations by developing and improving upon its sporting infrastructure and investment. In 2008, in advance of the Leduc Recreational Centre's opening, the City hired a sport and agriculture tourism coordinator to support the development of the sport tourism industry across the community. As a result, Leduc's investment within sport tourism opportunities over the past decade has led to several successful bids and greater economic returns. Leduc's recent success has improved its sporting legacy which has assisted the community in capturing one international and three national competitions over the next three years.

FIGURE 4: TIMELINE OF SUCCESSFUL SPORTING EVENTS



Over the past five years the community has hosted four National Championships, five Western Canadian competitions and numerous Provincial competitions. The City of Leduc used “The Shotgun” approach in the infancy of the Leduc Recreation Center. Basically it was any sport anytime. The City had open space particularly in the field house that was a revenue generator if community or non-community groups could be found to use the City Facilities for their events and league play.

After the first year, it was realized that the field houses could be filled principally with the City's own events so events were targeted specifically during the shoulder seasons – which for Leduc is April to August 1st. In this way, local users were not being displaced from accessing court or ice times that had already been sold.

The City of Leduc has been very successful in attracting special events during their shoulder season – some of them being:

FIGURE 5 SHOULDER SEASON EVENTS TRADITIONAL AND NON-TRADITIONAL

Shoulder Season Events	
Traditional	Non-Traditional
Jr. B Provincial Championships for Hockey (April)	Olympic Air Rifle and Handgun – Maple Leaf Handgun Open (May)
Special Olympic Summer Games – Track (June and July)	Jump Rope (April Annually)
Ball Hockey Competition – Mark Hayduk Memorial for Jumpstart (April)	Cheerleading Competitions (April and May)
Lacrosse Provincials (July)	Fencing Competitions (Jan/April – June)
Soccer Provincials (Outdoor in July)	Fragapoolza (August)
Rowing on Telford Lake (May – September)	Provincial and National Dog Trials (August)

Leduc's top fifteen events during that period yielded an economic return of over \$10 million for the community, with an additional return of \$5 million for the rest of Alberta. Economic impacts are effects on the level of economic activity in a given area. They may be viewed in terms of direct or indirect economic effects.

Direct economic effects for sport tourism are the changes in local business activity occurring as a direct consequence of a sporting event. These are effects that directly affect the flow of spending, income and jobs associated with economic activities in relation to the sporting event; i.e. number of new jobs created to support the sporting event, volunteer training investments, facility costs, etc.

There are also broader indirect economic effects that follow from any direct effects. Indirect economic effects are effects that impact business growth/decline resulting from changes in sales for suppliers to the directly-affected businesses. Leduc's economic returns from previous events illustrate the potential in direct and indirect economic effects available for local businesses and residents. Illustrating successful events and how they impacted the local community (both businesses and residents) and how local businesses can leverage sport tourism by supporting increased sport tourism activities will further improve on Leduc's economic returns for sporting events.

FIGURE 6: LEDUC'S TOP 15 SPORTING EVENTS IN THE LAST FIVE YEARS

#	Sporting Event	Year	Type of Sport	Mkt	Venue(s)	EIA
1	Telus Cup	2012	Ice Hockey	Nat.	Leduc Recreation Centre	\$6,122,352
2	Black Gold Rodeo	2011	Rodeo	Prov.	Leduc Recreation Centre	\$1,494,979
3	AAC National Dog Agility Championships	2013	Dog Show	Nat.	Lede Park	\$1,381,643
4	Boston Pizza Cup	2013	Curling	Prov.	Leduc Recreation Centre	\$989,370
5	U21 Girls Fastball Nationals	2013	Softball	Nat.	Lede Park	\$964,001
6	Leduc Riggers Jr. B Provincials	2011	Ice Hockey	Prov.	Leduc Recreation Centre	\$738,021
7	Alberta Cup of Hockey	2010	Ice Hockey	Prov.	Leduc Recreation Centre	\$719,698
8	Alberta Dairy Congress	2011	Farm Show	Prov.	Sobeys Arena (Dirt)	\$500,143
9	SPN National Slo-Pitch Tournament	2010	Softball	Nat.	Lede Park	\$432,275
10	Wild Rose Figure Skating Event	2011	Figure Skating	Prov.	Leduc Recreation Centre	\$363,394
11	Alberta Dairy Congress	2010	Farm Show	Prov.	Sobeys Arena (Dirt)	\$347,655
12	Black Gold Health Fdn Dragon Boat Festival	2010	Dragon Boat	Reg.	Telford Lake	\$291,489
13	Regional Scott Firefit Championships	2011	Multisport	Reg.	Leduc Recreation Centre	\$283,084
14	Adam Myers Minor Hockey Tournament	2010	Ice Hockey	Reg.	Leduc Recreation Centre	\$276,428
15	Provincial Scotties Tournament of Hearts	2011	Curling	Prov.	Sobeys Arena	\$202,147
Nat.: National Prov.: Provincial Reg.: Regional					Total EIA	\$10,250,236

Leduc has proven through its past events that the community can support national, provincial and regional competitions. In addition, the City continues to attract large attendance at marquee events such as the Black Gold Rodeo and a wide range of rotating regional, provincial and national competitions. **Appendix A** provides a detailed outlook at Leduc's past sporting history from 1990-2013.

2.4 Leduc's Organizational Capacity

Hosting a successful event requires considerable organizational capacity and expertise. As most events are organized by non-profit community groups, the leadership for the event hosting committee is typically provided by volunteers from the community.

Leduc's community organizations host a number of successful recurring events for hockey, curling, baseball and basketball. This is clear evidence of ample organizational capacity in these popular sports.

Professional organizations such as the Edmonton Oilers also have the capacity to stage large events in the community, as demonstrated by the success of the Edmonton Oilers Training Camp. In other sports, organizational capacity may require further development before larger tournaments can be considered.

The City of Leduc plays a major role in sport tourism, providing the competitive venues and a wide range of event hosting services. Leduc's recreation policies and objectives are focused on improving community use and include administrative procedures for event permits, facility booking and the provision of municipal services. However, to expand sport tourism activity within Leduc, there needs to be consideration in understanding the current partnership capacity and the roles that the municipality and organizers can undertake to address the specific needs and to deliver a unique approach to attracting sporting events to the community.

2.5 Leduc's Sport Tourism Infrastructure

Sport tourism infrastructure includes publicly and privately owned and operated sports venues, as well as facilities and services supporting major events, such as hotels, public transit and convention centres. Large sporting events with the potential to draw significant visitation from outside the city are often spectator-oriented events that require large seating capacity, or participant-oriented events that require multiple competition venues. Facilities that offer only one ice pad or sports field are of little use for major participant-oriented events, except as practice facilities. Given the number of large multi-pad or multi-field sports facilities now available throughout Canadian communities, one could conclude that these large facilities represent the 'entry level' required for a successful sport tourism product.

2.5.1 Key Themes from Local Input

Community input and engagement is a critical component to any strategic planning process. Accordingly, a variety of community engagement tools were utilized to gain insight from residents and stakeholders across the community.

In order to engage a wide variety of individuals in the community a community-wide Survey was developed. The survey explored community opinions on sport tourism programs, challenges and opportunities in sport tourism development. In addition, a brainstorming session and focus group were held with sporting organizations to capture their opinions on sport development in Leduc.

The following themes have been synthesized from the community engagement that reflects local demand of Leduc's sport tourism experience and needs.

Leduc Needs to Continue Reflecting its Community Spirit and Civic Pride

Local residents are quite proud to showcase Leduc when sporting events are held in the community. Leduc's strong community spirit and civic pride were noted as defining characteristics and sources of strength for the community – particularly in attracting and growing the volunteer base.

Community spirit and civic pride are illustrated through the dedicated group of volunteers that assist non-profit organizations for all type of sports. According to the survey, about half of the community or organizations indicated they have had more than 50 volunteers at a time for one of their sporting events. Based on the individual response, more than 40% of the survey participants have been involved with events for more than 10 years. About 16% of the people have been involved for more than 20 years. However, many events use the same group of people as volunteers which can result in volunteer burnout when multiple events are scheduled around the same period. Thus, there is a need to grow the base of the volunteer groups that will continue to reflect Leduc's community spirit and civic pride to participants and visitors alike.

A Need for Improved Event Organization

Based on the successful experiences in the past, many local people have realized the social and economic impacts of sport tourism events to Leduc. As Leduc continues to be successful in attracting events, there will be a growing need for improved event organization, from strategy development to execution. Some of the survey respondents identified the need for more professional staff and assistance with strategic planning.

Marketing was also noted as a critical element to the success of events. Respondents requested the need for a marketing plan to assist organizations in improving attendance to their events. A stronger media exposure and the promotion of the event to both the participants and the local spectators were suggested. Respondents also demanded that organizations and the City continue to offer effective solutions towards the after-event cleanup.

The Readiness of Local Business and Infrastructure

To support the development of sport tourism, there is a growing need for good restaurants, accommodation and tourist spots. Since the community is close to Edmonton, Leduc's retail options and dining experiences are actively competing for tourism dollars that are often absorbed by the city's neighbour. Respondents spoke to improving the atmosphere within Leduc to grow and foster the shopping and dining experiences within Leduc's core.

Local infrastructure, especially road condition and traffic, need to be improved. Parking space and the free parking available in Leduc are important to both local residents and spectators. To ease the traffic, the City can utilize public transport; but the current public transport system is not ready to serve large events.

Increase Funding Opportunities

The City and organizations are relying on tax dollars and sponsorships for funding opportunities. Respondents noted that there is a need to diversify the sources of funding if Leduc wants to continue offering multiple sporting events annually. Respondents reflected that provincial sporting organizations should continue to be encouraged to lend ongoing support to Leduc's sporting organizations as the community continues to attract and successfully build upon its sporting legacies.

Appendix C provides further input from the community consultation.

2.5.2 Leduc's Sport Facilities

The opening of the Leduc Recreation Centre and its complement of indoor and outdoor facilities added high quality ice-sport and turf capacity to the City's roster of sport venues. A strong base of municipality-owned facilities now exist to support sport tourism in ice sports, baseball, softball, soccer, curling and many more. Currently, several of Leduc's sport facilities are competition ready and require minimal enhancements to most of the competition zones.

Leduc's other sporting facilities, while capable of hosting smaller local tournaments are not properly designed to accommodate competitive tournament play either due to infrastructure limitations (i.e. lighting, field sizes, and seating requirements) or are positioned as lower-tier recreational fields for residents and local sport organizations.

The following is a list of Leduc's current sport tourism facilities and the sports associated with each venue/location. Facilities are graded as competition ready or non-competition ready.

FIGURE 7: LEDUC'S TOP SPORTING FACILITIES

Venue	City Operated	Competition Ready	Sporting Capacity	Type of Competition	Parking Facilities
Leduc's Competition Ready Facilities					
Leduc Recreation Centre	Yes	Yes	Hockey, Curling, Aquatics, Soccer, Basketball, Volleyball, Badminton, Floor Hockey, Rodeos, Lacrosse, Track and Field, Ringette and Figure Skating.	International National Regional (Provincial) Local	Eastside 550 Westside 345 Overflow 300
William F. Lede Park	Yes	Yes	Baseball, Softball, Soccer, Football, Rugby and Dog Agility	International National Regional (Provincial) Local	425
Skateboard Park	Yes	Yes	Skateboarding, BMX	Regional (Provincial) Local	5
John Bole Athletic Park	Yes	Yes	Track and Field, Football, Soccer, other turf-based games	National Regional (Provincial) Local	101
Telford Lake Rowing Course	Partnership	Yes	Rowing, Dragon Boat, Canoe, Kayak, Paddleboard	International National Regional (Provincial) Local	150
Leduc's Other Sporting Facilities					
Aileen Faller Ball Diamonds	Yes	Yes	Baseball, Softball	Regional (Provincial) Local	50
Fred Johns Park Ball Diamonds	Yes	Yes	Baseball, Softball	Regional (Provincial) Local	110
Elks Park Ball Diamonds	Yes	Yes	Baseball, Softball	Regional (Provincial) Local	200
Kinsmen Park Tennis Courts	Yes	Yes	Tennis	Regional Local	101

Venue	City Operated	Competition Ready	Sporting Capacity	Type of Competition	Parking Facilities
Outdoor Pool	Yes	Yes	Swimming, Triathlon, SCUBA Diving	Regional Local	140
Proximity to other Competition Ready Facilities					
Leduc Golf and Country Club	No	Yes	Golf	International National Regional (Provincial) Local	200
Red Tail Landing Golf Club	No	Yes	Golf	International National Regional (Provincial) Local	200
Castrol Raceway	No	Yes	Motocross, Auto Racing	International National Regional (Provincial) Local	5000
Amberlea Meadows Equestrian Centre	No	Yes	Hunter/Jumper and Dressage competitions	Regional Local	unknown
Rabbit Hill Snow Resort	No	Yes	Skiing, snowboarding and downhill racing	Regional Local	unknown
Shalom Park	No	Yes	Waterski, wakeboard and banquet facilities	Regional Local	unknown

Appendix B provides a detailed outlook at Leduc's current sport tourism infrastructure, including dimensions of fields, arenas and additional venue characteristics.

2.5.3 Leduc's Other Services

Sport tourism infrastructure also includes services that are required to run successful sport events.

Accommodations

After sport venues, commercial accommodation is the most important element of hosting infrastructure. Leduc and Nisku are well served by limited and full service hotels, with properties offering in excess of 3,000 guest rooms. Hotels are clustered primarily near the Edmonton International Airport and the Nisku Industrial Business Park, both minutes away from all of Leduc's sporting facilities.

The ability to house sponsors, licensing body officials and other VIPs in a single full service hotel is an important criterion for many events. The hotels near the Edmonton International Airport all offer large three and four star properties that have the full range of accommodation, meeting, banquet and dining facilities required to serve as the headquarters hotel for a major sporting event. While the hotels in the Nisku Industrial Business Park are primarily limited service properties, there are a few hotels that do have the facilities required to serve as headquarters hotel for smaller events.

Location in Proximity to Major Transportation Infrastructure

The City of Leduc is located on the Queen Elizabeth II Highway corridor which connects Leduc to Edmonton, Calgary and many other communities. The Edmonton International Airport is also adjacent to Leduc. These major highway and airport facilities give Leduc a quick connection to the region and beyond. Having major transportation infrastructure and amenities, such as large accommodation and vehicle rental centres, within 10kms of over 800 acres of sporting facilities and the downtown core of the municipality, is a great advantage to the City. There are very few communities in the country that are in this position. The significance is highlighted by the fact the Curling Canada requires host communities to have sufficient hotel space within a 25 km catchment area.

Offering transportation service options is an important aspect of meeting the needs of a municipality intending to improve its sport tourism experience. Currently there are three types of transit service available across the community; Leduc Public Transit, the Leduc Assisted Transportation Service (LATS) that provides accessible transit for users who are disabled and/or over the age of 65 years old and bus charting companies that can be scheduled to shuttle participants and visitors from hotels to venues.

Restaurants

Leduc currently has 82 food and dining establishments. These establishments provide Leduc with full-service to limited service dining experiences. Although, most of the establishments are located in the downtown and along 50th street, there are a number

also located in the Leduc Common (west side of Leduc) including EDO, Canadian Brewhouse, Original Joes, Swiss Chalet, Ricky's All Day Grill and others.

Retailers

Leduc offers spectators a short trip to North America's largest retail experience at the West Edmonton Mall. The mall receives 32.2 million visitors per year; it also attracts between 90,000 and 200,000 shoppers daily, depending on the day and season. In community retailers also offer spectators a variety of shopping experiences and local products.



3 Building Leduc's Capacity

Successful sport tourism initiatives are premised on drawing out the unique characteristics and assets of a particular community – often reflected in its history, natural draw and location, as well as the current and potential future challenges. The strengths, weaknesses, opportunities and threats assessment is the first step in identifying priority issues and opportunities that require attention in building Leduc's capacity for improving sport tourism activity.

Strengths (Positive, Internal): Positive attributes currently present in sport tourism in Leduc.

- Leduc's facilities support a variety of organized sporting competitions. The Leduc Recreation Centre presents a multi-sport venue that has successfully hosted regional, provincial and national competitions in the past. Telford Lake is the only 2000m flat water course in the Prairie Provinces and Lede Park can provide Leduc with access to ball diamonds.
- Leduc's sporting legacy has increased dramatically since the hiring of a Sport Tourism Coordinator. Since the hiring, Leduc has hosted several competitions that have improved its bidding template that has translated into bid wins and economic returns.
- Experienced staff and dedicated resources (Sport Development Grant) have assisted Leduc in fostering and solidifying relationships with event organizations and local sporting organizations. A trusted relationship provides confidence in Leduc's ability to showcase sporting events.
- Leduc has a dedicated group of volunteers who are eager to showcase community spirit and civic pride in the administration of any Leduc based event.
- Leduc is physically located within minutes to hotels and services such as restaurants, shopping, and entertainment and tourism attractions. Leduc has under a 15 minute access to an international airport and Alberta's QE II Highway Edmonton-Calgary Corridor.
- Leduc's proximity to Edmonton allows the City to support Edmonton in any World and National Competition bids by providing amenities and venues that can be used in association.
- Leduc has over 800 acres of sport and recreational parks and facilities.

Weaknesses (Negative, Internal): Local issues or characteristics that limit current or future growth opportunities for sport tourism in the City of Leduc.

- Despite its efforts, Leduc does not have a Destination Marketing Fund in place with its local hoteliers. A dedicated Destination Marketing Fund could be used to help with the costs of developing a bid to host an event or to market the event or the city as a whole.
- Leduc's business community supports the efforts Leduc has made in sport tourism; however the business community needs to be more engaged as it is currently only providing a limited amount of sponsorship support to sporting events.
- Marketing events is important to involve the local community but it is expensive. Resources need to be found to support marketing activities. A marketing plan should be part of the event organization. It has been noted that local organizations often compete with each other for the use of facilities and space across the community. A dedicated line of communication can assist in improving dialogue. The City of Leduc has an online calendar www.1calendar.ca which is posted on its website, providing one calendar of events for the entire community.
- Leduc's prime location and significant surrounding business base make it a heavily trafficked community. During city-wide events, it has been noted that Leduc's current parking infrastructure is perceived to be inadequate to accommodate both participants and local residents.
- Maintaining Leduc's large volunteer base is a challenge that has been noted by several organizations. Many of the current returning volunteers are aging with little uptake from younger volunteers to continue the tradition.
- Despite having access to over 3,000 rooms, Leduc's accommodations are working at capacity. The proximity to the airport puts a limited capacity on the amount of rooms available for sporting organizations.

Opportunities (Positive, Internal and External): Areas where there could be growth in sport tourism in the City of Leduc.

- Similar to the Tour of Alberta, Leduc can build on sport tourism experiences by uniting cultural and other tourism experiences with sport tourism development. Several cultural amenities and organizations are adjacent and/or use sport facilities to showcase their events. Leduc should encourage the dialogue between the two experiences to enhance each other's development within the community.
- Residents are proud to showcase Leduc and their community spirit. Sporting organizations and the City should

encourage volunteerism from all types of residents (young, non-sporting, retirees) and that no knowledge of the sport being played is required.

- Leduc's facilities provide it with the ability to host competitions all year round either inside or outside. Leduc should encourage the development of all sports regardless of the season. Current facilities allow Leduc to provide traditional summer season sports (i.e. soccer, field hockey) through indoor turf fields throughout the winter months. Equivalently, Leduc's facilities allow for ice based sports year round.
- The Nisku Business Park and the business community provide Leduc an opportunity to mix business and sporting development. Leduc should develop relationships with business park tenants that would see local businesses support competitions within Leduc and sporting events promote local business development.
- In 2016, Leduc will host the Alberta Summer Games, which will be Leduc's largest sporting event in its current history. The Alberta Summer Games will be a key piece to defining Leduc's young sporting legacy and further its sporting development over the years.
- Telford Lake, the North Telford Recreational Lands, the Alberta Summer Games facility development plans all provide new opportunities for sport development.
- Large sports tourism events leave legacies for the community in additional sports facilities and new programming.

Threats (Negative, Internal and External): Trends that threaten the success of sport tourism in the City of Leduc.

- Leduc's greatest threat to success is competition put in place from surrounding communities. Edmonton aside, St. Albert, Sherwood Park and communities around the Capital Region have also turned to sport tourism as a form of tourism development across their community. In doing so they have built equal multi-sport venues that will assist them to secure competitions from a variety of sports.
- Organizations have noted they are concerned with volunteer burnout that communities often experience. The amount of active volunteers puts a limit on how many competitions Leduc can successfully and confidently showcase.
- Organizations have also noted that they are financially limited in the amount of activities and events they can showcase. A lack of funding opportunities available within the community further complicates the situation.

- Organizations have observed that local groups are competing for sponsorship, municipal support, facilities and volunteers. Without a coordinated and collaborative approach their efforts will result in unsuccessful bids and events.

The results of the SWOT assessment provide a necessary foundation in determining what the roles of the City and its partners are, on how to secure financial support and which type of sporting events Leduc should be targeting and capitalizing on in the near future.

3.1 Building Organizational Roles to Support Sport Tourism in Leduc

The City of Leduc's role in sport tourism development is to serve as a catalyst and resource to sport tourism initiatives of various types and help manage Leduc's overall sporting legacy. The City's role should be to support the development (planning, bid proposals, sponsorship contracts and information), coordination (maintaining network contacts, helping with logistics and bookings), marketing (audience development, event promotion, database management) and brand leadership (tracking performance, brand development) of any sporting event.

The role of the City of Leduc's sporting organizations is to champion the sport tourism agenda with members, the public and local businesses. Their role should demonstrate buy-in that shows sport tourism in Leduc should be taken seriously and liaise with members of the business and tourism community for specific bids and event organization. Lastly, their role should be to integrate sport tourism events with other sectors and city experiences.

The role of the City of Leduc's partners (Chamber of Commerce, business community, associations and the tourism community) is to support the sport tourism agenda with members, visitors and clients. The partners' role should demonstrate buy-in that shows sport tourism in Leduc should be taken seriously and provide assistance in liaising with members of the sporting community for specific bids and event organization. Lastly, the partners' role should be to develop initiatives and funding opportunities to assist sport tourism development.

3.2 Securing Financial Stability

A major responsibility of many organizations is to ensure there are adequate resources available to carry out the work of the organization. Some organizations delegate aspects of resource development to staff or other volunteers. However, the primary

source of finances comes from organizations that have to actively work to secure financial support. This often leads to more secured and supported sports such as hockey dominating the sporting development in a said community. A key element of this strategy is to recommend ways in which the City can improve the sharing and increasing of financial support. There are a number of options that can be explored to secure funding including fundraising, grant assistance, corporate sponsorship and VLT operators who give back to the community. Currently, the City is working together with the tourism community to develop a Destination Marketing Fund that would increase funding resources for sporting organizations.

3.3 The Need for a Destination Marketing Fund in Leduc

Strong consideration should be given to encouraging the adoption of a Destination Marketing Fund (DMF) in Leduc to support sport tourism marketing and bid preparation. Leduc is competing with larger, more heavily funded urban centres (like nearby Edmonton) to host sporting events. The City of Leduc instituted a Sport Development Grant in 2009 to support sport and agricultural groups' bids for championships and events. The Grant has played a key role in winning the rights to host some larger events and some of the better attended smaller ones. The contributions of a DMF would further enhance Leduc's ability to finance more event bids and would go a long way in enhancing the economic impacts of sport tourism.

There are approximately 3,000 hotel rooms in the Leduc and Nisku area, providing potential funding from a DMF between \$889,687.50 and \$1,368,750.00 (assuming a conservative 65% occupancy rate and an equally conservative average room rate of \$125). One challenge, however, is that many of the accommodation providers in the area are already experiencing very high capacity as they host business travellers in the oil and gas sectors. These business travellers are effectively competing for accommodation rooms with sport tourism travellers. There may be opportunities for accommodation providers to host more sport tourism travellers on off-peak business times (Thursday to Sunday), but any arrangements would need to be worked out with accommodation providers to determine if they do indeed have more capacity on the weekends. With already high occupancy rates, accommodation providers will likely be less inclined towards supporting a DMF. It would be advantageous to identify a 'champion' amongst the hoteliers to promote the DMF to the industry and to identify alternative incentives for accommodation providers to make participation in a DMF more attractive. Including other tourism partners (such as the Chamber of Commerce, restaurants and attractions) may also need to be included in a DMF.

Appendix D provides further details on the effectiveness of a DMF.

3.4 Type of Events to Target

Leduc is home to several well-established sports. The Leduc Recreation Centre provides Leduc with a competition ready venue that can comfortably host and target bids related to ice-based competitions (such as hockey, curling, figure skating and ringette), indoor court competitions (such as basketball, volleyball and badminton) and turf field competitions (such as soccer, field hockey and lacrosse). In addition, the venue can host athletics competition, a variety of aquatic competitions (however, these aquatic facilities need to be expanded to deliver on larger competitions) and special sporting events such as rodeos. Lastly, Leduc also has a rowing course available at Telford Lake, competition ready ball diamonds at Lede Park, and is in proximity to a motocross and auto racing venue, and 18-hole golf courses. Leduc's past sporting history suggests that Leduc is in a position to target any level of national, provincial, or regional event. These events can range from large multisport events such as the Western Canada Games, to provincial multisport games i.e. Alberta Games. Leduc should also assist Edmonton in targeting any International competitions.

A key to maximizing facility and venue usage is to target non-traditional sports, meeting and conventions that operate during the shoulder season of April through August. The City of Leduc has had success in attracting both traditional and non-traditional events during the shoulder season as shown in Figure 5. The Sport Tourism Planning Template available from the CSTA is designed to help communities gain a broader understanding of sport tourism and to plan to maximize opportunities throughout the full calendar year. This would be a valuable exercise for the City of Leduc to undertake with a large variety of community partners. The results of this process will aid in the creation of a 10 year event attraction plan.

3.5 Community Legacy

Hosting sport tourism events provides the potential to benefit residents through the creation of legacy initiatives. However, to take full advantage of this potential, stakeholders must ensure that community members are the focus of any legacy planning. Legacy has become a central component of hosting any large sporting event. The impacts can be both positive and negative. They can also be tangible, such as new facilities and additional sports programming or intangible such as a boost in civic pride.



4 A Hosting Policy for Leduc

The City of Leduc has been successfully attracting sport tourism events for the last five years and as a next step is now proactively putting a Sport Tourism Strategic Master Plan in place. The City recognizes that to build and capitalize on its success there is a need to be more organized and structured in its approach from bid development to event execution. Sports tourism is a highly competitive business and many of Leduc's neighbouring municipalities are now competing with the city for events and competitions.

Sport tourism activities in Leduc have reached a level of maturity, gained through the experience of the last five years and the next step is to create a 'one stop' resource that will explain the City's regulations and procedures in order to assist bid and event organizers. It is also important for organizers to understand what help can be expected from the Sport Tourism Coordinator and the City, sports organizations in Leduc and the business community and so these roles need to be defined.

At the national and provincial level hosting policies have been developed to assist in the growth of the sport tourism industry. Many municipalities are also developing their own hosting policies to provide a framework to encourage and support the bidding and hosting of events. There is no standard format for a hosting policy. For individual communities the policy generally reflects their needs and priorities as well as their experience in sport tourism.

Primarily, a hosting policy is intended to provide a guide to procedures that need to be followed in terms of applications for funding and permitting approvals as well as defining the roles of the key organizations involved, resources available and local support requirements such as providing groups an honorarium for assisting with event set up and take down, donating to a local charity or club etc. At its most inclusive, the hosting policy document can include copies of the appropriate application forms for grants, permitting approvals and a guide to event management. It is a resource that is available to any organization in the community, from the bid process through to the event management and evaluation.

Appendix E provides a draft hosting policy for Leduc with suggestions as to the attachments that would be helpful to sport tourism event organizers



5 Implementation Plan

The benefits of sport tourism are broadly based, but can be generally categorized into two areas – Community Benefits and Economic Benefits

FIGURE 8: THE BUSINESS CASE FOR SPORT TOURISM IN LEDUC

Community Benefits	Economic Benefits
<ul style="list-style-type: none"> Health and well-being, physical fitness, recreation and relaxation, sense of achievement 	<ul style="list-style-type: none"> Direct and indirect expenditures by participants, volunteers, attendees and organizers
<ul style="list-style-type: none"> Family and community cohesion 	<ul style="list-style-type: none"> Enhanced municipal profile leading to investment
<ul style="list-style-type: none"> Community safety 	<ul style="list-style-type: none"> External investment in existing sports facilities
<ul style="list-style-type: none"> Enhanced community capacity 	<ul style="list-style-type: none"> Financial support for community sports groups
<ul style="list-style-type: none"> Celebrate culture and heritage 	<ul style="list-style-type: none"> Promotion of local service providers i.e. restaurants, retailers, accommodations.
<ul style="list-style-type: none"> Civic pride 	<ul style="list-style-type: none"> Tax revenue
<ul style="list-style-type: none"> Legacy of infrastructure and potential new programming as a result of hosting events 	<ul style="list-style-type: none"> Rental income

The majority of the direct economic benefits from sport tourism flow to event organizers, private business and senior levels of government in the form of sales and income taxes. Municipalities capture a more modest share of the tax benefits and may receive additional facility rental income. Sport tourism also assists the city's tourism sector by providing opportunities for national media exposure.

The Sport Tourism Strategic Master Plan is a 10 year strategy that will provide the business case for the City's activities towards the development of sport tourism in Leduc.

5.1 Mission Statement

Mission statements present an image of future success, based on what is attainable in reality – it also builds on the strengths, opportunities and capacity of a community. Building on the input received throughout the strategic plan development process, the following mission statement has emerged to inform the development of the Sport Tourism Strategic Master Plan:

To develop the community to its fullest potential, by partnering with sports, tourism and business organizations, establishing the Leduc region as a sport tourism destination of choice.

5.2 Priorities

The City of Leduc Sport Tourism Strategic Master Plan is underpinned by the following five priorities:

1. Foster partnerships that advance development of sport tourism in Leduc.
2. Create a hosting policy to assist in the growth of the sport tourism industry in Leduc.
3. Establish a destination marketing fund to enhance Leduc's ability to finance events.
4. Continue to target and promote Leduc as a sporting destination for all competitions.
5. Build Leduc's capacity to deliver well-managed and sustainable sporting events.

These five priorities are intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the City over the next ten years. Each priority provides a set of recommended actions that are prioritized based on timing. A high priority action calls for a response within the first two years of the plan; a medium priority action calls for a response within three to six years of the plan; a low priority action calls for a response within a seven to ten year timespan. Additionally, certain actions are also labelled as an ongoing priority. It should be noted that the list of actions is a prioritized starting point based on community input and research at this point in time. New actions will emerge throughout the lifespan of the Plan. To be effectively implemented, it will be critical to continually assess how these actions contribute to the overall success of sport tourism development in Leduc.

1

Foster Partnerships That Advance Development of Sport Tourism in Leduc

Objective

To build leadership capacity to implement the Sport Tourism Strategic Master Plan.

Recommended Actions

- Development of a Sport Tourism Committee that includes both public and private sector stakeholders (including a Chamber of Commerce representative) that will actively engage in providing sport tourism development direction to the City. **(High Priority)**
- Continue to provide municipal resources and advocate for additional community partner resources to support the Sport Tourism Coordinator in operationalizing the Sport Tourism Strategic Master Plan. **(High Priority)**
- Establish an ad hoc internal Sports Events Support Team that will include dedicated staff representatives from key departments who will assist in securing information and resources in a timely fashion. **(High Priority)**
- Establish an ad hoc major events external support team which would include representation from emergency services, law enforcement, regional municipal staff, Chamber of Commerce and the organizing committee. **(High Priority)**
- Interact with Alberta Sport Connection and assist Leduc based athletes, coaches, and sport scientists (medicine, nutrition, and psychology) in accessing Alberta's Sport Development Centres' programs and services. **(Medium-Low Priority)**
- Advocate for additional municipal and community partner resources to support Sport Tourism. **(Ongoing)**

2 Create A Hosting Policy To Assist In The Growth Of The Sport Tourism Industry In Leduc

Objective

Create a hosting policy for the City of Leduc.

Recommended Actions

- Review administrative policies, procedures, rates and fees in order to optimize processes and requirements to permit enhanced facility maintenance and service, permit large sport tourism opportunities and improve on the response time. **(High Priority)**
- Create a hosting policy that describes the City's available contributions to bid development and facilitation of sporting events. Medium. **(High Priority)**
- Post the Hosting Policy on the City's website and promote to City of Leduc sports organizations and potential bidders. – Medium. **(High Priority)**
- Create a hosting policy that supports the bid development process by providing partners and organizations a 'one stop' resource that will explain the City's regulations and procedures. The policy document should include online application forms and templates as described in the appendix. **(High-Medium Priority)**
- Develop a hosting policy document in collaboration with key stakeholders and obtain their buy-in. **(High-Medium Priority)**
- Review current Sport and Agricultural Event Grant Procedure to reflect the Hosting Policy procedures, to ensure it stays relevant to the changing needs of event organizers and expand on Sport Tourism events designed to increase tourism impact. **(Ongoing)**
- Review the Hosting Policy regularly to ensure it is kept up to date and make additions as relevant e.g. best practices, new legislations, updated and expanded facilities etc. **(Ongoing once the hosting policy is in effect)**

3 Secure Financial Stability Including Encouraging the Development of A Destination Marketing Fund To Enhance Leduc's Ability To Finance Events

Objective

Securing financial stability would further enhance Leduc's ability to finance more event bids and would go a long way in enhancing the impacts of sport tourism in the city.

Recommended Actions

- Identify 'champions' amongst the hoteliers to promote the use of a Destination Marketing Fund. **(High Priority)**
- Meet with the Alberta and Hotel Lodging Association to learn more about setting up a DMF and how they may be able to support Leduc's efforts **(High Priority)**
- Create a Sport Tourism Reserve Fund to assist with the costs associated with bidding on and hosting major events **(High Priority)**
- Consider alternative incentives for accommodation providers to a DMF such as targeting the shoulder season. Reach out to other tourism partners (such as restaurants, attractions, retailers and the Chamber of Commerce) to determine how a DMF needs to be structured to have them involved as well. **(High Priority)**
- Consider other methods to secure funding including fundraising, grant assistance, corporate sponsorship, VLT operators etc. **(High Priority)**
- Create plans for a DMF organizational structure to ensure accountability and transparency. This structure should include details on how the DMF is collected and used, the participating businesses' responsibilities and all committee, board and trustee roles and responsibilities. The structure should prioritize include DMF contributing members in decision-making roles on how the DMF funds are to be spent. **(Medium Priority)**

- Once a DMF is established, create sport tourism packages offering packaged rates at participating DMF member hotels and by creating value packages with restaurant, entertainment, attraction and outfitters to enhance the visitor and value proposition for participation with member hotels. **(Low Priority)**

4 Continue To Target And Promote Leduc As A Sporting Destination For All Competitions

Objective

Assess, acquire and deliver on national, provincial, and regional sporting events while assisting the Region in acquiring National and World competitions.

Recommended Actions

- Promote and build off the 2016 Alberta Summer Games by leveraging the community and economic benefits from the Games to improve future attendance, volunteer engagement and other costs. A detailed assessment of financial, operational, organizational, and economic and community impacts of hosting a large event will assist in understanding the limits and needs to host future large events. **(High Priority – once the Games are complete)**
- Develop a marketing plan that describes strategic actions to promote Leduc's competitive advantages as a location for sports tourism events. The plan should include a ten year event plan identifying which events a priority are going forward. The marketing plan will allocate resources and identify new funding sources as well as consider new opportunities with non-traditional events. A community capacity development plan should also be developed alongside the marketing plan. **(High Priority)**
- Incorporate the Sport Tourism Strategic Master Plan into future iterations of Municipal Development Plans and other visioning, planning initiatives and capital budget forecasts so that resources are maximized and there is no duplication or conflicting agendas. In Edmonton, Sport Tourism has been identified as an element of their economic development strategy acknowledging Sport Tourism as part of the equation for economic prosperity in their community. **(High-Medium Priority)**
- Work with local sport organizations to identify opportunities for new locally-created events and prioritize the list of prospective events provided and pursue the opportunity to host. Include targets for non-traditional sports in the shoulder season (April-August) **(Medium Priority)**

- Attend and exhibit at the Canadian Sport Tourism Alliance Sport Events Congress annually and promote sport tourism's brand within the community through marketing materials, website, social media and all publicity materials. **(Ongoing)**

5 Build Leduc's Capacity To Deliver Well-Managed And Sustainable Sporting Events

Objective

Build on the community's capacity to deliver well-managed and sustainable events that maximize the community and economic benefits of sport tourism.

Recommended Actions

- In conjunction with community partners develop a communications forum that will allow community partners to share resources, best practices and experiences in running events. **(High Priority)**
- Develop and implement a series of workshops and roundtables for event organizers to encourage locally- created or locally-hosted events. **(Medium Priority)**
- Support the development of the downtown revitalization effort to improve local businesses including restaurants, retailers and cultural amenities. This will encourage sports visitors to enjoy the experience of being in Leduc, stay longer and have a greater economic impact. **(Medium-Ongoing Priority)**
- Prepare volunteer appreciation events/basis/rewards across the city to encourage volunteer participation in future events and reward civic pride within dedicated volunteers. **(Ongoing)**
- The City of Leduc should participate in Sport Day in Canada which is an opportunity for communities to celebrate the power of sport, build community and national spirit and facilitate healthy, active living. **(Ongoing)**
- Continue ongoing dedication in supporting volunteerism and capacity building that will foster the growth of local sports groups. **(Ongoing)**

5.3 Implementation

At present there is no set budget for the delivery of Leduc's Sport Tourism Strategic Master Plan. It is anticipated that the implementation of this plan will require the services of the full time sport tourism coordinator together with administrative support. The sport tourism coordinator should be encouraged to work closely with internal departments, the economic development and community development managers as well as external partners in all sport tourism activities from the development of bid packages through to hosting events.

The recommended actions also suggest that additional expenditures will be required to implement proposed actions in the coming years. Given the time lines required to achieve successful outcomes in sport tourism development, consideration should begin as to the necessary financial commitment to ensure the effective implementation of this Strategic Master Plan. This should include the availability and sustainability of external funding/grants derived from other government sources.

Given the ongoing efforts of the City of Edmonton and the Government of Alberta's tourism departments, it will be essential that Leduc look to capitalize and leverage the larger regional efforts to drive sport tourism growth and investment.



Appendices

Appendix A: Leduc's Sporting History

Leduc's Sporting Events from 1991-2013

1991 National Pepsi Jr. Curling Championships

Organization: Leduc Curling Club

Date Held: January 1991

Duration: One Week

Venue: Leduc Curling Club Ice Sheets

Competition Size: 16 teams, 8 male and 8 female

Budget: ~ \$30,000

Additional Details: Volunteer ran with curling club manager as the lead. Host location for bid annually. Local hotels were used

1994 Canadian Mixed Curling Championships

Organization: Leduc Curling Club

Date Held: January 1994

Duration: One Week

Venue: Leduc Curling Club Ice Sheets

Competition Size: 16 teams

Budget: ~ \$30,000

Additional Details: Volunteer ran with curling club manager as the lead. Host location for bid annually. Local hotels were used

1997 World under 17 Hockey Championships (Venue Partner)

Organization: Leduc Minor Hockey

Date Held: January 1997

Duration: One off evenings

Venue: Sobeys Arena (at the time Black Gold Arena)

Competition Size: Pre-tournament Exhibitions

Budget: ~ \$5,000 per game

Additional Details: Hosted some games leading up to the World Under 17 in Edmonton. Opportunity to partner with the host. Volunteer ran.

1997 World Powerlifting Championships

Organization: Powerlifting Local Crew

Date Held: September 1997

Duration: Weekend

Venue: Leduc Legion / Elks Halls

Competition Size: Invitational

Budget: ~ \$45,000

Additional Details: Volunteer ran. Low key event with strong support.

2002 Western Canadian Fastball Championships

Organization: Leduc Minor Softball

Date Held: August 2002

Duration: Thursday to Sunday

Venue: Lede Park

Competition Size: U-14

Budget: ~ \$40,000

Additional Details: Good event with host making about \$8,000.

2003 World Curling Tour Grand Slam

Organization: Leduc Curling Club

Date Held: January 2003

Duration: One Week

Venue: Sobeys Arena (was Black Gold Arena)

Competition Size: Tournament

Budget: ~ \$100,000

Additional Details: First event held on arena ice for curling in Leduc. Good Hype and TV Coverage. Volunteer ran with Curling Club manager as the lead

2003 - 2004 BMO Sectional Figure Skating Championships

Organization: Leduc Figure Skating Club

Date Held: November 2003

Duration: One Week

Venue: Sobeys Arena (was Black Gold Arena)

Competition Size: Tournament

Budget: N/A

Additional Details: Volunteer ran.

2005 World Masters Games (Venue Partner)

Organization: City of Leduc (Partner), Telford Lake Rowing Society (Partner), Leduc Ball Federation (Partner)

Date Held: July 2005

Duration: One month

Venue: Telford Lake (Rowing), Lede Park (Fastpitch Softball)

Competition Size: Multi-sport competition

Budget: ~\$30,000 per venue

Additional Details: Co-hosted two venues for the World masters games. Fantastic event for Leduc. Lots of fastball Masters Mens and Ladies teams (+35 and +40 for female and male). Volunteer ran locally

2007 Western Canada Summer Games (Venue Partner)

Organization: City of Leduc (Partner), Telford Lake Rowing Society (Partner)

Date Held: July 2007

Duration: Two weeks

Venue: Telford Lake (Rowing)

Competition Size: Multi-sport competition

Budget: ~\$20,000 per venue

Additional Details: none

2008 Alberta Winter Games

Organization: City of Leduc (Partner), County of Leduc (Partner)

Date Held: February 2008

Duration: One month

Venue: Various across community and county

Competition Size: Multi-sport competition

Budget: ~\$2 million; \$375,000 put back into community

Additional Details: Local volunteers (2700 in total). Strong local organizing committee and fantastic support from City and County. Exhausting for the community but at the time about a 3 million dollar economic impact.

2009 Edmonton Oilers-Vancouver Canuck Rookie game

Organization: Leduc Minor Hockey (Partner), Edmonton Oilers (Partner)

Date Held: September 2009

Duration: One evening

Venue: Sobeys Arena

Competition Size: Professional Sport Game

Budget: N/A

Additional Details: \$15,000 profit to the Leduc Minor hockey association. Capacity crowd of over 1300 fans

2010 Northern Lites Synchronized Skating events

Organization: Northern Lites Synchronized Skating Club

Date Held: January 2010

Duration: Thursday to Sunday

Venue: Leduc Recreation Centre

Competition Size: Tournament

Budget: \$75,000

Additional Details: Volunteer run.

2010 The Alberta Cup of Hockey

Organization: Leduc Junior Athletic Club

Date Held: April 2010

Duration: Thursday to Sunday

Venue: Leduc Recreation Centre Arenas

Competition Size: 8 teams across the province

Budget: \$200,000

Additional Details: \$30,000 profit. Volunteer run. Lots of spectators. Successful bid on event through Hockey Alberta

2010 Alberta Colleges Athletic Association Curling Play downs

Organization: Leduc Curling Club / City of Leduc

Date Held: October 2010

Duration:

Venue: Leduc Recreation Centre Curling Sheets

Competition Size: 16 Teams – 8 mens and 8 womens

Budget: \$10,000

Additional Details: Local volunteers through curling club and manager

2010 Wildrose Figure Skating Championships

Organization: Leduc Skating Foundation

Date Held: August 2010

Duration: Thursday to Sunday

Venue: Leduc Recreation Centre Arenas

Competition Size: 600 competitors

Budget: \$150,000

Additional Details: \$600,000 economic impact

2010 Slo-Pitch Nationals Championships

Organization: Slo-Pitch National Group

Date Held: August 2010

Duration: One Week

Venue: Lede Park

Competition Size: 28 Teams

Budget: \$150,000

Additional Details: Privately Ran

2011 Wildrose Figure Skating Championships

Organization: Leduc Skating Foundation

Date Held: August 2010

Duration: Thursday to Sunday

Venue: Leduc Recreation Centre Arenas

Competition Size: 600 competitors

Budget: \$150,000

Additional Details: None

2011 Scotties Tournament of Hearts Provincial Championships

Organization: Leduc Curling Club

Date Held: February 2011

Duration: Week

Venue: Sobeys Arena

Competition Size: 16 Womens teams

Budget: \$200,000

Additional Details: \$60,000 profit – used CIP grant to get \$60,000 from provincial government, Local Curling club volunteers, Sportsnet TV Coverage

2011 Special Olympics Alberta Winter Games (Figure Skating, & Curling)

Organization: City of Leduc (Co-host), Devon (Partner), Edmonton (Partner)

Date Held: March 2011

Duration: Four Days

Venue: Leduc Recreation Centre Arenas

Competition Size: Multi-Sport

Budget: \$100,000

Additional Details: Hosted the figure skating, curling and opening ceremonies

2011 Ross Sheppard Cheer Competition

Organization: Edmonton Cheer Group

Date Held: 2011

Duration: One Day

Venue: Leduc Recreation Centre Fieldhouse

Competition Size: Cheerleading; 400 competitors

Budget: \$40,000

2012 TELUS Cup of Hockey

Organization: City of Leduc and Hockey Canada

Date Held: April 2012

Duration: One Week

Venue: Sobeys Arena

Competition Size: Invitational

Budget: \$400,000

Additional Details: \$110,000 profit, Hockey Canada Signature event, 200+ volunteers all local

2013 Provincial Jr. Men's & Women's Curling Championships

Organization: City of Leduc

Date Held: December 2013

Duration: One Week

Venue: Curling Club Ice Pads

Competition Size: 16 Teams (8 Mens, 8 Womens)

Budget: \$50,000

Additional Details: Local volunteers ran by curling club, Low scale event that was the last of three provincial curling club events bid on

2013 Boston Pizza Cup of Curling Provincial Championships

Organization: City of Leduc

Date Held: January 2013

Duration: Thursday - Sunday

Venue: Sobeys Arena

Competition Size: 16 Teams

Budget: \$50,000

Additional Details: Made \$20,000 mostly through a CIP grant once again, 100 volunteers

2013 Special Olympics Alberta Summer Games Track & Field

Organization: City of Leduc (Venue Partner), Devon (Host)

Date Held: June 2013

Duration: 3 Days

Venue: Track and Field

Competition Size: 600 athletes

Budget: \$183,071.36

Additional Details: Venue host for the Track and field, athletes bused and bussed out, Stayed in Leduc Hotels

2013 Softball Canada Junior A Women's Fastball Canadian Championships

Organization: Edmonton Group

Date Held: July 2013

Duration: Thursday - Sunday

Venue: Lede Park

Competition Size: 7 teams of Canadian (A) teams and 8 teams of Western Canadian (B) teams

Budget: \$100,000

Additional Details: 50 volunteers

2013 Softball Canada Men's & Women's Slo-Pitch Canadian Championships

Organization: Lethbridge Group

Date Held: July 2013

Duration: Thursday - Sunday

Venue: Lede Park

Competition Size: 30 teams

Budget: \$120,000

Additional Details: Made a profit of \$10,000, 50 volunteers

2014 Edmonton Open Fencing Competition

Organization: Edmonton Fencing Club

Date Held: January 31 – February 2, 2014

Duration: 2 nights

Venue: Leduc Recreation Centre

Competition Size: 250+

Budget: \$14,426

Additional Details: Provincial level competition

2014 Ringette U16 & U18 Provincial Championships

Organization: City of Leduc, Leduc Jaguars Ringette

Date Held: March 2013

Duration: Thursday - Sunday

Venue: Leduc Recreation Centre

Competition Size: 20 teams

Budget: \$50,000

Additional Details: All local volunteers of Leduc Jaguars Ringette

2014 Rope Skipping Alberta Provincial Championships

Organization: Connectivity Skippers

Date Held: April 26 & 27, 2014

Venue: Leduc Recreation Centre

Competition Size: 11 teams, 258 athletes, coaches, judges and volunteers, Banquet - 250

Budget: \$19144.64

Leduc's Re-occurring Events

2011 - Present Alzheimer Pro-Am Hockey Event

Organization: Pro-Am (Lead), City of Leduc (Support)

Date Held: April Event
Duration: Friday to Sunday
Venue: Leduc Recreation Centre
Competition Size: 20 teams
Budget: \$150,000
Additional Details: Privately ran with Leduc support, TV coverage for old stars of the NHL

2010 - Present Fragapalooza (largest LAN event in North America)

Organization: Private Group
Date Held: August Event
Duration: One Day
Venue: Leduc Recreation Centre Fieldhouse
Competition Size: 600 participants
Budget: \$29,100
Additional Details: Privately ran and operated

2010 - Present Alberta Volleyball Provincials

Organization: Volleyball Alberta
Date Held: Various events between February and April
Duration: 2-3 Days
Venue: Leduc Recreation Centre
Competition Size: 16-24 teams
Budget: unknown
Additional Details: Ran by Volleyball Alberta, They bring their own volunteers

2010-2014 Olympic Air Rifle Events

Organization: Handgun Alberta
Date Held: Mother's day Annually (Friday to Sunday)
Venue: Leduc Recreation Centre – Leduc Curling Rink Pad
Competition Size: 50 Shooters from all over Western Canada
Budget: \$20,000

40+ years Black Gold Indoor Rodeo

Organization: Black Gold Rodeo Club, City of Leduc

Date Held: June Event

Duration: Thursday - Sunday

Venue: Sobeys Arena (Dirt)

Competition Size: 200 entries

Budget: \$200,000

Additional Details: Huge volunteer commitment – 200 + annually, Make about \$25,000 per year profit, Midway on parking lot, Rodeo cabaret

28 Years Alberta Dairy Congress

Organization: City of Leduc, Leduc Jaguars Ringette

Date Held: June event

Duration: Wednesday - Sunday

Venue: Leduc Recreation Centre - Sobeys Arena (Dirt)

Competition Size: 120 cattle entries

Budget: \$100,000

Additional Details: 40 volunteers, 50 for the herd builder sale, 250 people to the event, Education component as well, No profit – break even event

20+ Years Provincial Curling Championships

Organization: Leduc Curling Club

Date Held: December

Duration: 3 days

Venue: Leduc Recreation Centre - Curling pad

Competition Size: 16 teams - 120

Budget: \$21,067.09

Upcoming Sporting Events

Wild Rose Figure Skating event – August 2014

Regional Dog Trials – August 2014

Fragapoolza – August 2014

Hockey Alberta provincial Midget AAA Minor championships – March 2015

Alberta Summer games – July 2016

Wild Thing Ringette Tournament – January 2015

2015 World Sledge Hockey Challenge

Ringette Canadian Championships 2017 – 2017

Appendix B: Leduc's Sport Tourism Infrastructure

Current Infrastructure

Leduc Recreation Centre

Boarded Fieldhouse

- 180ft. x 80ft.
- Indoor Soccer field
- Artificial removable turf
- Up to 3 provincial-standard volleyball courts capability
- Up to 9 badminton courts
- Lacrosse Field
- One centre-row curtain to divide Fieldhouse into 2 sections
- Removable center boards to accommodate events up to 1807 people
- Bleacher seating for 309

Fieldhouse (Non-boarded)

- 180ft. x 80ft.
- Up to 3 provincial-standard volleyball courts capability
- Up to 3 basketball courts with inter-collegiate hoops with the capacity to accommodate 6
- Up to 9 badminton courts
- Two centre-row curtains to divide Fieldhouse's into 3 gymnasium (60'x80') sections

Sobeys Performance Arena

- Ice Dimensions: 200 ft. x 85 ft.
- Seats 1,073 people, 119 Standing, 10 wheel chair

Twin Arenas

- Ice Dimensions: 200 ft. x 85 ft.
- Sledge Hockey friendly
- Seats up to 300 people per side plus up to 100 more with tip and roll bleachers
- Thickened slab to accommodate vehicles for trade shows

Curling Arena

- Eight sheets of ice
- 150 ft. by 16.5 per ice sheet
- 160 ft. long and 142 ft. wide dry pad for events
- Seating for up to 100 people with tip and roll bleachers as well as Hat Tricks lounge windows

Main Pool

- 25m – 6 lane pool
- Diving Blocks at the deep end
- 28-29 degrees Celsius
- 3' deep in shallow end and 12 ' in deepest end
- Leisure lane pool, 23m, 4 lanes
- 0' Depth entry leisure pool with waterslide
- 0' Depth entry whirlpool, capacity 50
- Hot tub, capacity 25

William F. Lede Park

Ball Diamonds

- 7 fully fenced diamonds and irrigated
- Lights on one diamond allows for night play
- Diamonds 1-6; 301 ft. fences with 3 temporary fence possibilities
- Diamond 7; 320 ft. fence
- Dugouts on all diamonds
- Concession/Beer Gardens permanent fixture
- Indoor Bathrooms
- Bleachers for approximately 50 people @ each diamond; Irrigation on each diamond

Football Field

- 110 yards x 65 yards
- 20 yard end zone on each end
- Irrigation
- One practice field

Soccer

- 8 mini fields
- 6 medium fields
- 3 – U12-18 sized fields
- 1 “Championship” full sized field
- Irrigation on championship

Rugby

- 2 Full sized regulation Rugby fields
- “Rugby Hall” with change rooms bathrooms and cash-bar capabilities
- Irrigation

Rodeo

- Permanent Pens set up
- Pro Rodeo in Sobeys Performance Arena every year

Skateboard Park

- Top of the line skateboard park
- Total bowl area of 784 metres squared
- 1,389 m2 of Street-Skate area
- Can accommodate almost all events

John Bole Athletic Park

- Top of the line 400m track
- Full football field inside track which can also be used as an infield for track events
- Full irrigation
- Auxiliary practice field for football
- Has been host to provincial championships
- Plans in place to put final layer on track to allow for national championship capabilities
- Seating for 101

Aileen Faller Ball Diamonds

- 2 Shale infield ball diamonds for younger baseball or all levels of women's softball
- Completely fenced in
- Dugouts
- 245-250 ft. fences
- No bleacher seating

Fred Johns Park Ball Diamonds

- 3 Baseball diamonds with built clay mounds
- Diamond 1 is 246 ft.
- Diamond 2 is 246 to the corners and 269 ft. to centre
- Diamond 3 is 344ft. to corners and 374 ft. to centre
- Completely fenced in on all three
- Seating capacity 110

Elks Park Ball Diamonds

- 2 shale infield ball parks
- Fully fenced in
- Dugouts
- 262 ft. to centre field and 245 ft. to corners
- Seating capacity 200

Telford Lake Rowing Course

- Flat water venue with total length of 2.2 km
- Average depth of 1.8 m, max depth of 3 m
- No current for ideal race conditions
- 8 Lanes-6 can be used for races
- Seating capacity 150

Kinsmen Park Tennis Courts

- 4 Regulation Sized Tennis Courts
- Completely fenced in facility
- Located 20 ft. from change rooms, bathrooms, concession and a 25 person meeting room

Alexandra Park - Outdoor Pool

- 25 m - 5 lanes (depth 0.9-1.5 m)
- 9.1 m x 10.5 m dive tank with 1 m diving board
- 28-30 degrees Celsius

Alexandra Park - Arena

- Ice Dimensions: 185 ft. x 85 ft.
- Seats approximately 200 people
- Lobby and concession
- Parking 100

Leduc Golf and Country Club

- 18 hole golf course
- Par 71
- Grass Greens
- Total Yardage from the White Tees is 6190 yards
- Total Yardage from the Blue Tees is 6451 yards
- Full Driving Range and Putting Green
- Full Chipping Green

Red Tail Landing Golf Club

- Located in the county at the airport
- 18 Holes
- Full Driving Range
- Putting/Chipping Green
- Completely grassed 18 hole putting course
- Total yardage from White Tees is 6470; from the Blue Tees is 6730

5-Pin Bowling

- Privately owned
- Host to tournaments every year
- Home to a Special Olympics league

Castrol Raceway

- Privately owned
- North America's top IHRA Racing Facility 2006 & 2009
- MOPAR Rocky Mountain Nitro Jam Nationals is the largest, most attended IHRA event in North America
- Nationally televised motorsport complex
- Over 300,000 spectators per season
- 3/8 mile clay Oval for sprint cars
- 1/4 mile dragstrip
- 10 acre full pro motocross track
- 2.7 km road course
- A mini-sprint cart track
- Used for the 2008 Alberta Winter Games opening ceremonies venue
- Permanent grandstands (8500 Drag/3500 Oval)
- 5 portable grandstands (500 seats each)
- 22 Private drag sky suites
- 22 private oval skyboxes
- 2 drag tower hospitality suites
- Semi-private hospitality area
- Thunder alley, Hot Spot, Checkered Flag Club, Champion Club, Private VIP Hospitality Center
- Concession & merchandise zone
- Playground
- Washrooms

Amberlea Meadows Equestrian centre

- Privately owned
- 88 stall heated boarding barn with wash racks, tack lockers
- Veterinary/farrier work stations
- 7 pastures
- 23 individual pens
- 90' x 256' heated arena complex with spectator seating
- Customer lounge
- Concession area
- Office space
- Washrooms and showers
- 135' x 250' outdoor sand ring
- 250' x 300' multi-use show ring
- Grass grand prix jumping arena with clock tower
- 2 additional grass rings for use as hunter or jumper rings
- Permanent show stabling available for 200 visiting show horses
- Hosted several RCMP Musical Rides
- Host approximately 15 horse shows annually

Rabbit Hill Snow Resort

- Privately owned
- Alpine Skiing and Snowboarding
- Half pipe and two terrain parks
- Alpine events hosted by the Rabbit Hill Ski Club
- Rabbit Hill Ski Club – Clubhouse for use during events and races

Shalom Park

- Privately owned
- Man-made
- World class water ski site

- Matrix Marine Boat Service
- Banquet Centre for up to 150

Riverview Mountain Bike Park

- Run by the Town of Devon
- Flow trails
- Dirt Jumps
- Pump Track
- Wooden Skills area
- Outhouse washrooms
- Live broadcast capabilities
- Connected to over 14 km of double track and additional single track
- Home to the Devon Bicycle Association

North Saskatchewan River

- 8km of river located in the Town of Devon
- Boat, parking, outhouse style washrooms and festival park areas at Voyageur Park
- Canoe launch, day use picnic area, festival areas, power, washrooms located in the Devon Lions Campground
- Suitable for river based Canoe/Kayak and rowing events
- Several viewing areas located along the 8km

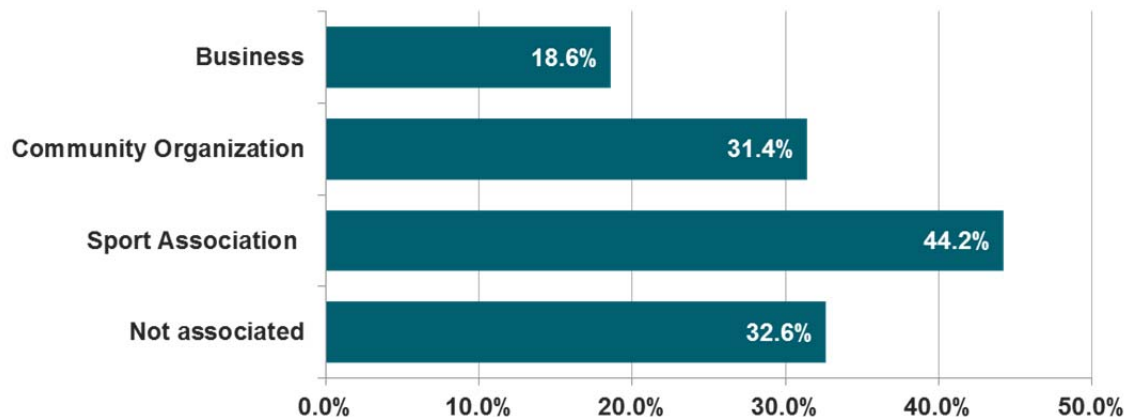
Appendix C: Consultation Summary

The opinions of residents, local and regional sport organization leaders and members of Leduc's Tourism community help to ground the data and findings that underpin the Strategic Master Plan in the local reality of sport tourism in the community. For this reason a comprehensive consultation and stakeholder engagement process was conducted. This effort has included focus group discussions with local and regional sport tourism stakeholders, as well as one-on-one interviews, with senior municipal staff, key tourism representatives and sporting event organizers. This effort has been further complemented by a broader public outreach effort, consisting of an online community survey. At each stage in the process primary consideration was given to identifying the City's key opportunities for growth in sport tourism, as well as ideas for the implementation and execution of these opportunities.

Community Survey Results

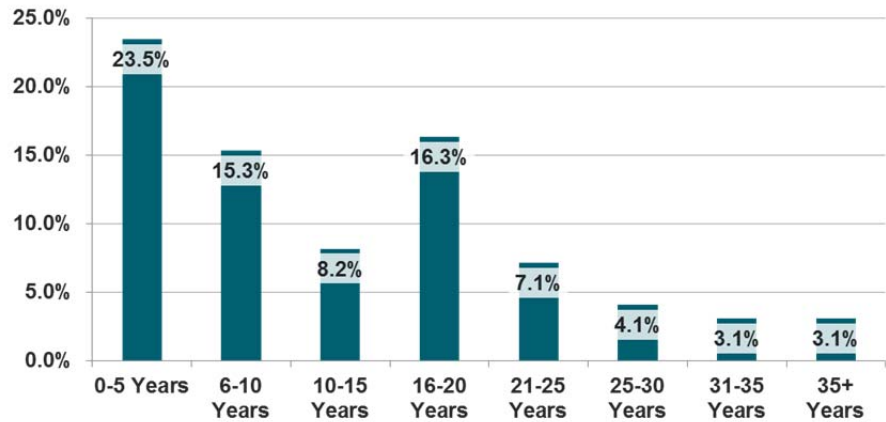
Total Survey Response: 83 complete responses with over 200 participants providing feedback throughout the survey.

Question 1: Are you associated with any of the following:

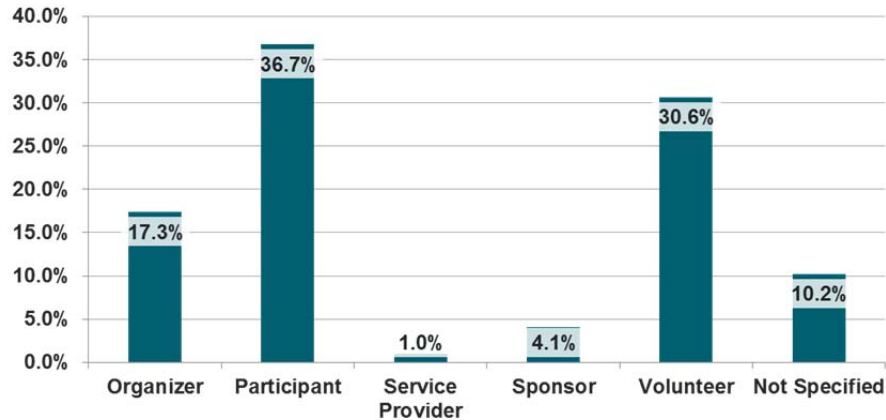


Question 2: How long have you been involved with sport related activities in Leduc and what was your primary role (i.e. Participant, Sponsor, Organizer and Volunteer)

NUMBER OF YEARS INVOLVED WITH SPORT RELATED ACTIVITIES IN LEDUC

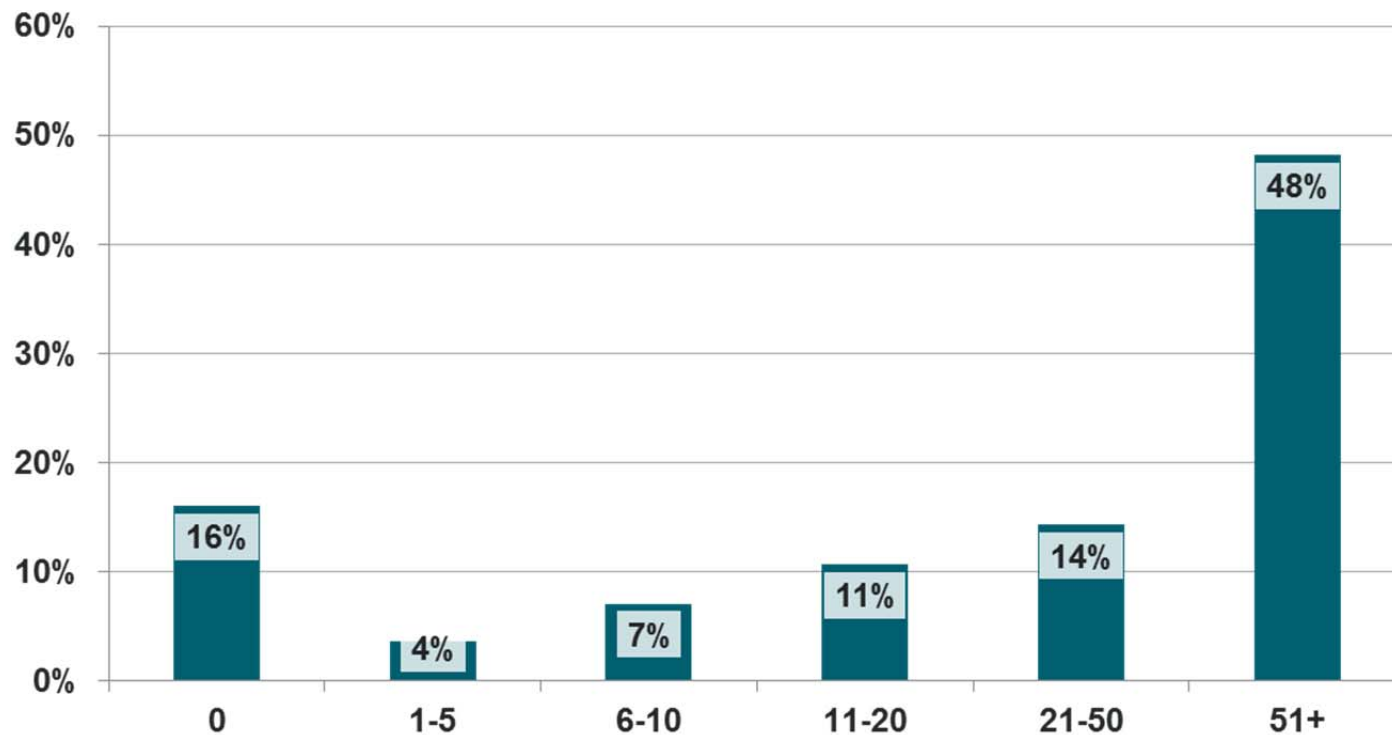


PRIMARY ROLE



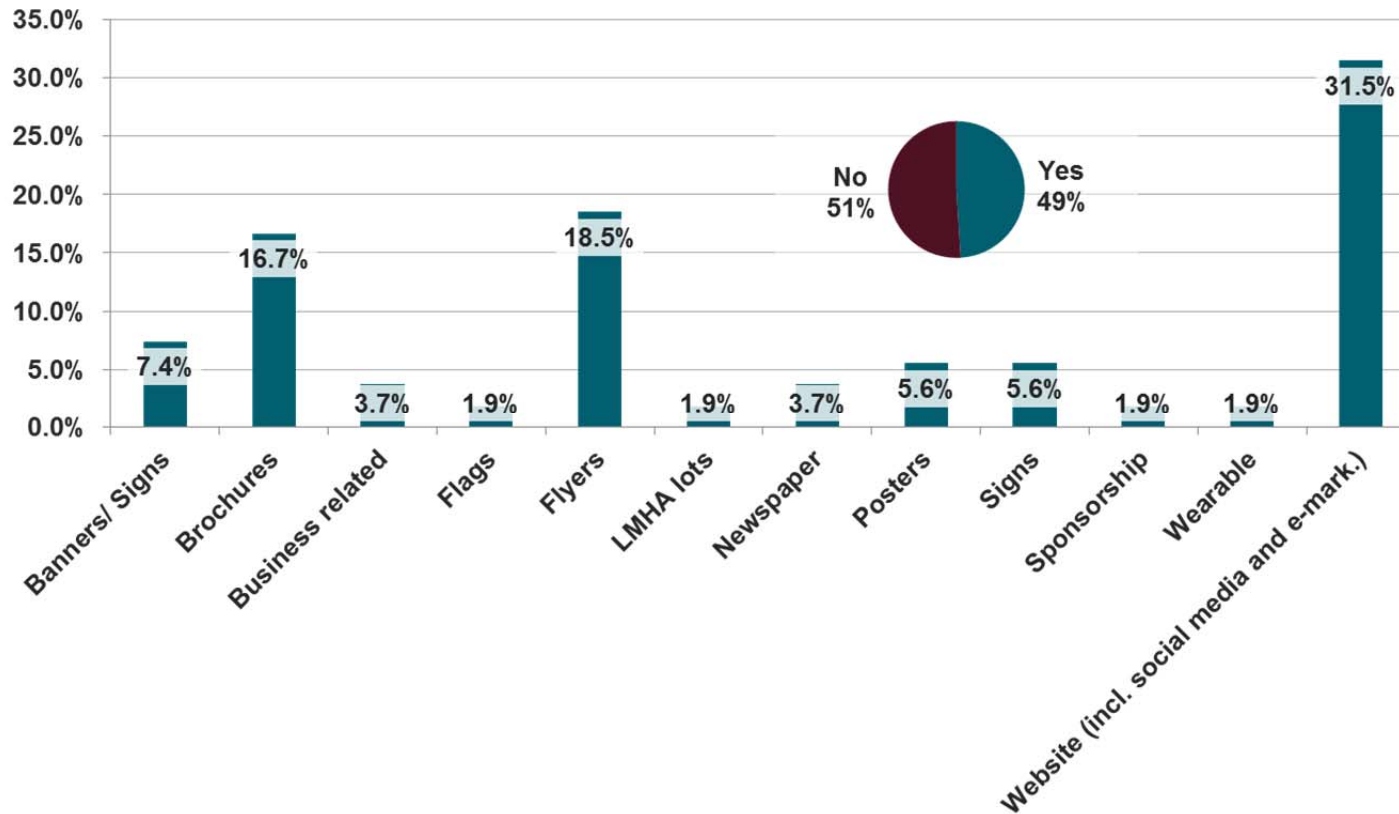
- The majority of survey respondents have been participating, organizing and volunteering at local sporting events for the greater part of 10 years or more.

Question 3: If you are associated with a sport association or community organization, how many members or volunteers does your association/organization have?



- A large portion of respondents noted that their sport association or community organization has over 50 members or volunteers.
- Interestingly a high portion of respondents also noted that their sport association or community organization has little to no members or volunteers.

Question 4: Do you have marketing materials? If yes, what type?



- Approximately half of the respondents use marketing materials for their sport or sport organization.
- Of that half, the primary marketing material of their choosing is through website marketing either through social media or e-marketing. Other primary marketing material that is widely used in Leduc is brochures and flyers.

Question 5: Does your association/organization have a web page?

- About 90% of the associations/organizations have web page.

Question 6: From your point of view, what is the main reason / purpose of sports tourists' visits in Leduc? (Rank the following)

- The respondents ranked the following sporting events from highest – being the most popular and main reason - to lowest – being the least popular reason for a sport tourist to visit Leduc.
 1. Ice Hockey
 2. Curling
 3. Rodeo
 4. Ringette
 5. Golf
 6. Swimming
 7. Figure Skating
 8. Softball / Baseball
 9. Running / Cycling / Track and Field
 10. Soccer
 11. Rowing
 12. Basketball
- The ranking suggests that Leduc's sport tourism product is predominantly ice sport dominant with Ice Hockey, Curling, Ringette and Figure Skating within the top 10. Rodeo a largely popular sport to Western Canadians and Alberta also draws popular attention.
- Interestingly, sports that include lower cost of entry for beginners were not among the more popular reasons for sport tourism visits to Leduc.

Question 7: What are the top three most successful tournaments in Leduc and why?

- Respondents claim that ice hockey events of any type are the most successful tournaments in Leduc. Respondents explained that great facilities and organizers assist in building community support for the event. This includes being more successful at securing sponsorship and volunteer assistance.
- Respondents also site that rodeo events are quite successful in Leduc. Respondents explained that rodeo events are rooted in community tradition and have been well organized in the past.
- Lastly, respondents also claimed another ice sport – curling – to be a successful draw for sport tourism. Respondents claim that the facility provides world-class sheets and popularity/tradition of the sport have kept attendees to continue populating events. Organizers have also been able to secure sponsorship and funding for their events.

Question 8: How do you rate sport tourism infrastructure and facilities in Leduc?

	Very Poor	Poor	Good	Very Good	Cannot Judge
Aquatic Centre	5.1%	11.4%	44.3%	34.2%	5.1%
Arenas (Curling, Hockey)	0.0%	0.0%	18.2%	77.9%	3.9%
Cycling	2.6%	6.4%	47.4%	26.9%	16.7%
Diamonds (Softball, Baseball)	0.0%	1.3%	25.6%	62.8%	10.3%
Fields (Soccer, Football, Lacrosse, Field Hockey)	1.3%	3.9%	36.4%	48.1%	10.4%
Golf Courses	0.0%	1.3%	45.5%	28.6%	24.7%
Rodeo Space	3.8%	7.6%	53.2%	15.2%	20.3%
Trails / Waterways	1.3%	5.1%	42.3%	46.2%	5.1%

- The majority of respondents find that Leduc's sport tourism infrastructure is between a good and very good conditioned state.
- Interestingly, respondents found that Leduc's arena based infrastructure was very good – that is their ice platforms
- The respondents did note that Leduc's grass-based and trailed based sporting infrastructure was good but requires improvement to be very good.

Question 9: What is your overall evaluation of the following services in Leduc?

	Very Poor	Poor	Good	Very Good	Cannot Judge
Care about cleanliness and tidiness	1.3%	8.9%	40.5%	49.4%	0.0%
Level of accommodation services	0.0%	10.1%	49.4%	35.4%	5.1%
Level of quality restaurants	3.8%	31.6%	51.9%	10.1%	2.5%
Level of staff in tourism services	2.6%	15.8%	34.2%	14.5%	32.9%
Public transportation	16.5%	45.6%	30.4%	2.5%	5.1%
Services for cyclists	5.1%	26.6%	41.8%	2.5%	24.1%
Services for handicap people	3.9%	9.1%	36.4%	11.7%	39.0%

- The majority of respondents find that Leduc's ancillary services that impact sport tourism to be between poor and good. They stated that transportation was in poor condition, while quality of restaurants and services for cyclists were in good condition. Respondents did note that accommodation services were between good and very good.

Question 10: What type of sport activities should Leduc concentrate on in the future?

- Respondents were most interested in seeing Leduc continue to pursue larger national and provincial sporting events. Of these events, respondents noted that Leduc was best positioned to concentrate on ice platform events such as Ice Hockey, Ringette and Curling.
- Respondents also noted that they were interested in Leduc pursuing outdoor events surrounding water based activities (dragon boat and rowing) and grass-turf based sports (baseball, softball and soccer). However, they did note that Leduc needs to upgrade facilities and fields to accommodate larger sporting events.
- There was interest around kid based national and provincial events – little league world series was stated as an example.

Question 11: What do you see as the biggest challenge for sport tourism in Leduc?

- Competition with other local communities
 - Respondents noted that the largest challenge for sport tourism in Leduc is competition with other local communities in particular Edmonton. Edmonton includes several facilities and larger scale opportunities due to population base and sponsorship opportunities. Several visitors to Leduc travel to Edmonton for additional sport tourism opportunities.
- Readiness of local businesses
 - Another challenge that was noted was the readiness of local businesses in Leduc. Respondents noted that the relationship between Leduc's businesses and sport organizers requires improvements. Local businesses are not connecting the economic impact that falls to them by Leduc hosting an event and thus do not sponsor or promote sporting events as effectively.
- Facility Development
 - Facilities were noted as a challenge by respondents. There needs to be a greater effort by the City to focus on improving other sporting infrastructure outside of hockey and ice sports. Respondents called for better space for spectators and improving water-based facilities. Respondents noted that the Leduc Recreation Centre cannot be the first and only stop for any sporting event discussions. Additionally, travel to and from sporting facilities or grounds were noted as a challenge with public transportation and parking space/fees raising concerns for respondents.
- Organizational Support
 - Organizational support was noted as a difficult challenge to overcome in Leduc. Outside from a few sports i.e. Curling and Ice Hockey, finding volunteers or organizers to spearhead an event or tournament in Leduc was very difficult. Respondents suggest that Leduc needs to be comfortable in diversifying its sporting itinerary throughout the year if they

want to continue attracting national and provincial events. At an organizational and volunteer level, respondents explained that Leduc needs to build local understanding as to what sport tourism can offer the community.

Question 12: What do you see as the biggest strength and opportunity for sport tourism in Leduc?

- Leduc Recreation Centre
 - Respondents claimed that the Leduc Recreation Centre is the city's biggest asset for any sport related activity. The LRC provides Leduc with a year round facility that can cater to most sporting events regardless of season. Respondents would like the LRC to be utilized more in attracting sporting events – particularly a larger effort towards summer sports that can be played on LRC grounds.
- Location
 - Respondents claimed that Leduc's greatest advantage and opportunity is its location. Located south of Edmonton provides quick access to Alberta's largest markets for sport tourists. Respondents suggested that Leduc can leverage Edmonton based amenities to support sporting events that occur in Leduc. Respondents would like to see Leduc capitalize on Edmonton's sporting events by attracting a few preliminary events into Leduc.
- Building on Past Events and Tournaments
 - Respondents suggested that Leduc look to build on its past events and tournaments. Past events and tournaments provide experience for new organizers and staff on best practices and a local content. New sporting events should use similar tactics in attracting sponsorship, volunteer support and participation.

Question 13: What are some cultural and social factors affecting sport tourism in Leduc?

- Respondents noted the following social factors affecting sport tourism in Leduc
 - Small town appetite puts too much focus on sports excellence alienating non-sporting spectators
 - Local spectators will not commit to events until the last minute
 - Leduc is going through a demographic change with many new young people moving into the area not interested in certain events
 - Not all residents are on board in supporting sport tourism with tax dollars
- Respondents noted the following cultural factors affecting sport tourism in Leduc
 - Leduc is a hockey town

- Leduc does pride itself in providing a good range of sporting activities for all cultures
- Leduc is proud of its heritage and rodeo history

Question 14: What are some marketing factors affecting sport tourism in Leduc?

- Respondents noted that marketing requires professional attention as some events and tournaments have not been marketed appropriately through all the marketing channels available.
- Respondents noted that there needs to be a stronger tie with and support from larger professional sport organizations to assist in building amateur sporting events. In addition, Leduc needs to market their sporting events with larger named companies that have the capacity to assist in marketing the tournament.
- Respondents claimed that the City needs to promote itself and events better not only through online activity but also through traditional marketing materials. Media attention needs to be accessed by larger regional and provincial networks.

Question 15: What are some economic factors affecting sport tourism in Leduc?

- Respondents noted that the affordability of sport tourism elements detracted from sport tourism in Leduc being an attractive option for sport tourists. Respondents claimed that while prices in restaurants and hotels were within reasonable costs the price to participate or attend events were too high for the average player or spectator. Respondents also noted that current programs that would encourage participation through participant development were too expensive and discourages many users to learn the sport.
- Respondents claimed that the largest economic factor affecting sport tourism in Leduc is the amount of funding available to all sport organizations. One of the biggest challenges with funding is that it favours larger sporting organizations that can demonstrate successful past events limiting the diversity of the product across other sports. For example, the hockey community in Leduc is well funded and sponsored while the baseball community struggles to find funding to attract national or provincial/regional events to Leduc.

Focus Group Results

MONDAY JUNE 23, 2014

PRESENT

Jim Jones, Sport and Agricultural Tourism Coordinator (at the time)

Pam Bakker, Executive Director, Leduc West Antiques Society

John Bohaychuk, Vice President, Leduc Boat Club

Andrea Lyons-Kewley, President, Leduc Figure Skating Club

Nadine Lemming, Volunteer, Great Canadian Dollar Store, Leduc and District Food Bank

Bernadette Lee, Administrator, Events and Bookings, City of Leduc

Jason Garries, Vice President, Leduc Minor Hockey Board of Directors

Scott Fraser, President, Leduc Junior Athletic Club

Q1. What type of sport activities do you think that should Leduc concentrate on in the future and why?

- Ice hockey, ringette, curling, rowing, dragon boat racing, swimming, golf, rodeo, skating, bowling, running/cycling/track and field etc.
- Add to list of sports: softball, baseball, slow pitch, football and soccer, lacrosse, fencing, canoeing, rowing and kayaking. Group would remove bowling from the list.

Q2. Do you think that Leduc is 'competition ready'?

- The biggest issue is that there is no money to support promoting events. Leduc does not have a DMF, like Edmonton. The DMF would be 2%.
- Figure skating has three competitions plus a gala annually. There are a lack of volunteers and money. It costs \$20,000 to offer an event. We do not have local businesses that support the sport e.g. skates, clothes.
- The lake is not deep enough to have national water sports competitions but have had provincial and western competitions.
- Minor hockey runs tournaments and is able to make money, netting \$1,200 per weekend.
- Some sports are seasonal but would like to make skating, for example, all year round. There are junior development opportunities. Leduc figure skating has four coaches at Olympic level.

- All sports have potential it depends on the barriers being removed
- There are a cross section of sports which could piggy back e.g. hockey/figure skating; skating/dance. Then the proceeds could be shared as well as business sponsorships.
- There are good facilities in Leduc but we are lacking volunteers and funding. People don't realize what is happening and need to be educated to become supportive. Generally everything within the sport is done by the Board members.

Q3. What do you see as the biggest opportunity/strength for sport tourism in Leduc? What events have had greatest economic impact/been most successful in the past?

- Leduc has the best overall sports facilities and good transportation access as well as hotel accommodation. The furthest hotel is 15 kilometres away.
- Leduc also has a good cross section of facilities and can hold the largest events. Due to the range of facilities, Leduc is well positioned to host multi-sports events. The next big sports event are the Alberta Summer Games 2016.
- The Winter Games in 2008 had the greatest economic impact and brought the city together. It put Leduc back on the multi-games circuit and created awareness for the city.
- Dragon Boat Festival in Edmonton two years ago was moved to Leduc three weeks before the event. It included 40 teams with 25 per boat and Leduc was able to pull the event together and host it at short notice. The city is competition-ready. To maximize economic impact in the future we could rent the dragon boats to the 25 teams.
- Dragon boat teams come to practice at Telford Lake twice a week and visit the restaurants; they bring their families so the spending has significant economic impact.
- The annual rodeo brings an economic impact of \$1.4 million with an influx of 1,000 visitors.
- The Wild Rose skating event is another one that has had significant economic impact.
- Our approach in attracting events was 'shotgun' in the first year. Having a dedicated sports coordinator position is a strength enabling us to build relationships with a consistent contact.
- Our strength is that our events are well-run, organizers have a good experience and we are 'competition-ready', we provide a good guest experience. All of this encourages event organizers to come back.
- Exploring cross promotional events e.g. Battle of the Blades between hockey and figure skating. Need promotional dollars.

- Different sports can share volunteers but in figure skating they have to be knowledgeable about the sport.
- There needs to be a Chair and 10 volunteers in place before a grant in support of a bid will be considered by the City.
- Water Sports: the Leduc Boat Club is at Telford Lake. The facility is rented out to Edmonton Rowing Club which provides a revenue stream. The club also holds two events a year. To host larger events, the lake needs to be dredged which is expensive. They are looking at different options to cost share.
- Football: Leduc doesn't have the level of field for Football Canada.
- Minor Hockey: able to attract local sponsorships and has good volunteers.

Q4. What do you see as the biggest challenge for sport tourism in Leduc?

Where are the gaps?

Infrastructure

Organizational roles

Competition ready

Accommodation

Restaurants

Quality of staff

- In all organizations, the Board members are doing all the work; need to involve more parents to spread the load. Leduc has lots of restaurants and 9 that stepped up as sponsors.
- Volunteers are good and well-trained but there is a lack of them. Now young people expect to be paid.
- Sport tourism started in Leduc 5 years ago to promote the field houses. It was a shotgun approach to fill the building. Started the granting program and had huge wins.
- Council recognizes the effect of sport tourism and the need to adopt a master plan. Feeling is that this master plan should have been developed five years ago.
- There is now competition from surrounding communities e.g. St. Albert, Sherwood Park, Morinville all have good facilities and are competing for events.

Brainstorming Session Results

The following results are presented as verbatim from community members.

Q1. What is working well in terms of sport tourism delivery in Leduc? Consider infrastructure, capacity and past sporting history?

- Hockey championships - successful
- Boating clubs has been successful with competitions
- Hockey and lacrosse. Getting into lacrosse, it is going well; watching tournaments held here have gone well, ringette, volleyball - great facilities.
- Ringette, 5th year, still get tournaments, people love the facility, always full, volleyball, jump rope, dance, great job using LRC and ball diamonds, these have a big impact on the community
- City of Leduc staff great at assisting bidding process, proximity to the airport. Curling, hosted 3 provincial and 1 national event in the past 3 years, all are very success, working on a national/international event for 2017, working on Alberta Summer Games too, the LRC allows to accommodate large events with multiple rinks and meeting areas, city staff are very helpful right from writing a bid, to keeping the facility clean, proximity to the airport is very important
- Volunteer base is amazing, fear of burnout, but they keep coming back, ability to fill facilities is great all year round, we're a hockey town
- Close to everything - complimenting infrastructure
- Volleyball, curling, hockey, major events has been significant, online gaming, curling, baseball stands out as the number one tourist attraction during the summer, like the centralization of the facilities, can piggy back on other facilities to offer other activities, opportunities for grounds and fields and winter sports and swimming, some type of outside facility would be great and would help with triathlons, very busy, presents issues with traffic
- All groups work together, proactive council - rec oriented
- Partnerships and relationship building, all groups work together, very proactive and recreation oriented council
- Volunteer base - returning help/volunteers a lot - hockey tournaments, golf tournament, Alzheimer events, curling works really well with the volunteers, the volunteer base is excellent, a lot of the same people come out to multiple events, council is very supportive
- Rush, oilers practicing are great attractions, not published enough, we are attracting professionals, red bull crashed ice tryouts

Q2. What is not working? Consider infrastructure, organizational capacity and past sporting history.

- Sponsorship - only so many dollars to go around
- Banquets - only field house available
- Leduc business park has grown quite a bit - potential to build better relationships
- Viewing facility for the curling club itself is controlled by a private business and has been a problem, it puts them at risk and makes them cautious on bidding because they have no control, they require banquets, but other than a field house, there are no banquet facilities in the LRC, they do use hotels, sponsorship can be a problem, potential to build better sponsor relationships with Leduc business park and Nisku
- Advertising
- Advertising is an issue, you never know what is going on, there is the one calendar, but never uses it, is in the LRC 5 days a week and never knows what is going on, would like to see more social media postings, would like to see an board in the LRC that announces what is going on, surprised that the football fields aren't built right, would like to see that if we build facilities they are built to host events, like the diversity of activities, sports tend to overshadow culture, host family events in conjunction with sporting events, get LRC members involved so they know why access is being cut-off, perhaps a discount to access the events or some other perk to engage LRC members in the events
- Volunteer base needs to stay fresh
- Echo the swimming comments, it is unhelping for sport use and for viewing, arenas are mid-range, just under capacity for that, everything else is pretty good, soccer moves were good, rugby is good, when there is a big weekend with ball tournament and other events like soccer and water, the movement of traffic and parking becomes a bottle neck, perhaps need to look at public transportation, including Telford lake and the rugby club area, residents that live in the area are not happy with the traffic and parking issues, sponsorship, businesses are good, but all drawing from the same pool of businesses, volunteer base is a challenge, need to get new volunteers into the fold, people want to play and don't always want to chip in, volunteer burnout is a concern, rugby was one of the first groups to help build the area, they have a long history, nothing really negative to say
- Was in focus group, facility - the pool regarding spectator space and the size of the pool, the arena is at capacity can host AHL team, but no higher, great atmosphere, great facility, organizational capacity - getting non-sport people involved and carrying them forward to help build volunteer capacity - like food services, culture, transportation - excellent opportunity with the ASG coming up to draw in new people
- Lack of DMF to help fund marketing of events, lack of dollars and sponsorship
- Communication between organizations - who is involved in volunteering - how can you expand your volunteer base
- Always a struggle to get the word out there, marketing is very expensive, need to find creative ways to get the word out so community can get behind the event and support it, communication between organizations is an issue i.e. Hockey has lots of volunteers, maybe

skating doesn't, can work together to help each other and expand volunteer base, find people that specialize in other areas of the event outside of your sport

- Having organizations communicate and support each other, especially between seasons
- Not a lot of volunteer support strategy built into any of our events, town is transient, lots of people didn't grow up here and can't help because they don't have the support networks, perhaps the city can run day camps or child-minding that they can pay for
- Seniors like to help and be with the kids tap into the seniors as volunteers
- Growing capacity - city does a good job at providing financial and staffing resources, one that could help small to mid-size events ask 5-6 questions that can be done by the committee and shared back to the city and shared with other events to help the next group, it is a good debrief strategy - what worked, what didn't, challenges, success and what we would do different

Q3. In which sports is Leduc well positioned to offer at a provincial and national level at a consistent rate i.e. annually/bi-annual?

- Alzheimer hockey tournament, they love it here, Alzheimer golf tournament at Red Tail Landing, anything related to hockey could be annual or bi-annual
- Curling too
- High performance hockey Provincial or higher within facility limitations, ball (all) are strong and have held successful softball and slow pitch, curling, younger families are getting involved in curling, multi-sport events, enhance with culture
- Ball is first and foremost, any of them, have the infrastructure around town, rowing has real opportunities, but some limitations, field house activities like volleyball, there are more things that could go in there like fringe sports, cross fit competitions, hockey, curling - concern about viewing is valid
- National and Provincial events can't do a lot of that stuff annually or bi-annually large scale and multi-sport it is too resource draining and volunteer burnout is high, biathlon, fencing and smaller events for individual sports is important and could do annually, not as big of an impact, but could be held regularly
- Lots of capacity for small off tournaments - major events every other year
- The need to have a continuous buzz for sports in the community - keeping the momentum and training put into the volunteer base
- Junior events
- Boating club, Telford Lake is one of the biggest in western Canada, they can do a lot
- Lacrosse can too
- Boating is all set up to host, paddle boarding is taking off their too

Q4 and 5. What does success in sport tourism look like for Leduc in the future? How do we achieve this success?

- Building strong organizations that are financially strong and can host events
- Make sure we can keep up with the facility as other new facilities pop up around Leduc, maintaining the quality of the facilities, understanding the clientele, be more than the facility provider
- Building relationships and strong partnerships, building a reputation for high quality facilities and relationships, make it so they want to come back
- Find the correct events between competitive events and community/local events, so minor hockey can also host their events here, don't want to push local teams out either, finding the correct balance is successful
- Strong volunteer base is essential, want to host best ever events. Mentoring with youth groups for volunteering, can use older youth to fill some of the roles, give those free tickets to the event. Providing continuing education by the city to the groups re: volunteering. Set up a program where volunteers can bank points and get rewarded after something like 100 hours, get a shirt etc. Treat them like they are the most valuable resource we have. Lots of volunteers love to receive prizes and recognition.
- Have a Leduc volunteer booth at every event to recruit them

Q6. What are the roles of the City, Government partners and organizations in improving and attracting Leduc's sport tourism opportunities?

- Had city employees involved with the tournaments, on the committees or somehow involved, helps the tournament run smoother, can deal with issues very quickly that way
- Swim club - city did help with the costs of the pool and extra rooms for a large swim meet
- Provincial involvement depends on the sport, PSA provides a coordinator to help with the event, need to have a good relationship with the PSA and the NSA and they need to trust that you will host a good event. How you put your spin on it is what brings people back. NSAs provide support for a consultant to help. The more senior the event, the more support you get
- The one's that get it do and are always asking how they can support, some hotels take advantage (unknowingly) of it
- Business community - how is support from hotels and restaurants?
- The local/independent businesses are more likely to support than the franchises, can get more if we coach them
- Hotels aren't totally excited about sport tourism because they are always booked - airport, oil and gas etc. Restaurants jump on board for food, not necessarily cash, local business is supportive, Nisku is an issue
- Service clubs do a good job and get involved, continue to grow this and recognize them
- Would like to see the sporting events support the service clubs with their events - we scratch your back, etc.
- Support from the city is unreal, in a wonderful way

Q7. What would you like to see in a hosting policy?

- Different levels of funding from municipal, provincial and federal government, a user guide of those who are supporting sport tourism so we can support back, it should be a handbook, easy reference guide, who do we need to go to so can build reciprocal relationships, online volunteers, contact people with service clubs - funding, mutual support, volunteers
- Provide a final report, would like to have access to other's bids and reports so they can learn from each other - how many rooms are in Leduc, map for security, information sharing between events, create a database of everything that people need for their bids and just add in sport specific stuff
- The City will also know that the message going out is consistent between sport organizations
- Would like to know what resources and tools the city has, the policy should reflect a commitment on what they are and aren't willing to support, identify responsibilities between clubs and city departments - expectations and responsibilities of hosting club
- Would like an annual interclub meeting to talk about successes and difficulties of hosting in the year. It builds relationships too and provides a chance to hear what everyone is bidding on
- Communication when an event is here, perhaps a marketing and communication plan can be incorporated into the policy. Commit to ongoing facility support
- Bids want to see information about carbon footprint, legacy, environment - this could be incorporated as green initiatives in the bid support document

Appendix D: Establishing a Destination Marketing Fund

A Destination Marketing Fund (DMF) is a supplementary funding mechanism used to support tourism marketing and product development in a region. In its most widely adopted form, a DMF brings together local accommodation stakeholders to create a pool of funds raised through a room surcharge for paid accommodations. This room surcharge is generally calculated as a flat rate per room night sold or a percentage of room revenues (typically from 1-3%). Funds raised through a DMF are paid to a local tourism organization (sometimes through an intermediary such as an accommodation industry association) to directly support tourism marketing and product development efforts for the destination. In this way, accommodation providers are helping support the further marketing and exposure of the destination, with the aim of leading to additional future overnight visitors and revenues. Participation by accommodation providers in a DMF is generally on a voluntary basis though in some cases it is tied to government legislation.

Communities throughout Alberta have implemented various forms of DMF funding to support tourism for their destination.² DMF's in Alberta are not legislated by the provincial government, leaving accommodation properties to collect and submit DMF's on a voluntary basis. The Alberta Hotel and Lodging Association (AHLA) acts as the trustee for the DMF's collected in many of the participating communities in Alberta.

Benefits of a DMF

The use of a DMF by a tourism destination creates an opportunity to leverage funds with local partners to create a larger and predictable funding stream for tourism destination marketing. By increasing a destination's marketing and exposure, visitation numbers are likely to increase leading to more tourism revenues and higher accommodation occupancy rates. Creating the structures to implement a successful DMF often also brings together different tourism partners from both the public and private sector to collaborate on ways to create a larger presence for the destination and ways to attract bigger events. This collaboration leads to a greater sense of community and tourism engagement at the destination.

Furthermore, tourism destinations often compete with each other for national (and sometime international) attention, especially with regards to hosting sporting events, conventions and general leisure travel. Increased mobilization of local tourism stakeholders to market the destination will give that destination an exposure advantage compared to its competitors.

2 As of January 2011, Alberta communities with a DMF include Calgary, Camrose, Canmore, Edmonton, Grande Prairie, Jasper, Lethbridge, Medicine Hat, Red Deer and Slave Lake.

Figure 9 illustrates some different economic impact scenarios of a DMF. Given the number of rooms, number of room nights, the average rates per night for accommodation and accommodation occupancy, different impact models can be calculated. For example, with an accommodation rate of 50%, a destination could generate \$114,063 with a 1% DMF. This scenario represents the lower range or more conservative estimate of the economic impacts of a DMF at a destination.

FIGURE 9 - EXAMPLE ECONOMIC IMPACT SCENARIOS OF A DMF

# of Rooms	# of Room Nights	Average Room Rates/Night	Occupancy	1%	2%
500	365	\$125	50%	\$114,063	\$228,125
500	365	\$125	70%	\$159,688	\$319,375

Challenges with a DMF

While the benefits of a DMF are significant, there remain a number of challenges in implementing them successfully. The biggest of these challenges is the lack of consistency in how DMF's are created. The current patchwork of DMF implementation erodes the confidence of consumers, elected officials and accommodation providers, leading them to question the legitimacy of the DMF and whether those funds will be used in an appropriate way. This patchwork includes:³

- Disparate and increasing DMF fee levels
- Inconsistent application of DMF's across Alberta and other provinces
- Inconsistent governance, participation and partners between communities
- Inadequate measures of the effectiveness of the DMF programs
- Inconsistent accountability and transparency of the administration and management of DMF's

In addition, there is a potential “free-rider” issue with DMF's. Given that DMF's are generally voluntary, some accommodation providers may choose not to participate while still benefitting from any increased tourism and overnight visitors to the region. This issue may erode the confidence participating accommodation providers have in the DMF, especially if the DMF leads to higher prices for customers. Furthermore, accommodation providers may not see the need for a DMF if their occupancy rates are already quite high.

³ Alberta Hotel and Lodging Association, “Destination Marketing Fees”, <http://www.ahla.ca/about-us/government-relations/destination-marketing-fees>

DMF Planning Considerations⁴

In creating a DMF, a number of considerations should be taken into account. These considerations will help create confidence in the DMF for local stakeholders and include questions such as:

- What geographic area will the program cover?
- How will the funds collected be used and how will decisions be made regarding use of the funds (e.g., advertising, marketing, product development, research)?
- Have all the appropriate partners been included in planning (e.g., RTO, accommodation base, attractions, municipality and destination marketing organization)?
- Is there a strong local accommodations group with engaged members?
- Are there enough local room nights annually to generate the amount of revenue required to mount a meaningful marketing campaign?
- What are the DMF's goals & objectives?
- How will the success of the DMF be defined and measured?
- Is there a tourism organization or destination marketing organization (DMO) with the capacity to develop and execute a marketing plan associated with the DMF?
- How will the recipient organization(s) of the DMF be held accountable?
- Who will be responsible for the management of DMF funds that are collected?

To encourage transparency and coherence in how a DMF is created, the AHLA has developed a recommendations-based report on the governance and administration of DMF's in Alberta. Stemming from this report, the AHLA further developed a Voluntary Code of Conduct for DMF Collectors, advising DMF implementing organizations to:

- Create the DMF Collector as a legal entity with its own bylaws
- Develop a Strategic Plan and Business Plan for the DMF Collector and ensure there is a Marketing Plan for how funds will be used
- Engage stakeholders
- Develop policies that will promote accountability

⁴ Ontario Ministry of Tourism, Culture, and Sport, "Overview of Destination Marketing Programs in Ontario: Considerations for Regional Tourism Organizations and Tourism Destinations"

The **Stratford Tourism Alliance (STA)** is a not-for-profit organization that markets the community of Stratford, Ontario as a national and international tourism destination. The STA implemented a DMF in 2013, which is collected and distributed by Tabworks Documentation Services (an accounting organization) and is managed by the Stratford Partners in Accommodation (a non-profit corporation headed up by a Board of Directors made up of DMF members). The Stratford Partners in Accommodation Board approves the STA annual marketing plan and meets with the STA quarterly to review the results of the last quarter and the plans for the upcoming one. The Stratford Partners in Accommodation Board votes to approve the release of DMF funds to STA each quarter.

The DMF is positioned as a membership fee for tourism stakeholders with STA. By contributing a DMF, stakeholders join the STA and receive tourism marketing services above and beyond those that non-DMF contributing members receive, such as:

- Preferential listings for room availability searches on the STA website
- Premium placement of badges on the STA website
- Advertising perks as they become available ahead of non-DMF members

Appendix E: City of Leduc Draft Hosting Policy

Policy Statement

The hosting policy provides a framework for the City of Leduc to encourage and support the bidding and hosting of sports events and activities. The objective is that these events will attract significant numbers of visitors to the City, support and enhance community activity and create a strong sport tourism sector providing significant economic impact to the city.

Purpose

The City is envisioned as a sport hosting community leveraged on its sports infrastructure, organizational capacity and event hosting experience and success. This success is measured in terms of economic impact on the community.

Hosting sports events will benefit the City of Leduc by:

- Strengthening community pride and spirit
- Improving local sport tourism infrastructure in terms of volunteers, athletes, coaches, officials and facilities
- Showcasing the city to provincial, national and international audiences
- Creating economic impact for the city
- Developing a base of volunteers and strong community leadership
- New partnership development between sports organizations, businesses and the community

Principles

The City believes that bid/host organizations must operate according to the principles of good governance and accountability.

The City is not obligated to provide funding for an event. Support is dependent upon the degree of social and economic benefits accrued by Leduc balanced against other competing priorities and available funding. The City will not be the sole supporter of an event. A partnership approach is critical to success.

Guidelines

1. Sport tourism events that can be attracted to take place in Leduc are defined in a number of categories.

- International, national, provincial and regional single-sport championships
- Annual tournaments and events
- Multi-sport Games
- Seasonal: based on the sports infrastructure of Leduc, April to August
- Training camps, selection camps and/or preparation events

2. An evaluation of all events before a bid is agreed, takes place according to a number of criteria.

- Legacy: all events must demonstrate a post-bidding and post-event legacy for sport, regional and national development.
- Financial: no financial deficit or shortfall should occur from the bidding and/or hosting process.
- Each project needs to have a feasibility study on the cost benefits, including economic impact.
- It must clearly identify the manageability of the project, including a detailed business plan.
- Partnerships: including all levels of government, tourism and the hospitality industry, private sector, security, etc.
- Community and organizational support
- Environmental impact

3. It is important to clearly define the roles and responsibilities of the key stakeholders.

- **The City of Leduc** will provide support to the development of bids, coordination, marketing, brand leadership. It will provide financial support in the form of a municipal grant (Event hosting grant, Travel grant and General funding grant) for which an application must be made and approved by the City's Council Grant Application Sub-Committee.
- **Sport Tourism Coalition:** This coalition has yet to be established, although terms of reference have been developed. It will consist of both a development committee and an advisory committee to work with the professional events staff of the City of Leduc, in the creation of sports tourism event goals, objectives and business plan.
- **Sport Tourism Coordinator** is responsible for maximizing sport facility utilization in the City of Leduc by attracting and matching major sporting events to indoor and outdoor venues in the community. This includes the development of promotion and marketing packages relative to the City of Leduc and its sport tourism initiatives. The position is also responsible for the management and monitoring of the City's Sport Tourism Granting Program and acts as a mentor and resource person to the not for profit organizations and user groups preparing event hosting bids and applying for funding support. It reports to the Manager, Community Development and Culture.
- **City of Leduc Sporting Organizations** will demonstrate buy-in to the sport tourism agenda by coordinating and leading bids for events and being a champion with the business and tourism community.
- **City of Leduc Partners** (business, tourism and community) role is to develop initiatives and funding opportunities to assist sport tourism development as well as providing assistance with bids and event organization.

4. Infrastructure

- The City of Leduc is responsible for current infrastructure management of municipal facilities and working with partners to determine future capacity building of new and expanded facilities.

5. Funding Application and Approval Procedures

The City of Leduc offers three municipal grant programs to assist in the bid development and event organization costs.

- **Event Hosting Grants**

To provide a source of funds for eligible community groups and eligible community events to assist them in defraying costs associated with those events.

- **Travel Grants**

To assist City of Leduc residents with the cost of travel to provincial, national or international events in which they represent the City of Leduc, or to receive training/instruction that will be taught in the community.

- **General Funding Grants**

To provide assistance to City of Leduc residents and non-profit organizations whose activities result in benefiting the City of Leduc's citizens.

6. Implementation

The City will develop, implement and regularly update a long-term sport tourism plan which will be the catalyst for hosting successful annual sport events and major championships. This plan will be presented to City of Leduc every two years and will include an evaluation of various available multi-sport Games for the Municipality to consider hosting.

The City will provide 'one-stop' customer service to event organizers coordinated through the office of the Sport Tourism Coordinator and the Department of Community Development and Culture.

The City offers support to eligible organizations which may include bidding assistance, provision of equipment, consultation, grant funding (Event Hosting, Travel and General Funding), assistance with costs associated with using City streets, information packages for visitors from out of town, marketing outside the City of Leduc, inclusion in City event calendars, event planning workshops and an event planning guide.

Requests for municipal funding from community not-for-profit organizations to host sports events and activities will be directed to the Sport Tourism Coordinator. Applications will be evaluated against criteria in order to identify opportunities with the greatest sport tourism potential. This will help maintain consistent, fair and equitable treatment of similar organizations requesting funds from the City to host sport events and activities.

7. Resources

This section would include a number of databases including a list of facilities, volunteer contact information, best practices from previous events, evaluations of past events etc.

8. Post Event Evaluation:

Each event application will be assessed to determine its relevance to the following expected results:

- Increase in attendance and extended geographic reach
- Increase in tourist visitation and tourist receipts; and,
- Improvements in quality of tourism festivals and events and stronger organizations.
- Economic impact using STEAM (Sport Tourism Economic Assessment Model)

9. Links to online forms and templates

- City of Leduc Council Grant Program Application Guidelines
- City of Leduc Sports Tourism Development Grant Application Form
- City of Leduc LOU Template
- CSTA Sports Tourism Event Marketing Template
- CSTA Sports Tourism Event Planning Template
- CSTA Sports Tourism Event Bid Template
- CSTA Business Plan Template
- CSTA Sustainable Sport Event Template