



# Camrose Events Destination Strategy

Final: December 21, 2023



# expedition

MANAGEMENT CONSULTING

December 21, 2023

Patricia MacQuarrie  
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City of Camrose  
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Camrose, Alberta T4V 0S8

Dear Ms. MacQuarrie,

Please find enclosed the final Camrose Events Destination Strategy. We are pleased to have worked with you to develop this important document. We look forward to learning about your future successes.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780.266.7888.

Sincerely,



Justin Rousseau, Managing Director  
Expedition Management Consulting Ltd.

Augustana Vikings  
Photo Credit: University of Alberta Augustana Vikings Facebook







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Bailey Theatre  
Photo Credit: City of Camrose



# 1

## Introduction



## Introduction

Camrose is ideally positioned as an event destination with the combination of an accessible location, attractive mix of indoor facilities, outdoor recreation opportunities, and a successful track record of hosting events. Located in the Stoney Creek Valley, Camrose strikes a balance between urban and rural life. With over 18,000 residents, Camrose thrives as a regional hub for retail, business, and recreation.<sup>1</sup> Camrose has made consistent investments in its infrastructure, elevating the quality of life for its residents, and providing a wealth of opportunities for visitors.

Tourism events generate economic and community benefits for Camrose, and there is strong potential to grow these benefits. For this reason, the City of Camrose has developed an Events Destination Strategy. The strategy will serve to focus efforts and resources toward further positioning the community as a destination for tourism events.



### What is Tourism and What are Tourism Events?

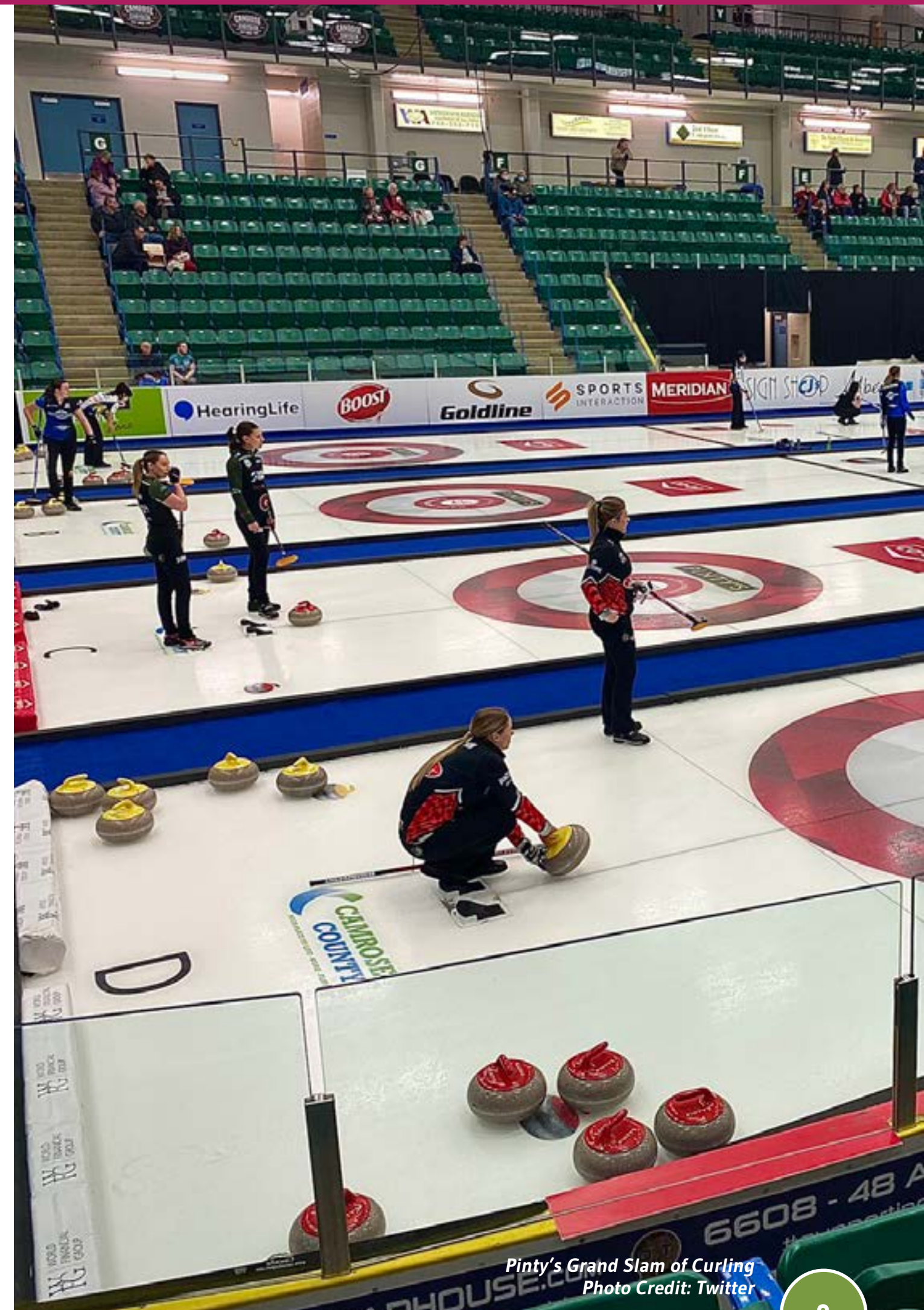
#### Tourism

Tourism is a dynamic and competitive industry. For the purposes of this report, tourism can be broadly defined as:<sup>2</sup>

*"The activities of people travelling to places outside their usual environment for leisure, business or other purposes for not more than one consecutive year."*

#### Tourism Events

Tourism events are planned events that are developed and marketed as tourist attractions for the purpose of drawing visitors into the community.<sup>3</sup>



Pinty's Grand Slam of Curling  
Photo Credit: Twitter



## Why Invest in Tourism Events?

There are many economic, community, and environmental benefits to be gained by investing in tourism events. The information on this page describes these benefits.

### Economic Benefits



**Increased visitor spending and economic activity.**



**New jobs are created, and existing jobs are sustained.**



**Enhanced business attraction and retention.**



**Increased tax revenue for governments.**

### The Multiplier Effect of Visitor Spending

Visitor spending is “new” money that circulates throughout the local economy, multiplying its benefit. Here is an illustration:<sup>4</sup>

A family travels to Camrose to take part in an event. They purchase fuel, stay in a local accommodation, and purchase food from local restaurants and grocery stores. This is the “direct” impact of their spending: local businesses receive money from visitor spending.

As a result of this spending, the businesses offering these services are able to make a profit and hire more staff. This “indirect” impact of visitor spending produces a multiplying effect as an economic driver by increasing wages, salaries, and profits. Also, as more visitors come to the community, more work is generated in the supply chain, as wholesalers, food and beverage suppliers, tour planners, retailers, manufacturers, etc., are called upon to meet customers’ demands.

The new employees hired by the tourism industry now have money to spend on clothes, food, transportation, entertainment and to pay taxes. This is the “induced” impact of visitor spending. The ripple or spillover effects of this induced impact are felt as income, and taxes are spent throughout the province on housing, education, transportation, infrastructure, energy, communication, health care and other personal expenditures.

The end result is that visitor dollars circulate throughout the economy, amplifying their impact along the way, resulting in enhanced support for community building and economic well-being.

### Community Benefits



**Celebrating local culture and sharing it with visitors through events can be a significant source of pride for communities.**



**Resident quality of life can be enhanced.**



**Tourism events have the capacity to encourage community engagement through volunteerism.**



**New resident attraction.**

### Environmental Benefits



**Emotional connections provide enhanced value to built and natural environments.**



**Can contribute to the preservation and revitalization of built and natural environments.**

Investments in tourism events will help the sector flourish, while simultaneously supporting other industries in Camrose and area. This will result in enhanced economic, community, and environmental benefits for the community. A conceptual model of how these benefits come to be is provided in the Destination Management Cycle (see next).

### THE DESTINATION MANAGEMENT CYCLE



Source: Travel Alberta. (2018).



## Project Purpose

The purpose of this project is to develop an Events Destination Strategy that will further position the community as a destination for tourism events.

## Process

This project had three, interconnected phases as described next.





## Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was gathered through facilitated sessions with stakeholders, City administration, and City Council, an online survey, and one-on-one interviews with key stakeholders. Secondary research was gathered from local, regional, and national data sources, information requests of the Client, and a review of relevant literature.

### 1. Survey Administered:

- a. Online Survey (59 groups and individuals responded)

### 2. Meetings Conducted:

- a. Project Steering Committee Meetings  
Dates: May 2, August 24, and August 25, 2023
- b. Client Input Workshop  
Date: September 13, 2023  
Number of Attendees: 9
- c. Stakeholder Input Workshops  
Dates: September 13 and 19, 2023  
Number of Attendees: 25

“

*“Camrose has incredible venues and is a passionate, positive community that supports arts, culture, and athletics.”*

*—Survey Respondent*

### 3. Stakeholders Engaged (through interviews, workshops, and/or survey):

The City of Camrose invited 80 individuals representing 34 different stakeholder groups to participate in the engagement process. The following groups chose to participate:

- |  |  |
|--|--|
| 1. Augustana Athletics                                 | 18. Church Mice Players Society                      |
| 2. Ballet Camrose Dance Company                        | 19. City of Camrose Councillors                      |
| 3. Battle River Quilters' Guild                        | 20. City of Camrose Staff                            |
| 4. Camrose Academy of Dance                            | 21. City of Camrose Chuck MacLean Arts Centre        |
| 5. Camrose Adult Mixed Slo-Pitch League                | 22. Community Futures East Central Alberta           |
| 6. Camrose Arts Society                                | 23. Food Artisans of Camrose County                  |
| 7. Camrose Bike Club                                   | 24. Fox and Fable                                    |
| 8. Camrose & District Chamber of Commerce              | 25. Jeanne and Peter Lougheed Performing Arts Centre |
| 9. Camrose & District Senior Centre Society            | 26. Kinette Club of Camrose                          |
| 10. Camrose Girls Softball Association                 | 27. La Prairieaire                                   |
| 11. Camrose Heritage Railway Station and Park          | 28. Purple Martin Festival                           |
| 12. Camrose Regional Exhibition & Agricultural Society | 29. Ramada Hotel                                     |
| 13. Camrose Resort Casino                              | 30. Rose City Curling Club                           |
| 14. Camrose Ski Club                                   | 31. Stingray Media                                   |
| 15. Camrose Wildlife Stewardship Society               | 32. The Bailey Theatre Society                       |
| 16. Canadian Northern Society                          | 33. University of Alberta                            |
| 17. Canalta Hotel                                      | 34. Wild Rose Co-op                                  |

### 4. Documents Reviewed:

- a. Strategies, plans, and other documents from the City of Camrose.
- b. Reports, statistics, surveys, and planning documents.
- c. Research and plans from provincial and national sources.



# 2

## Analysis





## SWOT Analysis

An analysis of Camrose's strengths, weaknesses, opportunities, and threats (SWOT) was completed to support the strategic planning process. The key findings from the analysis are provided next.

### Strengths

- › Strong supply of indoor and outdoor facilities that can support event hosting. This includes facilities owned/operated by the City as well as venues managed by other institutions.
- › Successful track record of hosting tourism-related events.
- › Friendly and welcoming residents which encourages positive visitor experiences.
- › Deep linkages to culture and the arts in the community.
- › Experienced and passionate volunteer base.
- › Strong support from local stakeholder groups and businesses to enhance Camrose's position as a destination for tourism events.
- › Camrose is a regional service hub for east-central Alberta.
- › The community maintains high standards for cleanliness and safety.

### Weaknesses

- › Lack of organization, coordination, and role clarity related to tourism event development.
- › Lack of formalized processes, funding mechanisms, and support programs to spur event development.
- › Event-related bylaws and policies may not provide sufficient certainty to event producers.
- › Lack of marketing showcasing Camrose as an attractive events destination.
- › Lack of higher end accommodation options limits the potential to host large conferences and meetings.
- › Some event goers may see Camrose as too far to travel to.
- › Lack of hotel rooms to support large scale events.
- › Lack of transportation alternatives for people without a personal vehicle.

### Opportunities

- › Attracting new markets that may see Camrose as a welcome change to big-City event experiences that can be crowded, expensive, and overwhelming.
- › Focusing event development on need periods, such as mid-week and seasons when fewer events are happening.
- › Building from a strong foundation of volunteerism.
- › Further engaging stakeholder groups in event development. There is a particular desire to establish a signature cultural event in the community.
- › Leveraging events to promote community growth and investment.
- › Increasing the utilization of facilities and outdoor spaces to offer more events.
- › Maximizing the economic, social, and environmental benefits that events can generate for the community.

### Threats

- › Lack of investment could hinder progress.
- › Aging volunteer base and potential for volunteer burnout.
- › Potential conflicts between event-related visitors and locals.
- › Competition between existing and new events if they are not scheduled appropriately.
- › Overloading the capacity of the community to host tourism events.
- › Some events can carry significant economic and reputational risk.
- › Environmental threats, including natural disasters, pandemics, and climate change impacts.



# Event Hosting Asset Analysis

The following describes strengths and gaps related to tourism event hosting assets in Camrose.

## Asset Strengths:

### Indoor Sport and Recreation Facilities

Camrose is well-equipped with excellent indoor sport and recreation facilities that can be leveraged to host sport events. The Mayer Aquatic Centre has an eight lane, 25m competition swimming pool along with competitive diving blocks with sliding rails and a recreation diving board. The community also has three ice arenas, including the Encana Arena (2,500 seats), Border Paving Arena (400 seats), and the Max McLean Arena (200 seats). The Camrose Community Centre features a rubberized multi-sport floor with a running track and seating for 250 spectators on the second level.

### Performing Arts Facilities

Camrose has several performing arts facilities that are superb venues to host events in. Foremost among these facilities is the Jeanne & Peter Loughheed Performing Arts Centre and the Bailey Theatre. The Jeanne and Peter Loughheed Performing Arts Centre is a professional grade performing arts theatre located on the University of Alberta Augustana Campus. With a seating capacity of over 500 and equipped with a full stage and orchestra pit, this facility is well suited to host a wide range of arts and culture events. The Bailey Theatre is another important arts and culture asset within the City of Camrose. The Theatre is situated in the downtown area and the venue showcases an array of performances. It has the capacity to seat 396 patrons.

### Camrose Regional Exhibition Centre

The Camrose Regional Exhibition Centre (CRE) is an excellent facility for hosting events, boasting 350 activity days annually. Encompassing 53,000sf of indoor exhibition and meeting spaces, 43,000sf outdoor concert space, and 12,000sf of agricultural event space, the CRE is a versatile multipurpose complex for agriculture, entertainment, education, and leisure, spread over 103 acres of land. The CRE features several indoor and outdoor facilities such as Kinsmen Hall, Hirsch Hall, Elliot Hall, and the Main Arena. It also includes the Open Air Pavilion, which has a spacious paved dance floor and an enclosed area of 4,000 square meters. Furthermore, the CRE offers meeting spaces and Barn B, a premier space dedicated to agricultural events.<sup>5</sup>



*“ARTWALK Through the Gardens was a wonderful event!”*

*–Survey Respondent*

### Augustana Campus

The University of Alberta’s Augustana Campus has a range of facilities suitable for hosting and supporting events. Its Theatre Centre is equipped for performances, featuring excellent lighting and sound systems. The campus also includes a gymnasium capable of accommodating up to 200 people or 1,000 in a concert-style arrangement.<sup>6</sup> Furthermore, the campus houses two residence complexes. The First Year Complex can accommodate around 300 individuals in single and double rooms, while the Ravine Complex has a capacity for about 224 people and also offers single and double rooms.<sup>7</sup> These residences are well suited for housing athletes or participants of events.

### Outdoor Sport and Recreation Facilities

Camrose has several outdoor sport and recreation venues that are ideal locations for hosting sport events. Among these facilities, is the Camrose Golf Course, an 18-hole course known for its stunning landscape. It is fully equipped with amenities, making it an excellent venue for hosting golf tournaments for players of all skill levels. Additionally, Camrose is home to 10 ball diamonds, 15 soccer fields, a football field, two beach volleyball courts, and a pickleball court, making it a prime location for various sports events and tournaments.<sup>8</sup>

### Trails Network

Camrose has an extensive network of trails, with 32 kilometers of paved pathways and 17 kilometers of well-maintained walking and cross-country ski trails. Outdoor enthusiasts utilize the trail system all year round for events such as running races and cross-country skiing. The Stoney Creek Centre, situated in Stoney Creek Park, often serves as the start and finish point for cross-country ski and running events. The facility has a multi-use room on the upper floor that can accommodate seating for up to fifty people.<sup>9</sup>

### Hotel Rooms

Camrose is well appointed for a community its size with eleven fixed-roof accommodations and a total of 477 rooms.



## Asset Gaps:

### Hotel Ratings and Conference Space

Currently, Camrose has a limited selection of 3-star hotel rooms and there are no 4-star hotels. This gap weakens the community's attractiveness to events that need higher-end accommodation options for their attendees. There is also a gap in conference and exhibit space and conference amenities available at existing hotels. For example, the Camrose Ramada provides a single board room with capacity for about 40 individuals, and the Canalta Camrose Hotel has two event rooms that can accommodate up to 50 people. The only hotels that offer event spaces are the Camrose Resort Casino, which features a 7,230 square foot ballroom, and the Norsemen Inn, which has 7,140 square feet of event space that can accommodate up to 400 people.

### RV Parks/Campgrounds

Camrose has a limited number of RV parks and campgrounds within the city. The primary location is the Camrose Exhibition Trail RV Park situated on the grounds of the CRE. The addition of more RV parks and campgrounds would provide additional low-cost accommodation options for visitors.

### Supporting/Complementary Experiences

The positive impacts of events can be magnified through supporting and complementary experiences that increase lengths of stay, visitor spending, and enjoyment. Camrose would be well served by adding more of these offerings.

“

“Camrose has great trails, is a great community, and has some amazing spots to host larger events.”

—Survey Respondent



Bailey Theatre

Photo Credit: Expedition Management Consulting Ltd.





*Big Valley Jamboree*  
Photo Credit: City of Camrose

## Event Hosting Experience

The following discussion highlights some of the main cultural, sport, and business events Camrose has hosted.

### Cultural Events

Camrose has a history of hosting high quality cultural events. For example, Big Valley Jamboree (BVJ) is one of Canada's premiere camping music festivals. This event was established back in 1992 and it continues to draw in some of the biggest country music stars to Camrose annually. The Camrose Chamber of Commerce hosts the Jaywalkers Jamboree, which brings together entertainers, local dance clubs, and various singers and food vendors on 50th St to showcase the community's vibrant arts and culture scene. The summer of 2023 was the Jaywalkers Jamboree's 64th anniversary, which is an incredible achievement. Additionally, prominent arts and culture facilities, such as the Jeanne & Peter Loughheed Centre for the Performing Arts and the Bailey Theatre, host performing arts events that contribute to the community's rich cultural offering.

The City of Camrose also puts on extensive Canada Day celebrations every year that include performers, themed local cupcakes, bouncy castles, super dogs, ninja obstacle races, and many more activities for people of all ages to enjoy.

### Sport Events

Camrose has a successful track record of hosting many large-scale sporting events. The most well known events include the Viking Cup, which was a prestigious international junior hockey tournament, and the Pinty's Grand Slam of Curling. This is an annual event that features the world's top-ranked men's and women's curling teams. This is a flagship competition in the sport of curling, with total prize money for competitors totaling \$2.1 million.

Camrose also hosted the 1990 Alberta Winter Games and the 2002 Alberta Summer Games. The Alberta Games attract the Province's leading youth athletes, many of whom go on to represent Canada in the Olympics. Camrose also hosts provincial youth sport tournaments, such as the U15 Girls Softball Provincials in 2023. Other notable sporting events that are hosted regularly or on an annual basis in Camrose include ongoing minor sports games/tournaments, the Kodiaks hockey games, Augustana Vikings games, National Pistol Championships, Rose City Invitational PBR, Ole's Spring Run Off, Disc golf tournaments, competitive swim meets and men's, women's, and mixed bonspiels.

### Business Events

Camrose is also successful at attracting and hosting business events. The Canadian Bull Congress is a large agricultural event that is hosted annually at the CRE. It combines agriculture, commerce, and community for a unique rural-centred event. The University of Augustana Campus also recently hosted the Alberta Association of Agriculture Societies Reimagining Rural Economic Development Conference. This event brought rural leaders and commerce professionals to Camrose to learn and network.



## Summary of Community Engagement

Input from tourism stakeholders, residents, City Administration, and City Council was gathered from August 31 – September 22, 2023. In total, the engagement process produced 101 touchpoints. Figure 1 provides a breakdown of engagement touchpoints by activity.

Figure 1. Summary of Engagement Touchpoints

Engagement Activity	Total Engagement
Online Survey	59 responses
Stakeholder Input Workshops	25 participants
Client Input Workshop	9 participants
Interviews	8 participants
<b>Total</b>	<b>101</b>



### Key Findings

The following provides a summary of the key findings from the engagement process. To view the expanded engagement results, please see Appendix A.

- › Contributing factors to Camrose being an attractive destination for events include outdoor spaces such as trails, parks, and playfields, quality and size of existing facilities, and Camrose's central location.
- › Events are an important driver of hotel stays in Camrose, especially sport events.
- › Opportunities include growing and expanding events such as conferences, sporting events, arts/culture events, and business events, leveraging existing indoor and outdoor facilities to offer more events, and enhancing promotion and marketing.
- › Challenges include securing funding for events, marketing and promotions, volunteer capacity, and coordinating the logistics and scheduling of events.
- › Some event stakeholders indicated that City requirements and charges/fees for hosting events in Camrose are unclear in some instances, which is a barrier to event development.
- › Respondents to the survey identified marketing and promotions (57%), engagement with local businesses and organizations (56%), and variety of tourism events (52%) as the top aspects of tourism events that could be improved.
- › Respondents to the survey identified promoting Camrose as an event destination (57%), creating a shared vision for tourism event development (50%), and introducing new tourism events (39%) as the top issues that should be focused on.
- › In terms of the types of tourism events Camrose should focus on in the future, respondents identified arts, culture, and performance events (50%), family-friendly events (43%), and food and beverage events (39%) most often.
- › In terms of the size of tourism events to occur in Camrose, respondents prioritized medium events – hundreds of visitors from outside the community at one time (82%), large events – thousands of visitors from outside the community at one time (32%), and small events – dozens of visitors from outside the community at one time (25%).



3

## Vision



## Where Are We Now?

The community does an admirable job of delivering high quality resident and tourism events, but it has done so without a coordinated approach, codified processes, or an overall vision. As the community looks to take the next step in becoming known as an event destination it should do so strategically. There should be a coordinated effort to ensure event attraction and delivery is done in a purposeful way that results in the best economic, social, and environmental outcomes.



*There should be a coordinated effort to ensure event attraction and delivery is done in a purposeful way that results in the best economic, social, and environmental outcomes.*

## Where Are We Going?

### Vision

*By 2034, Camrose will be known in Alberta as a premier event destination that delivers enriching cultural experiences, exhilarating sport events, and valuable corporate meeting opportunities.*

## Outcomes

As a result of implementing this strategy, the community will strive to achieve the following outcomes:

1. Camrose will have formalized its sport event attraction, delivery, and promotional processes and will have increased its market share of highly attractive sport events that are a good fit for the community.
2. Camrose will significantly increase its meetings and convention business and will be well known as a place to come for small to medium sized conferences, corporate meetings, training and development. Customers will recognize the unique value proposition that hosting a meeting in Camrose provides.
3. Camrose will introduce a new highly engaging signature event focussed on culture. This will provide year-round promotional and branding opportunities that will act as a catalyst for resident and business attraction.
4. Camrose will incorporate its agricultural heritage into attracting and programming events.
5. There will be an enhanced organizational structure put in place that will ensure events can continue to grow and develop.
6. Residents, businesses, and other stakeholders will demonstrate a high level of support for events and will be actively involved as experience providers, participants, and promoters.

*Photo Credit: Camrose Ski Club Facebook*





# 4

## Tourism Event Development Pillars







## 1. Sport Events

Camrose is well positioned to further capitalize on sport tourism development. The main factors contributing to this include strong investments in its indoor and outdoor sport facilities, the community's central location in the province, and highly engaged and motivated local sport groups. Further investment at this stage has the potential to catalyze increased sport tourism, while also serving the needs of residents and enhancing quality of life.

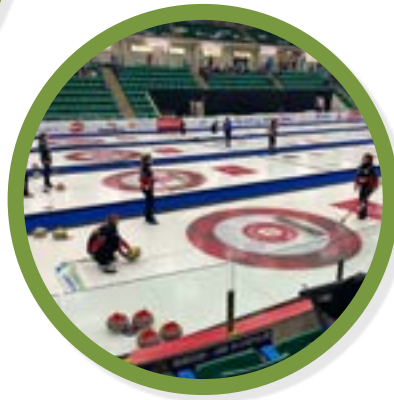
Sport events are a particularly attractive form of tourism to pursue because they can generate large spin off effects for local businesses. Athletes, coaches, support teams, and their families spend money on accommodation, food and beverage, fuel, and entertainment, which supports the local economy. An important aspect of sport tourism is ongoing sport-specific competitions that provide a regular stream of visitors into the community year-round. This is the "bread and butter" of the sport tourism offering in Camrose. Camrose also can benefit from large multi-sport events that can bring in an influx of visitors over a shorter period of time.

“

*An important aspect of sport tourism is ongoing sport-specific competitions that provide a regular stream of visitors into the community year-round. Camrose can also benefit from large multi-sport events that can bring an influx of visitors over a shorter period of time.*

### The Alberta Games

One example of a large multi-sport event that Camrose may consider hosting in the coming years is the Alberta Games. The Alberta Games bring together thousands of Albertans to participate in and celebrate competitive youth sport. The Games also have the ability to generate significant economic impacts and provide valuable promotional opportunities for host communities. For example, the 2020 Winter Games in Airdrie generated \$1.8M in visitor spending, the 2018 Winter Games in the Regional Municipality of Wood Buffalo generated \$1M in visitor spending, and the 2016 Summer Games in Leduc generated \$1M in visitor spending. Camrose previously hosted the Alberta Winter Games in 1990 and the Alberta Summer Games in 2002. Seeking to host the Alberta Games again may present a valuable opportunity for the community.





There are a wide variety of other sporting events that may be considered. Next is a list of some examples.

### Examples of Sport Tourism Event Opportunities:

- › WHL Cup
- › Baseball Canada Cup
- › Canada West Championships (various sports)
- › Home Hardware Canada Cup (curling)
- › Canadian Junior Men's & Women's Curling Championships
- › Alberta Figure Skating Wild Rose Invitational
- › Table Tennis Canada Championships
- › Masters/Seniors Sport Tournaments – If the participants are retirees, these events could be scheduled mid-week in the afternoons, which tend to be periods of high capacity for recreation facilities and accommodations.
- › Spartan Races
- › Race events (e.g. cross country skiing, running, triathlons)
- › Street hockey tournaments
- › Rowing events on Mirror Lake
- › Night runs through Camrose's excellent trail system

### Available Supports for Sport Tourism Development:

1. Supports are currently in place and organizations are actively working to develop sport tourism as a leading economic driver in the national tourism industry. Sport Tourism Canada partners with communities to position Canada as a world leader in bidding for and hosting major sport events. The organization also markets Canada as a preferred host destination, builds capacity through education and skill development, and helps build investment in communities.<sup>10</sup>
2. The provincial government is dedicated to growing this tourism segment through the Sport, Physical Activity & Recreation Branch of the provincial government. This organization assists organizations, communities, and provincial sport organizations in sport development, high performance sport, and the delivery of sport events.<sup>11</sup>

### Market Insights:

1. Sport tourism is a \$5.2 billion industry in Canada and has been one of the fastest growing tourism sectors.<sup>12</sup>
2. Sport Canada's Hosting Program provides \$21.6 million annually to aid Canadian communities in hosting world class sport events.<sup>13</sup>
3. Alberta Sport Connection's Event Sport Program has provided funding support to 101 communities across Alberta.<sup>14</sup>
4. 87% of Albertans believe that attending sport events and/or participating in sport is important to their quality of life.<sup>15</sup>
5. Sport tourism contributes more than 8% to the \$8.9 billion Alberta tourism industry.<sup>16</sup>
6. Sport tourism positively contributes to many related industries in Alberta, such as transportation, accommodation, recreation, arts, and culture.<sup>17</sup>
7. In Canada, spectator sports revenue increased to \$3.8 billion in 2019.<sup>18</sup>

### Objectives:

- a. Attract more sport events to be hosted in Camrose during need periods, while ensuring local capacity to house resident activities is not negatively affected.
- b. Enhance the capacity of the community to host sport events.
- c. Expand the benefits of sport events by increasing length of stays and visitor spending through complementary experience and packaged offerings.

### Target Markets:

- › Sport participants and their families/friends, support staff, and fans from across Alberta and other parts of Canada.
- › Camrose residents and their visiting friends and relatives seeking to attend sport events.





Photo Credit: City of Camrose

### Recommended Tactics:

1.A – Establish a Sport Events Task Force whose purpose will be to take the lead in attracting and/or developing new sport events in Camrose. It is envisioned that this Task Force will fulfill the role of a bid committee when pursuing sport events. This means that they will evaluate which event bidding opportunities are worth pursuing and then lead the development of bids to host the event. It is recommended that local sport groups be included on this Task Force.

1.B – Develop a compelling sport event bid package that can be used by the Task Force and local sport groups to attract events to Camrose. The package should clearly describe Camrose's competitive advantage and unique offerings as a host community.

1.C – Arrange meetings with provincial and national sport organizations with the goal of getting Camrose onto their event hosting rotations and/or establish Camrose as their preferred host destination.

1.D – Consider putting forward a bid to host an Alberta Games.

1.E – Encourage businesses and organizations to develop pre/during/post event packages to entice sport eventgoers to stay longer, do more, and spend more.

1.F – Consider developing an interactive map to showcase Camrose's sport and recreation facilities, park spaces, and supporting amenities.

1.G – Consider creating and investing in a bid reserve fund to support bidding efforts related to sport events.

1.H – Develop an event calendar that identifies potential events to target over the next five years.





## 2. Conference and Business Events

Conference and business event delegates have been identified by Travel Alberta as the highest yielding traveller type. Therefore, attracting these kinds of visitors can have significant economic impacts.<sup>19</sup> Given Camrose's existing assets, the community would be an ideal place to host small to medium-sized conference and business events (i.e. up to 250 delegates). Local accommodations have indicated that their time of greatest need for new business is the mid-week period. As such, future conference and business event development should focus on multi-day events that occur mid-week.

When attracting new meetings and convention business, Camrose should consider highlighting its core value proposition including:

- › Big city amenities with a welcoming small-town feel.
- › Affordable accommodations and ample parking.
- › Centralized location in Central Alberta in which to meet.
- › Beautiful natural surroundings that encourage meeting participants to relax and rejuvenate. This will result in productive and creative meetings.
- › Attention to detail and personalized service for event planners.
- › Short stress-free commute times to meetings.

There is a broad range of multi-day, mid-week conferences, training courses/workshops, and other types of business events that take place regularly across the province and western Canada. These events

span a wide variety of sectors including health care, construction, oil/gas, renewable energy, agriculture, real estate, recreation, security, economic development, leadership, and much more. Many of these events regularly change their host community, which means there is opportunity for Camrose to position itself to become a part of their regular rotation or even convince the event rights holder to make Camrose a permanent host. Below are some examples of regular business events hosted in Alberta communities.

### Examples of Conference and Business Event Opportunities:

- › Parks Forum – Alberta Recreation and Parks Association
- › AARFP Conference – Alberta Association of Recreation Facility Personnel
- › ACCPA Conference – Alberta Community Crime Prevention Association
- › Auditor Training Program – Alberta Construction Association
- › Young Farm Workers Training Program – Agriculture for Life Alberta
- › Standard Trapping Course – Alberta Trappers Association
- › Training and Certification Courses – Alberta Water and Wastewater Operators Association



## Market Insights:

1. In Alberta, business tourism contribute to 12% of total tourism spending and is predicted to steadily increase over the next ten years.<sup>20</sup>
2. Between 2019-2035 the business tourism segment in Alberta is predicted to grow by 85%.<sup>21</sup>
3. It is anticipated that in 2023, \$1.55B will be spent for the purpose of business trips in Alberta.<sup>22</sup>
4. Across Canada in 2019, there were 3,421 business events, with the majority (81%) being held between January to March.<sup>23</sup>
5. Tourism expenditures on convention fees totalled \$138 million across Canada in 2020.<sup>24</sup>
6. Business events supported 24,553 jobs across Canada in 2019.<sup>25</sup>
7. MICE (meeting, incentive, conference, and exhibition) travellers to Canada totalled 1.3 million with a \$1 billion contribution to the economy in 2017.<sup>26</sup>

## Objectives:

- a. Position Camrose as a destination of choice for small to medium-sized conference and business events.
- b. Expand the benefits of conference and business events by increasing length of stays and visitor spending through complementary experience and packaged offerings.

## Target Markets:

- › High yielding, overnight conference and business event delegates.

## Recommended Tactics:

2.A – Establish a Conference and Business Events Task Force whose purpose will be to take the lead in attracting conference and business events to Camrose. It is recommended that hotels with event hosting space be included on this Task Force and consideration be put toward including other potential event host venues.

2.B – Develop a database of conference and business events that could feasibly be hosted in Camrose. Once completed, the database should be updated annually.

2.C – Identify which events from the database will be targeted first and develop tactical action plans for each one with the goal of persuading them to host their event in Camrose.

2.D – Develop a promotional brochure and supporting content describing why Camrose is an excellent location to host business events.

2.E – Connect experience providers with accommodation businesses and encourage them to develop pre/during/post event packages that will serve to extend stays, increase spending, and enhance the attractiveness of Camrose as a host destination (e.g. sip and stays, golf and hotel packages, dinner and theatre packages, etc.).





### 3. Cultural Events

There is opportunity to build upon existing offerings to create an expanded portfolio of cultural events that occur throughout the year in Camrose. This may include expanding existing events to attract more visitors (e.g. Jaywalkers Jamboree), offering more shows that have a tourism draw at local theatres, or developing new smaller-scale cultural events that could attract tourists. There is also an opportunity to develop a new signature event celebrating culture.

#### New Event Celebrating Culture

Cultural events can excite, invigorate, and celebrate a destination. They can highlight tourism experiences, engage visitors, and help promote the community year-round. Hosting cultural events can have powerful community building benefits that instill pride in a community and encourage resident participation. During the engagement process, stakeholders indicated that they would like to create a new cultural event in the community. For these reasons, it is recommended that event stakeholders in Camrose collaborate to host a new highly engaging signature event focused on culture. This will be a long-term initiative that will take considerable effort to fully execute.

It is suggested that Camrose consider taking a destination-wide event delivery approach in order to execute the event. As much as possible, activities should be spread across the City with many activities occurring at different locations. This will drive traffic to businesses, increase sales, engage organizations, and distribute the work of executing the event among many groups. The glue that connects the event will be a centralized website that promotes all the available activities. In addition, an

epicenter of the event could be identified where large performances, information and services would be housed. It should be noted however that a physical epicenter does not necessarily need to be established (if the organizing committee decides on a purely decentralized delivery model). The event could occur on a single weekend to start and in future years could be expanded mid-week and over multiple weekends. From a tourism perspective, a key goal of the programming should be to develop experiences that encourage overnight stays and provide opportunities for visitors to experience all that the community has to offer. This can be done through creative programming, packaging, and promotion.

An example of a successful destination-wide event is the [Jasper Dark Sky Festival](#). A significant portion of the experiences in Jasper during this festival occur at attractions, restaurants, hotels, and bars across the community. This event also has a physical event epicentre where large performances occur. [Alberta Open Farm Days](#) is an example of an event that offers experiences that occur across a wide geographical area but are promoted through a central website. This event does not have an event epicenter as all programming occurs at businesses across the province.

#### Year-Round Promotional Opportunities

Camrose can utilize events as a way to promote the City year-round as a place to come for rich cultural experiences. The City can also take the opportunity to attract valuable earned media opportunities and should build media relations into the budget for the event. Businesses and other organizations can benefit by driving traffic to their location and promoting their ongoing programming through this showcase event.





## Market Insights:

1. 75% of millennials value experiences over things, and over 50% of this segment attend weekend events.<sup>27</sup>
2. Cultural experiences are sought after by Albertans. 2.5 cultural activities are participated in monthly, which is the fourth highest in Canada.<sup>28</sup>
3. 86% of Albertans feel art and culture events improve community living and 81% feel that these experiences contribute to increased quality of life.<sup>29</sup>
4. 76% of Alberta residents participate in or attend art and cultural experiences.<sup>30</sup>
5. 64% of Canadian pleasure travellers who visited Alberta indicated they attended a festival or fair while visiting the province.<sup>31</sup>
6. Nationwide, arts, culture, and heritage represent greater than \$57 billion in the economy.<sup>32</sup>

## Objectives:

- a. Establish a new multi-day signature cultural event that will attract visitors to Camrose.
- b. Strengthen collaboration and build capacity among businesses and community groups to deliver and expand the signature cultural event over the long term.

## Target Markets:

- › Cultural enthusiasts primarily from Central Alberta.
- › Camrose residents and their visiting friends and relatives seeking to participate in cultural experiences.

## Recommended Tactics:

3.A – Explore opportunities to enhance Camrose’s year-round portfolio of cultural events to attract visitors.

3.B – Establish and resource a new Signature Event Task Force that will be the driving force behind cultural event development. It is recommended that the Jeanne & Peter Lougheed Performing Arts Centre and the Bailey Theatre be included on this Task Force and consideration be put toward including local arts/ culture groups.

3.C – Host a full day (or two half-day) facilitated event planning forum that will be a core building block for cultural event development. It is essential that the session is highly interactive, creative, and engaging. For those that cannot attend, provide other opportunities for input such as surveys and digital input sessions.

3.D – Build a new signature culture event that will start with one weekend but will expand mid-week and over multiple weekends.

3.E – Implement a destination-wide event delivery approach that encourages maximum participation from businesses and increase economic and social benefits to the community.

3.F – Utilize the event to promote Camrose year-round as a place to come for enriching cultural experiences.





## 4. Agricultural Events

Agriculture is big business in Camrose, the surrounding area, and Alberta. It is one of the main drivers of the local economy, which makes it a natural fit for driving growth in the tourism events sector. The agricultural events sector is a closely-knit community that is built on collaboration and strong relationships. Certain factors, such as ample and free parking or having excellent agricultural facilities, tend to be of high importance to agricultural eventgoers, so these things can be put forward as a competitive advantage to help lure agricultural events to Camrose.

The Camrose Regional Exhibition (CRE) is actively seeking opportunities to attract and host agricultural events in Camrose. This includes existing events that have run in other areas of the province (e.g. agricultural equipment conferences, cattle shows) and new events that are in demand (e.g. ag-tech exhibitions, “field day” training events, women in agriculture conferences). The City and event stakeholders can best support agricultural event development by supporting and amplifying the efforts of the CRE when there is strong goal alignment.

It is worth noting that tourism related to agriculture (or agritourism) is closely linked to culinary tourism. More than simply eating at local restaurants, culinary tourism adds value to the visitor experience by connecting producers and chefs; by featuring local culinary talent; and by creating new and memorable experiences that enable visitors to see, touch, smell, hear and taste the destination.<sup>33</sup> Destinations across Canada are hitching their cart to the growing culinary tourism trend through events, and Camrose has opportunity to do the same.





## Market Insights:

1. According to a study on potential demand for rural vacation experiences in Alberta by residents of Alberta, participants indicated that agritourism and culinary-related experiences would be an ideal activity on a same-day trip (54%) or an overnight trip (57%).<sup>34</sup>
2. Agritourism and culinary tourism-related activities are among the top experiences that appeal to Canada's target markets (e.g. farm stays, attending farmers markets, dining at restaurants offering local ingredients).<sup>35</sup>
3. Domestic visitors spent approximately \$309 million on food and beverage in the Central Alberta Tourism Region in 2017.<sup>36</sup>
4. Culinary offerings are a top driver of domestic travel for 18 – 34 year olds. Eating and drinking local food is among the most popular activities for this travel segment when visiting a destination.<sup>37</sup>
5. Destination Canada targets Explorer Quotient profiles domestically and internationally that seek activities related to agritourism, including attending farmers' markets, visiting small towns and villages, and dining at restaurants offering local ingredients.<sup>38</sup>

## Objectives:

- a. Attract existing agricultural events to Camrose and support the development of new in-demand agricultural events in Camrose, particularly during need periods.
- b. Position Camrose as a destination of choice for agricultural events.
- c. Explore the potential for culinary tourism events to be developed and/or hosted in Camrose.
- d. Build in highly engaging culinary elements and seek to make links to the local agricultural industry in all planned events.

## Target Markets:

- › Visitors looking to celebrate agriculture and foster a deeper connection with the land and the people who work it.

## Recommended Tactics:

4.A – Establish an Agricultural Events Task Force whose purpose will be to take the lead in attracting, and potentially developing, agricultural events in Camrose. It is recommended that the CRE be included on this Task Force and consideration be put toward including agritourism experience providers operating in the region.

4.B – Develop an inventory of agricultural tourism assets in Camrose and surrounding area that could help support the development of agricultural events (e.g. agritourism operators, events, attractions, facilities, accommodations, etc.).

4.C – Develop a database of agricultural and culinary events that could feasibly be hosted in Camrose. Once completed, the database should be updated annually.

4.D – Identify which events from the database will be targeted first and develop tactical action plans for each one with the goal of convincing them to host their event in Camrose.

4.E – Explore the opportunity to develop collaborative marketing campaigns between the City, the CRE, and potentially other partners to achieve a higher leverage on available marketing resources.

4.F – Encourage experience providers and accommodation businesses to develop pre/during/post event packages to extend stays, increase spending, and enhance the attractiveness of Camrose as a host destination.

4.G – Host an event(s) during Open Farm Days and promote the opportunity to participate in Open Farm Days to local and regional agricultural producers and businesses.

4.H – Explore the opportunity to host a Taste of Camrose event that showcases the best culinary offerings the community has to offer.

# 5

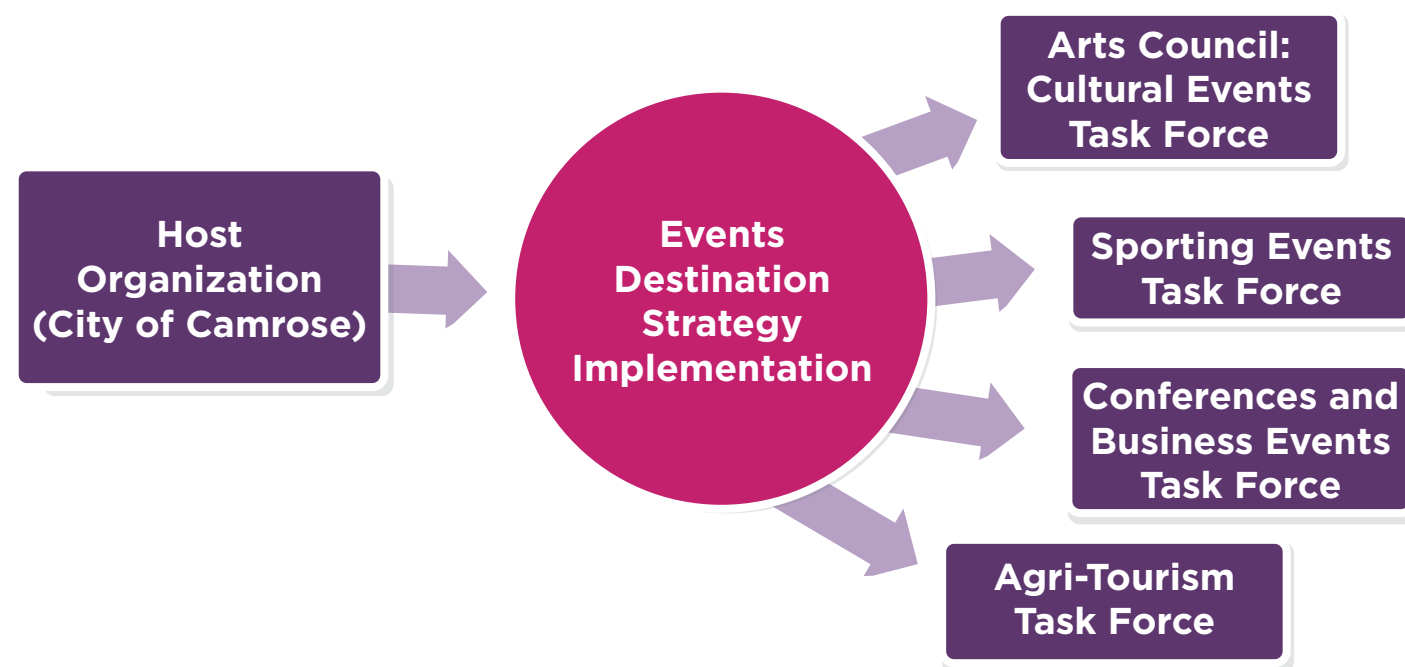
## Implementation Framework





This section describes an implementation framework for the Events Destination Strategy. The framework identifies an organizational structure (see Figure 2), as well as suggested roles that each stakeholder will play in implementation. A discussion on funding mechanisms to support the strategy is also provided.

Figure 2. Events Destination Strategy Implementation Framework



## Implementation Approach

The City of Camrose will take the lead in implementing the strategy. However, in order to most effectively implement the strategy and leverage local capacity and expertise, it will be important to diversify the workload to those that have the most to gain by expanding the local tourism events sector. Therefore, it is envisioned that tourism event development activities will also be executed by engaged stakeholders where appropriate.

The Camrose Arts Council is an established granting body that will function as the Cultural Events Task Force. Task Forces for Sporting Events, Conference and Business Events, and Agri-Tourism will be established as appropriate to implement the Events Destination Strategy.

## Host Organization

It is recommended that the City of Camrose takes on the role of “Host Organization” for the Events Destination Strategy. As the Host Organization, the City will provide oversight to ensure the strategy is moving forward in the most effective and cohesive manner, while also expanding its role in tourism event development. The role of the Host Organization is as follows:

### Role:

- › Champion, facilitator, organizer, and supporter.
- › Takes the lead role in tourism event development to ensure the strategy is moving forward in the most effective and cohesive manner.
- › Advertises and promotes tourism events and shepherds the destination brand.
- › Secures partnerships and leverages funds.
- › Invests in tourism event development initiatives where appropriate.

*“The role of the host organization is that of champion, facilitator, organizer, and supporter.”*

Responsibility for implementing the strategy will go to the City’s Community Development Department. Within this Department, there are several staff members who can assist with implementation activities. Foremost among them is the Tourism and Marketing Coordinator. This Coordinator will play a vital role in expanding and enhancing the tourism event offering in Camrose. Specifically, it will be their role to implement Events Destination Strategy initiatives, support the Camrose Arts Council and sub-Task Forces in their tourism event development efforts, bring partners together to attract and develop new tourism events in Camrose, and deliver marketing services to support tourism events.

Should the City wish to enhance its capacity to implement the strategy and/or expedite the implementation timeline further, it has the option to either hire more staff or invest in contracted resources. It is possible that contracted resources could be supported through grant funding. The City could consider packaging together several initiatives into a single project and seeking grant funding to hire contracted resources to complete them.

## Camrose Arts Council

The Camrose Arts Council will play a key role in bringing the strategy to life. To increase capacity to action initiatives in the strategy, it is recommended that Task Forces are established. It is envisioned that Task Forces will be made up of individuals who are ready to roll up their sleeves and take action to grow event tourism in Camrose. Task Forces could be established for each of the event pillars in this plan (i.e. Sports Events, Conference and Business, Cultural, and Agricultural). It may be advantageous to phase in the establishment of each task force based on the level of engagement from applicable stakeholders.

### Role:

- › Contribute to implementing action items identified in the strategy.
- › Coordinate and collaborate with event-specific planning committees as required.
- › Provide advice regarding implementation of the strategy to the Host Organization.

### Composition:

- › Existing members of the Camrose Arts Council.
- › Potential new members of the Council and/or Task Forces would include community organizations/businesses and/or residents that have a stake in event tourism.



Photo Credit: Camrose Ski Club Facebook

## Partner Roles and Responsibilities

The implementation of this strategy will require the cultivation of partnerships to collaboratively accomplish initiatives. The following identifies key partners for the strategy and describes their role.

Organization	Role
<b>City of Camrose</b>	› Takes the lead role in implementing the strategy.
<b>Businesses and Entrepreneurs</b>	<ul style="list-style-type: none"> <li>› The private sector provides many of the front-line services to eventgoers.</li> <li>› Local businesses will play a key role in providing highly engaging experiences during planned events.</li> <li>› Businesses should be actively engaged in implementing the strategy.</li> </ul>
<b>Local Associations, Clubs, and Groups</b>	› Local associations, clubs, and groups will play key roles in implementing the strategy, developing new tourism events, and ensuring development occurs in a way that also enhances quality of life for residents.
<b>Residents</b>	› Residents should be encouraged to participate in Task Forces, event-specific planning committees, and event-day volunteering.
<b>Camrose Regional Exhibition</b>	<ul style="list-style-type: none"> <li>› The CRE is well positioned to host a wide variety of tourism-related events.</li> <li>› Representatives from this organization should be engaged on task forces and bid committees as applicable.</li> </ul>
<b>Jeanne &amp; Peter Lougheed Performing Arts Centre</b>	<ul style="list-style-type: none"> <li>› Produce high quality cultural experiences during planned events.</li> <li>› Representatives from this organization should be engaged on task forces and bid committees as applicable.</li> </ul>
<b>University of Alberta Augustana Campus</b>	<ul style="list-style-type: none"> <li>› Augustana Campus oversees a large portfolio of assets that could be leveraged to support event hosting.</li> <li>› Representatives from this organization should be engaged on task forces and bid committees as applicable.</li> </ul>



Organization	Role
<b>Bailey Theatre</b>	<ul style="list-style-type: none"> <li>› The Bailey Theatre can function as a host venue for a variety of events.</li> <li>› Representatives from this organization should be engaged on task forces and bid committees as applicable.</li> </ul>
<b>Camrose &amp; District Chamber of Commerce</b>	<ul style="list-style-type: none"> <li>› Manages the Camrose Visitor Information Centre.</li> <li>› The Chamber is a key link to the business community and will be an important advocate for tourism event development. The Chamber should encourage members to participate in implementation of the strategy.</li> </ul>
<b>GO East of Edmonton</b>	<ul style="list-style-type: none"> <li>› GO East is a regional DMO that promotes tourism opportunities in northern and central Alberta east of Edmonton. It currently receives funding from a voluntary DMF established by hotel partners in Camrose.</li> <li>› GO East could play a role in promoting event tourism offerings in Camrose.</li> </ul>
<b>Camrose County</b>	<ul style="list-style-type: none"> <li>› Camrose County stands to benefit from tourism event development, particularly in relation to the agricultural events pillar. Therefore, the County may want to become involved in or contribute toward implementation of the strategy.</li> </ul>
<b>Travel Alberta</b>	<ul style="list-style-type: none"> <li>› Travel Alberta could be an important funding partner moving forward through various grant programs related to tourism development. The organization could also provide resources, training, and advice in implementation.</li> </ul>
<b>Other DMO's and Municipalities</b>	<ul style="list-style-type: none"> <li>› There is potential to partner with other DMO's and municipalities on tourism event development initiatives (e.g. product development, experience packaging, collaborative marketing, training, etc.). Potential partners could include the City of Wetaskiwin, Explore Edmonton, Tourism Red Deer, Strathcona County, and other communities looking to expand event tourism.</li> </ul>

## Funding Mechanisms

Successful tourism event development requires time, energy, and resources to achieve. Therefore, a resourcing structure is needed to ensure initiatives move forward and momentum is maintained. Potential funding mechanisms to support this strategy include the following. Each of these mechanisms are described in greater detail in Appendix B.

- › Municipal Funding
- › Increases in Business Activity and Tax Base
- › Fee for Service
- › Destination Management/Marketing Fund
- › Stakeholder Contributions
- › Corporate Partnerships
- › Provincial Grant Funding

## Event Evaluation Criteria

It will be important for the City and its partners to be strategic in which events it wishes to invest in. It is recommended that the criteria outlined in Appendix C be utilized to inform investment decisions.

## Organizational Development Action Items

New Task Forces will be struck, and multiple partners will be engaged in order to support implementation of the strategy. Recommended action items to organize stakeholders are provided in Section 6 – Action Plan. Key initiatives include engaging the Camrose Arts Council and Task Forces in implementation, allocating resources for implementation, hosting an Events Destination Forum, and supporting volunteer attraction, development, and retention.

## Marketing and Promotional Development Action Items

Expansion and enhancement of marketing and promotions will be vital to transforming Camrose into an events destination. Recommended actions items related to marketing and promotional development are provided in Section 6 – Action Plan. Key initiatives include enhancing the Tourism Camrose website to make it more user-friendly for event producers, implementing an annual marketing campaign focused on tourism events, increasing uptake of the Community Calendar, developing pre/during/post event experience packages, and measuring and communicating the benefits of event tourism to the community.

# 6

## Action Plan





The action plan is divided into five sub-sections, which include:

Tourism Event Development.....	28
Organizational Development.....	31
Marketing and Promotional Development .....	32
Top 10 Action Items .....	33
Performance Measures.....	34

Action items were formulated based on the findings from the consultant assessment, input from the community, and best practices from successful tourism event destinations. Completing the action plan will drive Camrose toward its vision and goals for tourism event development.

Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

#### Priority

High Priority (H)  
Medium Priority (M)  
Low Priority (L)

#### Implementation Timeline

Short Term (S)      Less than 2 years  
Medium Term (M)    2 – 5 years  
Long Term (L)       More than 5 years

#### Cost Criteria

Low Cost (L)        Less than \$10,000  
Medium Cost (M)   \$10,000 - \$50,000  
High Cost (H)       More than \$50,000

#### Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

## Future Planning, Evaluation, and Reporting

A key component of the success of this strategy will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized, and a draft approved by the end of the year. It is further recommended that the entire strategy be updated in year five of implementation.

## Implementation Considerations

The action plan identifies several initiatives and action items. Attempting to complete all of them concurrently will stretch the resources and limit the focus of the Host Organization as it implements the plan. Therefore, it is recommended that implementation begin with the highest priority items.


It should be recognized that this strategy is a non-statutory plan whose purpose is to provide direction and guidance. Implementation may be impacted by a variety of factors, including Council priorities, available resources, and emerging opportunities/challenges.

## 1. Tourism Event Development

Priorities	Action Items	Priority	Timeline	Cost
<b>A. Sport Events Pillar</b>	1.A.1 ★ Establish a Sport Events Task Force whose purpose will be to take the lead in attracting and/or developing new sport events in Camrose. It is envisioned that this Task Force will fulfill the role of a bid committee when pursuing sport events. This means that they will evaluate which event bidding opportunities are worth pursuing and then lead the development of bids to host the event. It is recommended that local sport groups be included on this Task Force.	H	S	Staff Time
	1.A.2 Develop a compelling sport event bid package that can be used by the Task Force and local sport groups to lure events to Camrose. The package should clearly describe Camrose's competitive advantage and unique offerings as a host community.	H	S	L
	1.A.3 Arrange meetings with provincial and national sport organizations with the goal of getting Camrose onto their event hosting rotations and/or establish Camrose as their preferred host destination.	M	S-M	L
	1.A.4 Consider putting forward a bid to host an Alberta Games.	M	S-M	H
	1.A.5 Encourage businesses and organizations to develop pre/during/post event packages to entice sport eventgoers to stay longer, do more, and spend more.	M	Ongoing	Staff Time
	1.A.6 Consider developing an <a href="#">interactive map</a> to showcase Camrose's sport and recreation facilities, park spaces, and supporting amenities.	M	M	L
	1.A.7 Consider creating and investing in a bid reserve fund to support bidding efforts related to sport events.	L	M-L	H
	1.A.8 Develop an event calendar that identifies potential events to target over the next five years.	M	S	L
<b>B. Conference and Business Events Pillar</b>	1.B.1 ★ Establish a Conference and Business Events Task Force whose purpose will be to take the lead in attracting conference and business events to Camrose. It is recommended that hotels with event hosting space be included on this Task Force and consideration be put toward including other potential event host venues.	H	S	Staff Time
	1.B.2 ★ Develop a database of conference and business events that could feasibly be hosted in Camrose. Once completed, the database should be updated annually.	H	S/Ongoing	Staff Time
	1.B.3 Identify which events from the database will be targeted first and develop tactical action plans for each one with the goal of convincing them to host their event in Camrose.	H	S/Ongoing	L
	1.B.4 Develop a promotional brochure and supporting content describing why Camrose is an excellent location to host business events.	H	S	L
	1.B.5 Connect experience providers with accommodation businesses and encourage them to develop pre/during/post event packages that will serve to extend stays, increase spending, and enhance the attractiveness of Camrose as a host destination (e.g. sip and stays, golf and hotel packages, dinner and theatre packages, etc.).	M	Ongoing	Staff Time



Priorities	Action Items	Priority	Timeline	Cost
<b>C. Cultural Events Pillar</b>	1.C.1 Explore opportunities to enhance Camrose's year-round portfolio of cultural events to attract visitors.	M	S-M	TBD
	★ 1.C.2 Establish and resource a new Signature Event Task Force that will be the driving force behind the cultural event development. It is recommended that the Jeanne & Peter Loughheed Performing Arts Centre and the Bailey Theatre be included on this Task Force and consideration be put toward including local arts/culture groups.	H	S	Staff Time
	★ 1.C.3 Host a full day (or two half-day) facilitated event planning forum that will be a core building block for cultural event development. It is essential that the session is highly interactive, creative, and engaging. For those that cannot attend, provide other opportunities for input such as surveys and digital input sessions.	H	S	L
	1.C.4 Build a new signature culture event that will start with one weekend but will expand mid-week and over multiple weekends.	H	M	TBD
	1.C.5 Implement a destination-wide event delivery approach that encourages maximum participation from businesses and increase economic and social benefits to the community.	H	Ongoing	N/A
	★ 1.C.6 Utilize the event to promote Camrose year-round as a place to come for enriching cultural experiences.	M	Ongoing	Staff Time
<b>D. Agricultural Events Pillar</b>	★ 1.D.1 Establish an Agricultural Events Task Force whose purpose will be to take the lead in attracting, and potentially developing, agricultural events in Camrose. It is recommended that the CRE be included on this Task Force and consideration be put toward including agritourism experience providers operating in the region.	H	S	Staff Time
	★ 1.D.2 Develop an inventory of agricultural tourism assets in Camrose and surrounding area that could help support the development of agricultural events (e.g. agritourism operators, events, attractions, facilities, accommodations, etc.).	H	S/Ongoing	Staff Time
	1.D.3 Develop a database of agricultural and culinary events that could feasibly be hosted in Camrose. Once completed, the database should be updated annually.	M	S/Ongoing	Staff Time
	1.D.4 Identify which events from the database will be targeted first and develop tactical action plans for each one with the goal of convincing them to host their event in Camrose.	H	S/Ongoing	L
	1.D.5 Explore the opportunity to develop collaborative marketing campaigns between the City, the CRE, and potentially other partners to achieve a higher leverage on available marketing resources.	M	S-M	L-M
	1.D.6 Encourage experience providers and accommodation businesses to develop pre/during/post event packages to extend stays, increase spending, and enhance the attractiveness of Camrose as a host destination.	M	Ongoing	Staff Time
	1.D.7 Host an event(s) during <a href="#">Open Farm Days</a> and promote the opportunity to participate in Open Farm Days to local and regional agricultural producers and businesses.	M	Ongoing	Staff Time
	1.D.8 Explore the opportunity to host a Taste of Camrose event that showcases the best culinary offerings the community has to offer.	L	M-L	Staff Time

Priorities	Action Items	Priority	Timeline	Cost
<b>E. Support Tourism Event Development</b>	1.E.1 Conduct a comprehensive review of the City's policy and bylaw framework to support event hosting. A revised event bylaw should provide certainty, clarity, and equity for all parties.	H	S	Staff Time
	1.E.2 Develop an Event Hosting Toolkit to support event producers. The toolkit should provide information on how to host an event in Camrose, including licensing/permitting, fees, insurance requirements, event production tools, key contacts, host protocols, etc.	H	S	Staff Time/L
	1.E.3  Utilize the criteria identified in Appendix C to evaluate tourism event opportunities and inform hosting decisions.	H	S	Staff Time
	1.E.4 Develop an Events Destination Grant Funding Program. The purpose of the program would be to provide funding support to increase the number of tourism events hosted in Camrose and enhance their benefits to the community. The program could be specifically targeted at need periods and certain types of events that the community wants to attract.	H	S-M	M-H
	1.E.5 Study the feasibility of offering a group insurance program for event producers.	M	M	Staff Time
	1.E.6 Ensure event hosting considerations are included in future municipal planning (e.g. facility designs, transportation infrastructure, service level decisions).	M	Ongoing	Staff Time
	1.E.7 Explore the feasibility of offering shuttle services to enhance access to events and diversify transportation option for eventgoers.	L	M-L	Staff Time
<b>F. Encourage Event Tourism Sustainably</b>	1.F.1 Encourage the sustainable development of event tourism in Camrose. This could be accomplished through: <ul style="list-style-type: none"> <li>› Developing policies and programs to protect critical natural, social, and community assets.</li> <li>› Developing education programs targeted at eventgoers on how to enjoy the event offerings in a sustainable way.</li> <li>› Encouraging event producers to implement sustainability standards and practices.</li> <li>› Implementing impact monitoring programs.</li> <li>› Developing a sustainability pledge.</li> </ul>	H	S-L	Staff Time/ L-H
	1.F.2 Work collaboratively with event producers to manage the schedule of events hosted in the community to reduce the risk of volunteer burnout and negative competition between events hosted at similar times.	H	Ongoing	Staff Time



## 2. Organizational Development

Priorities	Action Items	Priority	Timeline	Cost
<b>A. Organize for Tourism Event Development</b>	2.A.1 ★ Obtain formal commitment from the City of Camrose to implement the Events Destination Strategy.	H	S	N/A
	2.A.2 ★ Establish the City of Camrose as the Host Organization for the strategy.	H	S	N/A
	2.A.3 In year 5 of implementation, conduct a formal review and update of the Events Destination Strategy. Make adjustments as necessary and chart a course for the next five years.	M	L	Staff Time/ L-M
<b>B. Allocate Resources for Implementation</b>	2.B.1 Allocate resources to implement the Events Destination Strategy. Wherever feasible, resources should be leveraged between partner organizations to build collaboration between stakeholders.	H	S	H
	2.B.2 Consider increasing the capacity of the Host Organization to support tourism event development through the addition of staff resources and/or contracted resources.	M	S-M	L-H
	2.B.3 In partnership with participating accommodation businesses, evaluate the need for and uses of the destination marketing fund resources.	M	S-M	Staff Time
<b>C. Events Destination Forum</b>	2.C.1 ★ Host an Events Destination Forum to officially kick off implementation of the strategy.  It is envisioned that the Forum would be a highly engaging in-person event that would serve as a rallying point for tourism event stakeholders. The event could be hosted at a well known event venue to further showcase what the community has to offer.  Consider hosting forums annually to report on successes, describe upcoming initiatives, increase communication and collaboration, energize stakeholders, and attract new partners.	H	S/Ongoing	L
<b>D. Volunteer Attraction, Development, and Retention</b>	2.D.1 Recruit community members to participate as volunteers in events by implementing the following: › Establish a database of individuals in the community who would like to volunteer. › Conduct an assessment to determine which volunteer roles are required for events. › Utilize a variety of channels for promotion, including social media, email campaigns, print materials, websites, community events, and local media. This may include regularly posting engaging content about volunteer stories, volunteer testimonials, and upcoming opportunities on social media platforms. Furthermore, develop a calendar to plan and schedule promotional activities across various channels during high need periods.	H	S	Staff Time
	2.D.2 Provide volunteers with ongoing support and recognition by implementing the following: › Develop an onboarding training plan to familiarize volunteers with their roles and responsibilities. › Provide skill development opportunities for volunteers. › Establish a system to recognize and appreciate volunteers for their contributions and achievements. This may include an organized volunteer appreciation event or awards. › Collect ongoing feedback from volunteers regarding their experiences, challenges, and recommendations for improvement.	H	Ongoing	Staff Time/ L-M
	2.D.3 Advocate for the expansion of Community Services' youth volunteer program so that more participants can assist during events. The program will provide an essential pipeline of well-trained volunteers that will help take the burden off aging volunteers.	M	S-M	Staff Time

### 3. Marketing and Promotional Development

Priorities	Action Items	Priority	Timeline	Cost
<b>A. Expand Marketing of Camrose's Tourism Event Offerings</b>	3.A.1 Enhance the Tourism Camrose website to make it more user-friendly for event producers. Enhancements could include: › An Event Planner portal to take producers to relevant information and descriptions of why Camrose is the ideal host for their event. › An inventory of event venues with descriptions of key details (e.g. size, availability, rental costs, etc.). › A description of local event services and supports (e.g. accommodations, catering, transportation, planning, etc.). › An area to accept RFP's and descriptions of potential events.	H	S	L-M
	3.A.2 Develop and implement an annual marketing campaign focused on tourism events.	H	S/Ongoing	L-M
	3.A.3 Work with partners to leverage Travel Alberta's Cooperative Investment Program to achieve a higher leverage on tourism marketing resources.	H	S/Ongoing	Staff Time
	3.A.4 ★ Encourage all event producers to post their event(s) to the Community Calendar. Consider offering an incentive to increase uptake (e.g. free social media post from Tourism Camrose about their event).	H	Ongoing	Staff Time/L
	3.A.5 Plan familiarization tours with event rights holders, media outlets, and travel influencers to showcase the community's hosting capacity and the high quality experience event participants can expect.	M	S-M	L-M
	3.A.6 Send delegations of event champions to important event-related conferences and trade shows to capitalize on emerging opportunities, build capacity, and attract new events to Camrose. Examples would include the Sport Events Congress and GO WEST.	M	Ongoing	L
	3.A.7 Encourage event producers to develop marketing plans for their events.	M	Ongoing	Staff Time
	3.A.8 Plan familiarization tours for accommodation staff to increase their awareness of supporting experiences and amenities in the community (e.g. destinations, events, restaurants, etc.).	M	Ongoing	Staff Time
	3.A.9 Provide resources and other supports to encourage residents to host their friends and relatives during events (e.g. trip planning tools, ambassador programs, VFR packages, how-to-host tip sheets, etc.).	L	M-L	Staff Time
<b>B. Experience Packaging</b>	3.B.1 Encourage event producers and tourism stakeholders to develop pre, during, and post event experience packages to entice eventgoers to extend their stays and spending in Camrose.	M	Ongoing	Staff Time
<b>C. Measure and Communicate the Benefits of Event Tourism</b>	3.C.1 Utilize the attached performance metrics and other measures as appropriate to measure performance of tourism events in Camrose. Use the data collected during the first year of measurement as a benchmark to compare future results to.	H	Ongoing	Staff Time
	3.C.2 Communicate and promote the benefits of event tourism to the community, key partners, and other stakeholders as applicable.	H	Ongoing	Staff Time
	3.C.3 ★ On an annual basis, formally share "good news" stories related to event tourism with the community (e.g. new tourism events hosted in Camrose, positive economic, social, environmental impacts, etc.).	H	Ongoing	Staff Time





Augustana Vikings  
Photo Credit: University of Alberta Augustana Vikings

## Top 10 Actions

The following actions have been identified as the top priorities of the strategy. They are listed in a recommended order of priority. This priority list and all components of the strategy are for planning purposes only and will be subject to annual budget approvals and ongoing planning efforts from the City and their partners. Activities may be added, removed, or re-ordered based on the needs of the community during implementation.

- 1 Obtain commitment from the City of Camrose to implement the Events Destination Strategy, establish the City as the Host Organization, and invest resources toward strategy implementation.
- 2 Host an Events Destination Forum to officially kick off implementation of the strategy and build buy-in toward the proposed direction.
- 3 Identify the Camrose Arts Council as the committee to participate in implementation of the strategy and phase in the establishment of Task Forces as required.
- 4 Conduct a comprehensive review of the City's policy and bylaw framework to support event hosting.
- 5 Develop a tourism events marketing plan and prepare marketing materials.
- 6 Identify and pursue high potential hosting opportunities in the Sport Events, Conference and Business Events, and Agricultural Events pillars.
- 7 Develop an Event Hosting Toolkit to support event producers.
- 8 Begin development of a new signature cultural event.
- 9 Enhance the Tourism Camrose website to make it more user-friendly for event producers.
- 10 Develop an Events Destination Grant Funding Program to provide funding support to tourism events.



## Performance Measures

16 key performance indicators (KPI's) have been developed for the strategy. It is suggested that the KPI's are measured and evaluated on an annual basis.

Focus Area for Growth	KPI	Measurement Tool
<b>1. Economic</b>	1.1 5% annual increase in business sales as a result of events.	Business survey
	1.2 5% annual increase in hotel occupancy rates as a result of events.	Business survey, STR report Traffic counts, business statistics
	1.3 5% annual increase in visitation to Camrose as a result of events.	Visitation statistics
	1.4 10% annual growth in number of event attendees.	Event survey
<b>2. Social</b>	2.1 At least 80% visitor satisfaction with events.	Event survey
	2.2 At least 80% resident satisfaction with events.	Resident survey
	2.3 10% annual increase in number of return event attendees.	Event survey
	2.4 85% great rating with quality of visitor amenities.	Event survey
	2.5 Positive social impacts reported by the local community.	Annual reports
	2.6 90% of attendees report feeling socially enriched.	Event survey
	2.7 New events complement, rather than compete, with existing events and resident activities.	Event calendar
<b>3. Environmental</b>	3.1 5% annual reduction in waste produced as a result of events.	Garbage collection
	3.2 5% annual increase in recycling of waste generated as a result of events.	Recycling audits, event survey
	3.3 Events do not negatively impact natural areas.	Event Audit
	3.4 Events do not negatively impact infrastructure.	Event Audit
	3.5 All event producers implement sustainability measures.	Event Audit

Photo Credit: City of Camrose



# 7

## Conclusion







Photo Credit: City of Camrose

The Events Destination Strategy provides a focused roadmap that will guide the City of Camrose and their community partners toward their vision of becoming a premier destination for tourism events. Achieving this vision will require investment, proactive planning, and collaborative efforts from multiple stakeholders. Through implementing this strategy, Camrose will increase their capacity to host events, enhance their attractiveness as an events destination, and expand the economic, social, and environmental benefits that tourism events can provide to the community.



# 8

## Appendices

# Appendix A – Expanded Engagement Results

## Online Survey Results

A survey collected input from stakeholder groups and community members from August 31st to September 29th, 2023. 59 responses were received. The following summarizes the input received.



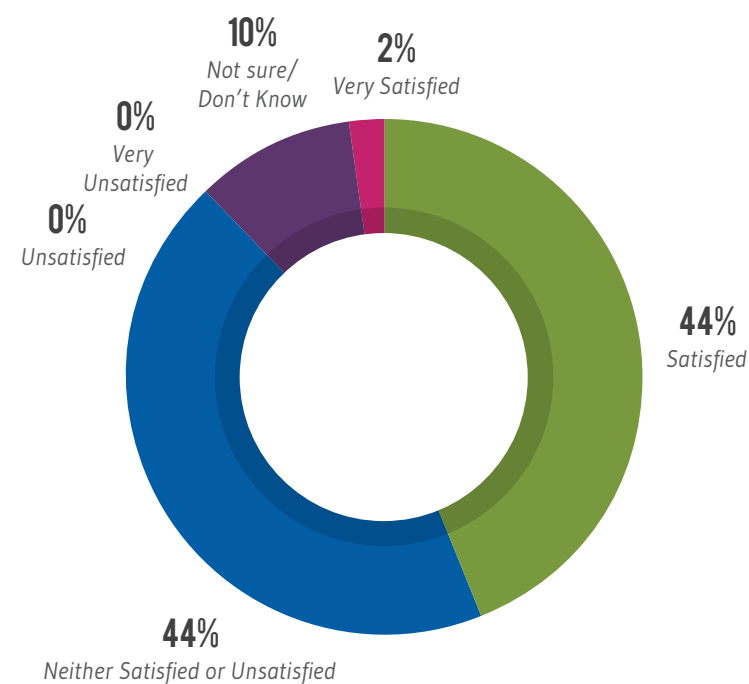
We would like to better understand what makes Camrose an excellent place to host tourism events. In your opinion what factors contribute to Camrose being an attractive destination for events?

Respondents identified the following most often:

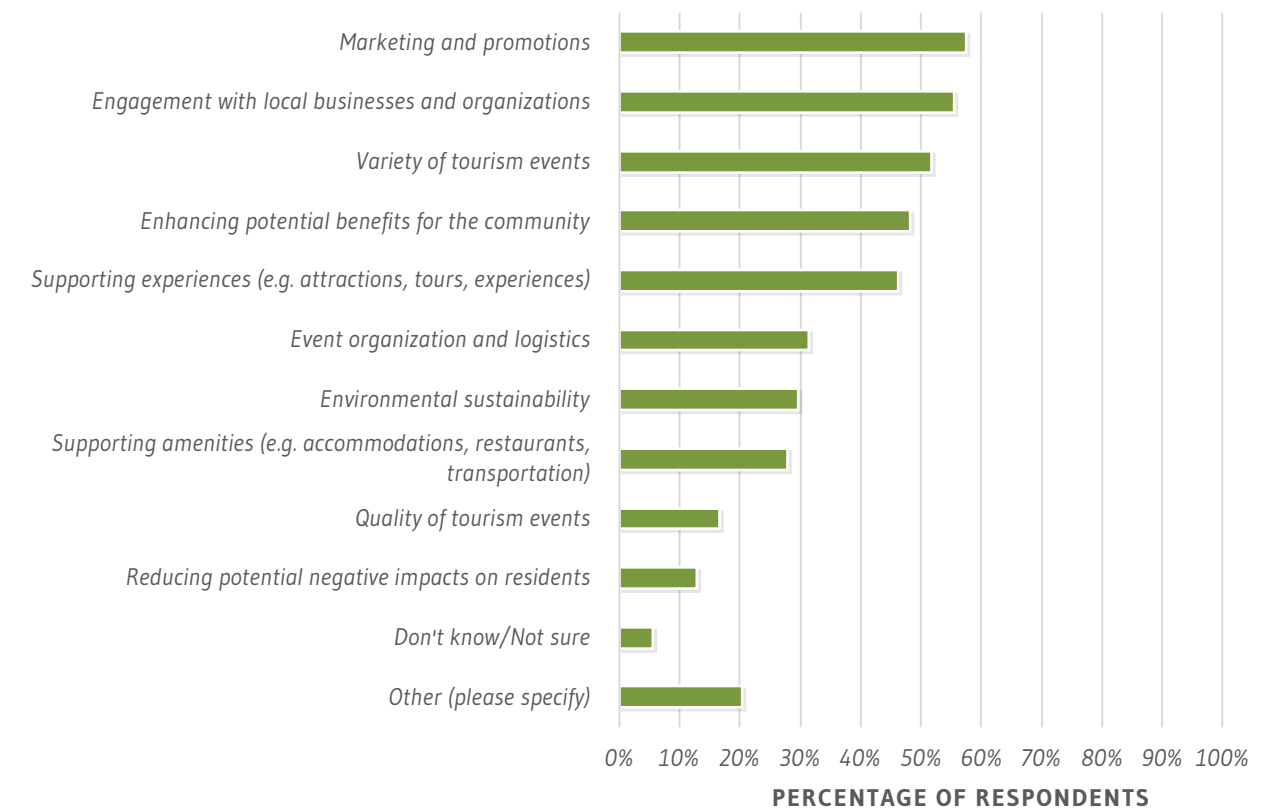
- › Outdoor spaces including trails, parks, and green spaces.
- › Facilities including variety, quality, and size.
- › Central and accessible location.
- › Previous tourism event hosting success and community engagement.



How satisfied are you with tourism events that are currently hosted in Camrose?



Which aspects of tourism events in Camrose could be improved? Please select all that apply.



### Opportunities:

Respondents identified the following most often:

- › Growth and expansion of events including sports, heritage, arts, conferences, and business.
- › Leverage current facilities to offer more events.
- › Leverage outdoor spaces for more events.

### Challenges:

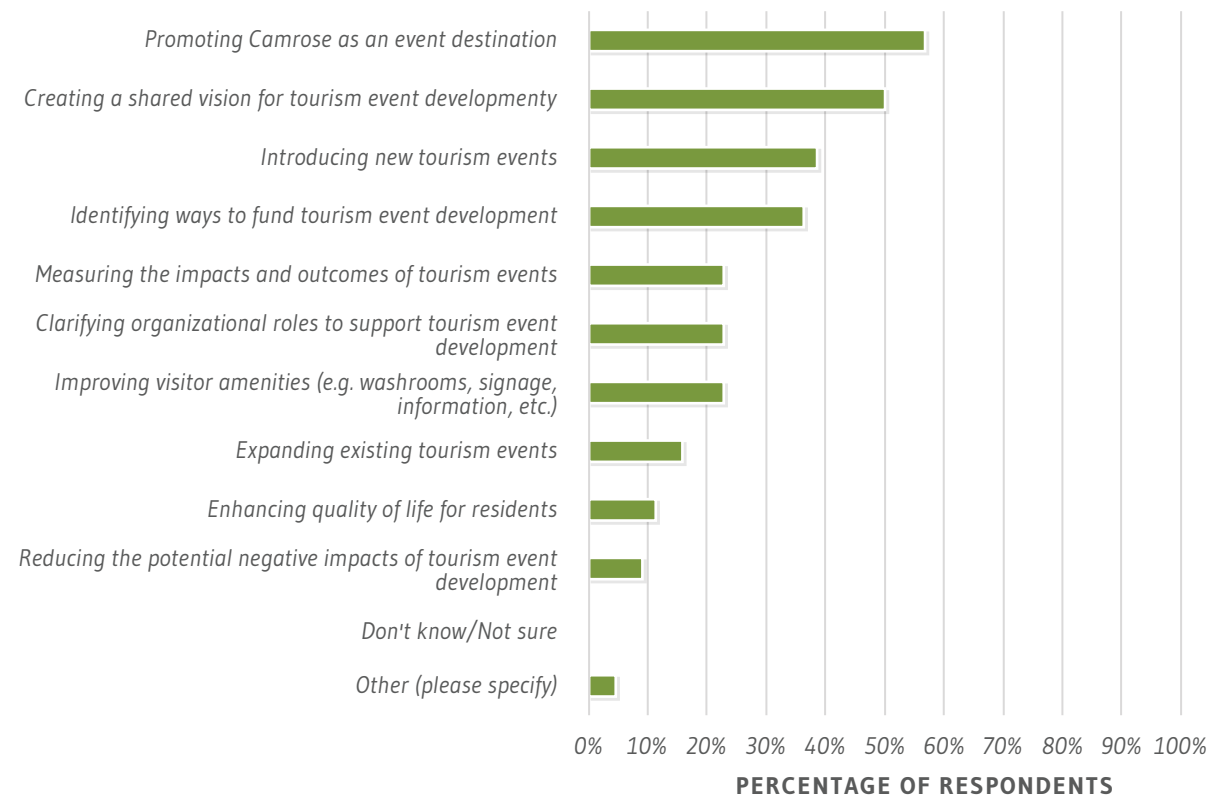
Respondents identified the following most often:

- › Limited funding to support events.
- › Marketing and promotions of events including communication and advertising.
- › Limited volunteer capacity.
- › Overall coordination and logistics of events.

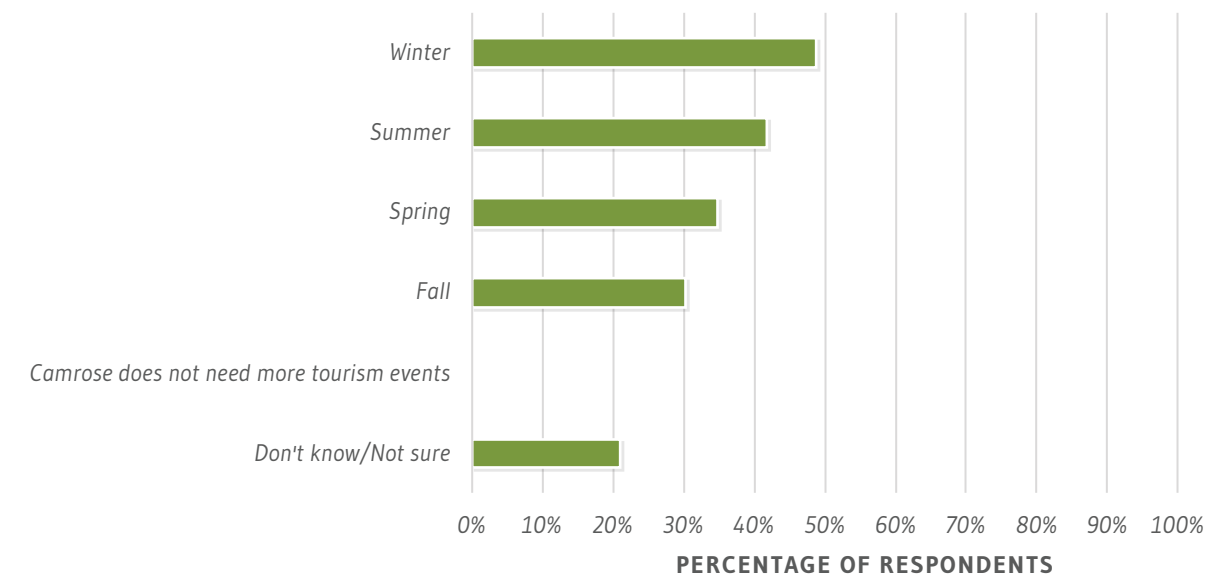




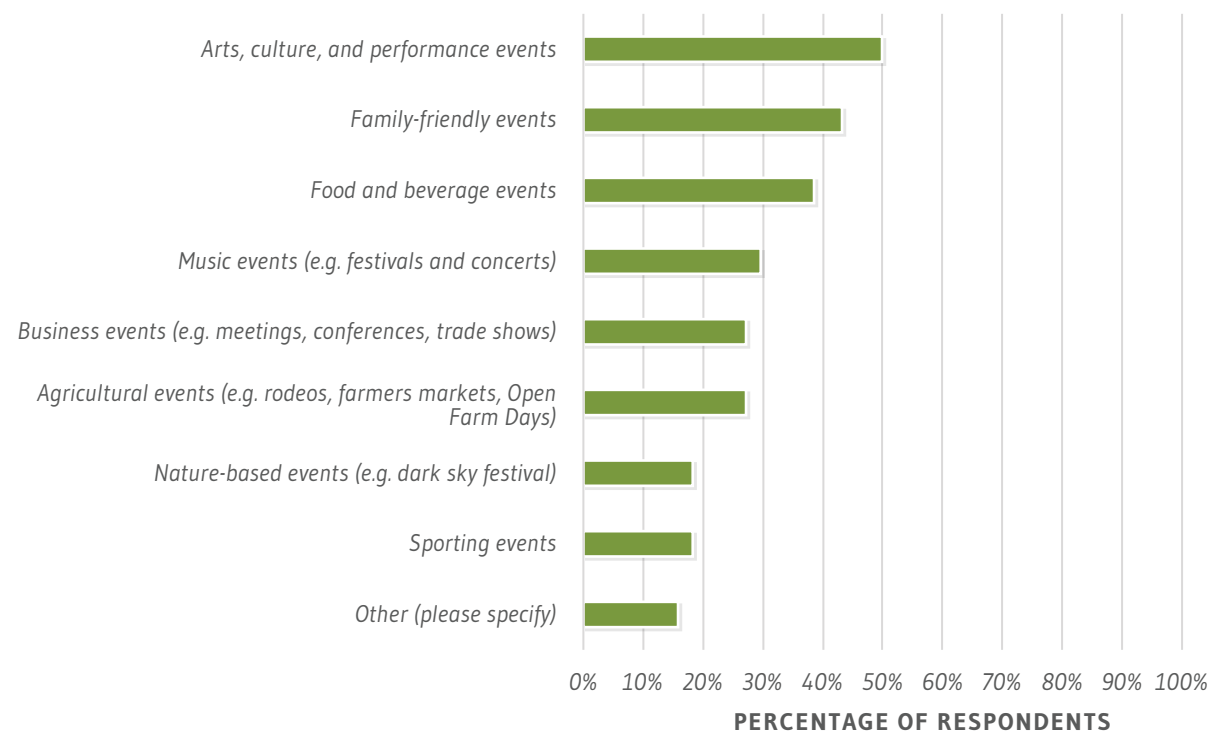
As we begin developing the Events Destination Strategy for Camrose, what do you think are the top 3 issues we should focus on? Please select up to 3 options.



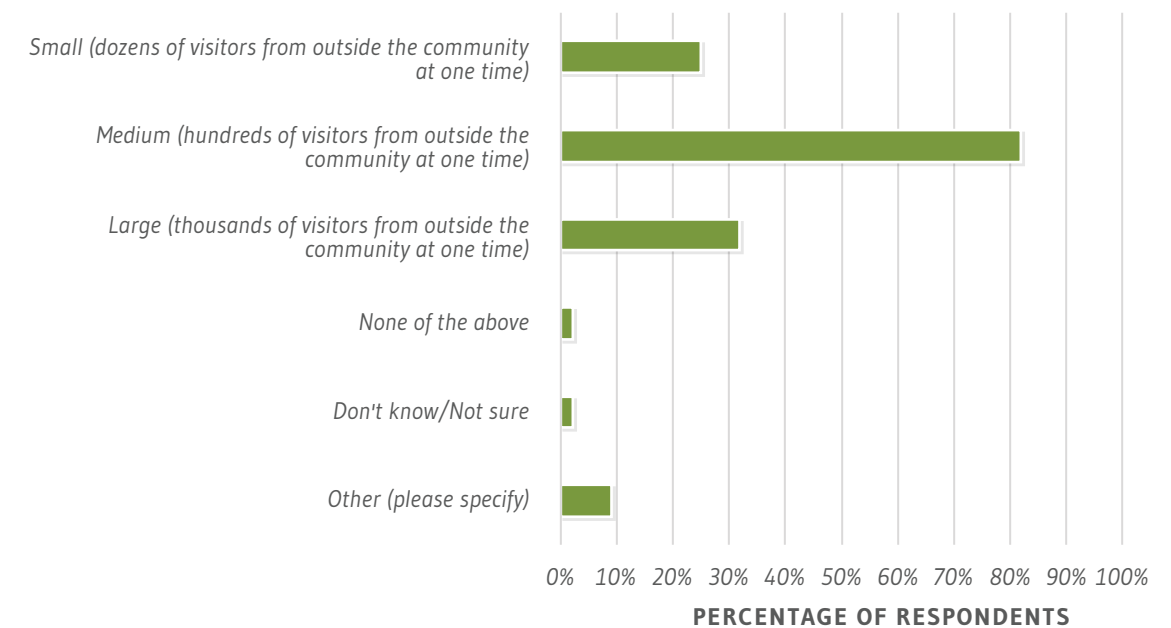
When are the greatest need periods for tourism events in Camrose?



What types of tourism events should Camrose focus on in the future? Please select up to three options.



What size of tourism events would you prefer to occur in Camrose? Please select all that apply.





Do you have any specific ideas for tourism events that Camrose should host? If so, please identify them below.

Respondents identified the following most often:

- › Sporting events such as winter games, cross-country, golf, marathons, rodeos, skating, boat races, and high-level tournaments.
- › Community events such as block parties, cook offs, long table events, and downtown markets.
- › Arts and culture events including festival of the arts, multi-venue arts, street music day, theatre competitions, and food festivals.
- › Seasonal events including Fall Harvest, Family Day, and Christmas.



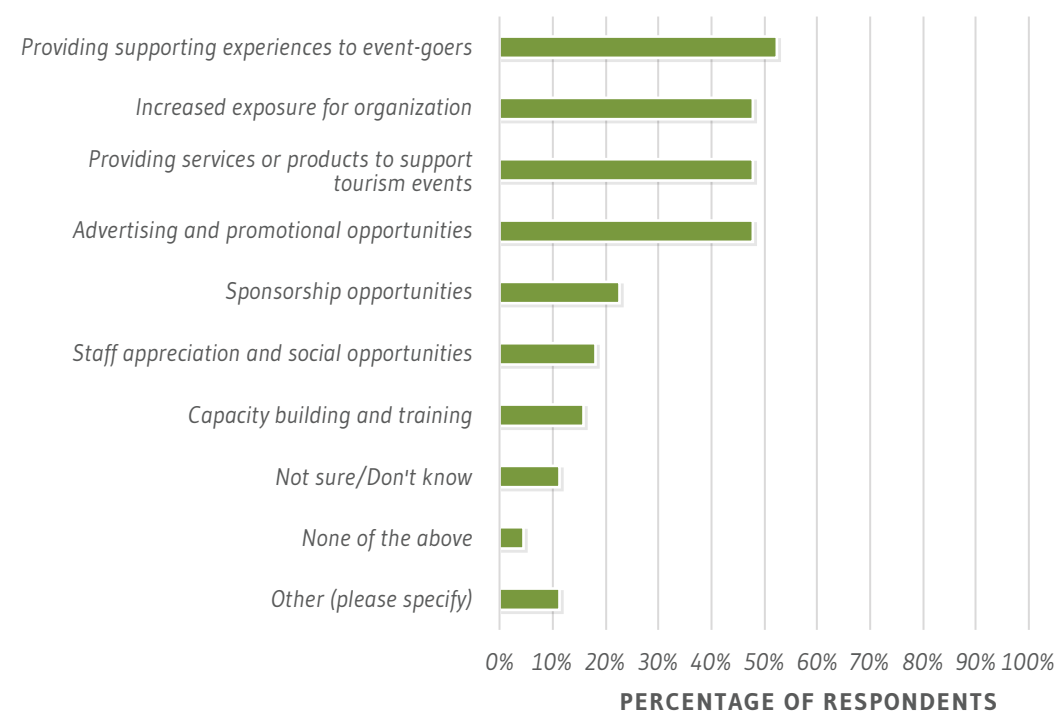
Please share any other ideas you may have for developing and enhancing tourism events in Camrose in the space below.

Respondents identified the following most often:

- › Marketing and promotions.
- › Need for a strategic plan/placemaking strategies.
- › Develop new events.



In what ways do you see you/your organization contributing to and potentially benefiting from tourism events? Please select all that apply.





## Stakeholder Input Workshops

Two stakeholder input workshops were hosted on September 13<sup>th</sup> and September 19<sup>th</sup>, 2023. 25 stakeholders attended the workshops. The following summarizes the input received.

### Opportunities

Theme	Comments
Community Engagement and Collaboration	<ul style="list-style-type: none"> <li>› Opportunities that would contribute to engagement and collaboration include volunteer appreciation, mid-week community events, Community Activation festivals, forming partnerships for events, blended events (digital/in-person), development of a unified vision and goals, and making connections among events.</li> <li>› Partnerships are important and should be leveraged.</li> <li>› More events for 12-21 year olds.</li> </ul>
Utilizing Indoor and Outdoor Spaces	<ul style="list-style-type: none"> <li>› Individuals see the existing spaces as having potential for expanded utilization (Bailey Theatre, Lougheed, arenas, Mirror Lake Centre, Miquelon Lake Observatory).</li> <li>› Improved marketing will increase utilization.</li> </ul>
Sports and Tournaments	<ul style="list-style-type: none"> <li>› Opportunities include activities such as street hockey tournaments, summer sport tournaments, and mountain biking events.</li> </ul>
Culture and Arts Promotion	<ul style="list-style-type: none"> <li>› Some participants called for dedication to promoting arts and culture opportunities such as year-round vibrancy plan with attractions and pockets of events, Theatre Festival, Children's Festival, and planning for the 100th anniversary of the hospital (2026).</li> </ul>
Winter Recreation	<ul style="list-style-type: none"> <li>› Increase engagement during the winter.</li> <li>› Ideas include a Winter Tube Park, Winter Wonderfest, Christmas Market, January theme with experiences, Winter Lights, and events similar to Ice on Whyte in Edmonton.</li> </ul>
Promotion/Marketing of Location	<ul style="list-style-type: none"> <li>› Marketing and promotion of the location.</li> <li>› Beauty of the natural environment with abundance of outdoor recreation opportunities.</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>› Opportunity to improve access and utilization with better logistics including policy, volunteer program, centralized calendar and event management, and increased communication.</li> </ul>

## Challenges

Theme	Comments
Logistics with Event Planning and Organization	› Challenges include safety, leadership in organization and running events, insurance, organizational capacity, timing at facilities and scheduling, and timing of events over time.
Volunteer Management and Engagement	› Need a volunteer recruitment and retention plan or Volunteer Hub. › Burn out of current volunteers, aging volunteers. › Appreciation of volunteers.
Collaboration and Coordination	› Collaboration among organizations. › Development of common goals and framework for integration of organizations in common areas of interest. › Central hub for sharing of information. › Enhanced communication.
Asset Limitations	› Amenities (hotels at capacity during some events). › Downtown business hours are limited. › Transportation challenges. › Financial capacity to host events.
Communication and Marketing	› Need a marketing and communications plan. › Increased awareness of events. › Expand marketing beyond social media. › Coordinated marketing.

## Anticipated Outcomes for the Strategy

- › Variety of tourism events (e.g., arts, culture, sport, and nature).
- › Year-round tourism events.
- › Camrose will be adaptable, welcoming, and authentic.
- › Tourism events will be coordinated.
- › Improvements to transportation and accessibility.
- › More mid-week conference and business events.
- › Increase tourism events during the shoulder season.
- › Have something to offer every weekend.



## Client Input Workshop

A Client Input Workshop was hosted on September 13, 2023. 9 participants from City Administration attended the workshop. The following summarizes the input received.

### Opportunities

Theme	Comments
Leveraging Assets	<ul style="list-style-type: none"> <li>› Camrose has strong indoor and outdoor assets that can further support event development (e.g. recreation facilities, theatres, trails, parks, golf course).</li> <li>› Camrose could be positioned as a more affordable and accessible location for small/medium-sized events in comparison to places like Banff, Jasper, or Canmore.</li> </ul>
Outdoor and Nature-based Events	<ul style="list-style-type: none"> <li>› Camrose's natural beauty could be further leveraged to host outdoor and nature-based events (e.g. birding festivals, running meets, naturalist forums, etc.).</li> </ul>
Focusing on Small/Medium-sized Events	<ul style="list-style-type: none"> <li>› Camrose should focus on being a top destination for 100-200 person events. These size of events fit well with Camrose's hosting capacity. These events are also at less risk of getting "lost" or underrepresented, which can happen in larger centers (e.g. Edmonton or Calgary).</li> </ul>
Focusing on Mid-week and Off-season Events	<ul style="list-style-type: none"> <li>› Camrose should focus on hosting events during need periods, including mid-week and the off-season.</li> <li>› It will be important to be mindful not to compete with existing tourism events in Camrose (e.g. BVJ, dance show season, etc.).</li> </ul>
Enhancing Marketing	<ul style="list-style-type: none"> <li>› Marketing related to tourism events could be improved to let producers and visitors know the compelling offering that Camrose has to offer.</li> <li>› The community's brand can be linked to and enhanced through tourism event development.</li> </ul>
Complementary Experiences and Animation	<ul style="list-style-type: none"> <li>› There is opportunity to expand the benefits of events and further support them through the development of complementary experiences and animations in the community (e.g. stay and play packages, tours, downtown activations).</li> </ul>
Signature Events	<ul style="list-style-type: none"> <li>› There may be opportunity to develop larger-scale, signature events in Camrose. These could potentially be focused on arts/culture or the winter season.</li> </ul>

## Challenges

Theme	Comments
Organization and Collaboration	<ul style="list-style-type: none"> <li>› There is no mechanism currently in place to bring groups together to collaborate on tourism event development.</li> <li>› There is no bid committee or formalized processes in place to identify, evaluate, and pursue hosting opportunities.</li> <li>› The City does not currently pursue external events to be hosted in Camrose. A process is needed to work with external partners.</li> </ul>
Volunteerism	<ul style="list-style-type: none"> <li>› Volunteerism is declining in the community.</li> <li>› There is no community-wide agency promoting volunteer opportunities and attracting/retaining volunteers.</li> <li>› There are gaps in terms of capacity building and training for volunteers.</li> </ul>
Accommodations	<ul style="list-style-type: none"> <li>› There is a perceived lack of RV/camping and fixed roof accommodation options in and around Camrose.</li> </ul>
Funding and Other Supports	<ul style="list-style-type: none"> <li>› There are no funding programs specifically supporting event development in Camrose.</li> <li>› The City and event producers would benefit from enhanced clarity regarding what supports the City will/will not provide to events.</li> <li>› Costs to bid on and host events are increasing.</li> </ul>
Permitting and Bylaws	<ul style="list-style-type: none"> <li>› The current event permitting process should be re-evaluated and adjusted as needed to make the critical path and requirements clearer for event producers.</li> </ul>





Augustana Student Life  
Photo Credit: City of Camrose

## Appendix B – Funding Mechanisms

The following describes some of the funding mechanisms available to support tourism event development in Camrose.

### Municipal Funding

In Alberta, municipalities invest in tourism event development in a variety of ways. Examples of municipal funding support include resources for staff, service contracts, and special project funding. Municipalities can also support tourism events through the development of infrastructure that increases the capacity of the community host events and enhances visitor experiences.

### Increase in Business Activity and Tax Base

One of the objectives of the strategy is to increase economic activity from visitor spending. If businesses and governments see a return on investment, it is expected that further investment will be warranted from a range of stakeholders.

### Fee for Service

Fee for service is a “pay to play” option for organizations to meet specific industry needs and generate revenue. Charging a fee for a website listing or for trade show representation are both examples of fee-for-service offerings. Providing a-la-carte products and services provides more choice for potential participants and allows them to invest in customized services.

### Destination Management/Marketing Fund

Destination Management/Marketing Funds (DMF) are a proven method to provide core funds for tourism-related development and marketing. DMF’s involve voluntary participation by operators who agree to charge an extra fee on their services (usually 2-3%). This extra charge is then contributed to the DMF for collective marketing and destination development purposes.

Several hotels in Camrose already contribute to a DMF. These funds are currently directed towards GO East of Edmonton to support general tourism marketing. There may be potential for these funds to be redirected towards supporting local tourism event development and marketing.

## Stakeholder Contributions

This document identifies several stakeholder groups that could be contributors to the strategy as it moves forward into the implementation stage. These organizations may choose to fund various initiatives based on the mandate of their organization. It is expected that some organizations will participate to a greater degree (financially) than others. It should be noted that gifts in-kind and other forms of collaborative support are also valuable contributions during implementation. It will be critical to have all stakeholders participate in the development of key initiatives in the plan regardless of their financial contribution.

## Corporate Partnerships

International research indicates that tourism organizations look to sponsorships and partnerships as key to building revenue. Building new partnerships is about creating value by connecting destination and partner brands, customers, and networks. Once the strategy begins to take shape, it will be important to identify companies and organizations that identify with, or have branded themselves along similar lines to, the destination's tourism event offering.

## Provincial Funding

The Government of Alberta invests funds in provincial, regional, and local tourism initiatives through various programs as described in Figure 3.

Figure 3. Provincial Funding Programs

Organization	Program	Available Funding
Travel Alberta	Cooperative Investment Fund	\$100,000 maximum
Travel Alberta	Product Development Fund	\$500,000 maximum
Government of Alberta	Northern and Regional Economic Development (NRED)	\$20,000 - \$200,000
Government of Alberta	Major Cultural and Sport Events	\$250,000 maximum
Government of Alberta	Community Facility Enhancement Program	\$125,000/year (small) \$1,000,000/year (large)
Government of Alberta	Economic Development in Rural Alberta Plan	\$50,000 to Ag Societies to develop a coaching series on agritourism development.
Government of Alberta	Alberta Culture Days Grant	\$10,000 maximum



## Appendix C – Event Evaluation Criteria

The following criteria can be used as a tool to assist the City of Camrose and its partners in determining which tourism events they will support.

Criteria	Description
<b>1. Capacity of the Event Producer</b>	<ul style="list-style-type: none"> <li>› The event will be produced by an organization with strong capacity. The leadership, business acumen, experience, organizational structure, resources (human and financial), and other factors as appropriate, of the event producer instill confidence that the event will be a success.</li> </ul>
<b>2. Economic Impact and Return on Investment</b>	<ul style="list-style-type: none"> <li>› The event will generate significant positive economic impacts in Camrose and for participating partners in the region.</li> </ul>
<b>3. Event-Related Expenses</b>	<ul style="list-style-type: none"> <li>› Expenses associated with hosting the event are reasonable given its revenue potential, return on financial investment, and overall economic impacts.</li> <li>› Expenses will not exceed the financial capacity of the partners involved.</li> </ul>
<b>4. Bid Process (if applicable)</b>	<ul style="list-style-type: none"> <li>› The bid process is straightforward and easily understandable.</li> <li>› Controls are in place to ensure a transparent process.</li> <li>› There is a reasonable chance of success given Camrose's offering as a host community and the expected competition from other host destinations.</li> </ul>
<b>5. Physical Infrastructure Requirements</b>	<ul style="list-style-type: none"> <li>› The community has the physical infrastructure in place to host the event (e.g. facilities, accommodations, transportation, etc.).</li> <li>› If additional infrastructure is required, it is feasible that the community could meet the requirements.</li> </ul>
<b>6. Human Resource Requirements</b>	<ul style="list-style-type: none"> <li>› Development of the event will not put un-due stress on existing human resources, including the City, community volunteers, and others as appropriate.</li> </ul>
<b>7. Strategic Alignment</b>	<ul style="list-style-type: none"> <li>› Development of the event aligns with the strategic direction of partners and stakeholders.</li> </ul>
<b>8. Calendar Management</b>	<ul style="list-style-type: none"> <li>› The event will enhance, rather than detract from, the community's overall calendar of events.</li> <li>› The event will enhance existing events in the community and region. Any negative impacts will be minimized.</li> </ul>

Photo Credit: City of Camrose

Criteria	Description
<b>9. Reputation Enhancement and Destination Awareness</b>	<ul style="list-style-type: none"> <li>› The event will enhance the reputation of Camrose as an event destination.</li> <li>› The event aligns with the brand of Camrose as a host destination.</li> </ul>
<b>10. Market Demand</b>	<ul style="list-style-type: none"> <li>› The event demonstrates market demand through relevant indicators (e.g. visitation statistics, gap analysis, expressed demand, survey data, population projections, trends, etc.).</li> <li>› The event will attract identified target markets, including day-trippers (lower priority) and overnight visitors (higher priority).</li> <li>› Limited competition exists relative to market demand (by geography, season, product offering, etc.).</li> </ul>
<b>11. Market Reach</b>	<ul style="list-style-type: none"> <li>› The event has the potential to be promoted year-round to leverage the brand of the community.</li> <li>› The event will generate earned media coverage to enhance the awareness of Camrose as a destination.</li> </ul>
<b>12. Stakeholder Buy-In</b>	<ul style="list-style-type: none"> <li>› The event demonstrates strong buy-in from local stakeholders.</li> <li>› The event supports opportunities for local and regional partnerships (public and/or private).</li> <li>› Plans are in place to ensure stakeholder resources are shared, support services are centralized, and efficiencies are maximized.</li> </ul>
<b>13. Community Buy-In</b>	<ul style="list-style-type: none"> <li>› The community is supportive of hosting the event.</li> <li>› The event does not adversely impact community-focused programming or events.</li> </ul>
<b>14. Business Engagement</b>	<ul style="list-style-type: none"> <li>› The event promotes business engagement and supports the generation of complementary product that will enhance economic impacts.</li> </ul>
<b>15. Risks</b>	<ul style="list-style-type: none"> <li>› Risks associated with the event are clearly identified and understood. Consideration should be made for risks in the following six areas: Financial Environmental Political Social Reputational Logistics and Safety</li> <li>› Plans are in place to mitigate identified risks.</li> </ul>

## Scoring Chart

The following chart provides an example of how the criteria could be scored.

0 = clearly does not meet the description

1 = somewhat meets the description

2 = clearly meets the description

3 = exceeds the description (new and innovative thinking is demonstrated)



## Appendix D – References

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