

2012

# Grande Prairie Sport Tourism Strategy

Providing a well-coordinated, participant centred, sport delivery system for Grande Prairie and region. The strategy will allow all citizens to benefit from the economic impacts of recreation, active living, and sport.



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## RATIONALE:

The purpose of the Grande Prairie Sport Tourism Strategy is to provide a well coordinated, participant centred, sport delivery system in Grande Prairie. The strategy will allow all to benefit from the economic impacts of recreation, active living, and sport.

The strategy centres on the idea of small investment will equal big reward. The key to success is empowering our sport organizations by giving them the resources and support they need to be successful.

Capacity development leverages the efforts of individual sports organizations to take advantage of opportunities and boosts their ability to increase sport tourism.



## MISSION

The mission of the Grande Prairie Sport Tourism Strategy is to provide a well coordinated, participant centred, sport delivery system in Grande Prairie.

## STRATEGY

To achieve this mission the strategy focuses on 5 key elements:

1. *Improve communication and coordination*
  - Support a coordinated, collaborative, and accountable approach to hosting sport events
2. *Increase the number of sporting participants in Grande Prairie*
  - Encouraging sport tourism promotes healthy living within the community and opportunities to inspire youth
3. *Develop a stable, ongoing base of funding for sport*
  - Provide athletes, coaches, and sport organizations the funding necessary to achieve excellence
4. *Ensure the efficient development, management, and utilization of facilities*
  - Provide athletes and coaches with a home field advantage – more sporting events, tournaments, and games in Grande Prairie
5. *Promote sport and tourism in Grande Prairie*
  - Showcase Grande Prairie as a world class sport destination. Allow all to benefit from the economic impacts of recreation, active living, and sport including job creation and visitor attraction

## SUCCESS

The success of the Strategy will rely on 2 factors:

1. *The creation of a Sport Council*
  - The Sport Council will be the mechanism to ensure the implementation of the Strategy
2. *The Creation of a Sport Tourism Office/Resource Centre*
  - This includes a Resource person to assist all sport organizations to facilitate events and to attract new and different events to Grande Prairie and Region

These two factors are musts and will be the only methods to kick start the success of the plan. A small investment in sport will result in a large economic impact for many years to come.

# THE SPORT STRATEGY PROJECT

## THE PLAN

Based on the Community Input Sessions, we developed 5 key elements for the Sport Tourism Strategy.

The establishment of a Sport Council was identified as the mechanism which would be the most effective way to ensure the implementation of the strategy.

### Theme Areas:

1. *Improve communication and coordination.*
  - Support a coordinated, collaborative, and accountable approach to hosting sport events
2. *Increase the number of sporting participants in Grande Prairie*
  - Encouraging sport tourism promotes healthy living within the community and opportunities to inspire youth
3. *Develop a stable, ongoing base of funding for sport*
  - Provide athletes, coaches, and sport organizations the funding necessary to achieve excellence
4. *Ensure the efficient development, management, and utilization of facilities*
  - Provide athletes and coaches with a home field advantage – more sporting events, tournaments, and games in Grande Prairie
5. *Promote sport and tourism in Grande Prairie*
  - Showcase Grande Prairie as a world class sport destination. Allow all to benefit from the economic impacts of recreation, active living, and sport including job creation and visitor attraction

## INTRODUCTION:

Grande Prairie has shown itself to be the community of choice to host International caliber sporting, recreation and cultural events. Past success such as the 1995 Canada Winter Games, 2009 Arts Awards Gala and the 2010 Arctic Winter Games prove that Grande Prairie and Region can not only host well planned events but excel and continue to raise the standard.

World class facilities, close proximity to the airport, extensive accommodations, dining, shopping options and a community filled with **dedicated volunteers makes Grande Prairie and region the premier destination** for any event.

Grande Prairie is a unique City. Its size, location, amenities, numerous sport organizations, its people and its innovative spirit and “can do” attitude are what make it unique. The challenge is to create a Sport Tourism Strategy that is as unique and flexible as the City and Region who owns it. The final document stands up to the challenge.

**This Strategy is much more than putting people in stadium seats.** When assessing a particular event opportunity, in addition to assessing potential economic impact, we need to be mindful of raising Grande Prairie's profile, as well as:

- the prestige of the event
- the potential for using existing facilities
- community involvement and intent
- opportunity to promote sports participation in our city and region

Public feedback from the Community Input Sessions held on January 18, 2012 indicates “the opportunity to promote sports participation in our city and region” is the most important factor. As such, it is central to this strategy and the key to future success in Sport Tourism.

In order to develop tourism, we need to develop sport. The Sport Tourism Strategy outlines specific steps that need to be taken in order to grow all sport organizations in the City and region. As mentioned earlier, a small investment in our sport organizations will result in a big impact by way of Sport Tourism.

**The importance of a strong, collaborative voice for sport in Grande Prairie continues to be the number one need among all sport organizations.**

A strong voice, more specifically the creation of a Sport Council, will boost the ability to increase sport tourism and maximize its benefits.

The old motto, “if you build it, they will come” proves to be true. Strong, well-coordinated sport organizations will result in increased participation in sport. A strong base of sport participants will produce the need to host more local events, tournaments and games. The success of these small events will produce opportunities to host provincial, national and international championships.

Although national and international championships and games are important and do produce a high economic burst to the community, we need to be mindful that the smaller events can be just as beneficial. We need to focus on producing high quality events that are sustainable.

Research has shown that sport is a major catalyst for tourism. History has shown that sport naturally produces tourism. **By focussing on the sport organizations and changing the direction of thinking from a silo approach to a collaborative approach, capacity will be developed.**

## GOALS AND ACTION STEPS:

Each of the 5 Key Elements has a list of goals and action steps:

### 1) Improve communication and coordination

**Support a coordinated, collaborative, and accountable approach to hosting sport events**

#### GOALS:

##### **Provide a common voice for sport**

- By speaking on behalf of all sport groups and organizations, the Sport Council will be able to highlight the benefits of sport for the whole community and provide a strong voice on sport related issues

##### **Develop a Resource Centre**

- Hire a staff person (shared paid position) to manage the Resource Centre
- Gather and make available information on leadership training, coaching clinics, volunteer recruitment, resource management, event hosting, and other areas of interest to members
- Help sport organizations to facilitate events and attract more events to Grande Prairie and Region
- Be the central contact point for all sport organizations in Grande Prairie
- Make it easier for residents to find out about sport and sport organizations in Grande Prairie, via websites, publications, and other information

##### **Improve communication between sport groups and organizations**

- The Sport Council will act as a central location for gathering and dispersing information to members
- The Sport Council will provide a vehicle for discussion and information sharing

##### **Develop and maintain a sport directory**

- Develop a comprehensive, up to date list of the sport groups, programs, resources, and facilities available in Grande Prairie and region.

##### **Create Partnerships**

- Facilitate the building of partnerships through collaboration to avoid duplication and take advantage of shared resources
- Ensure that other existing strategies and initiatives are considered and included

## 2) Increase the number of sporting participants in Grande Prairie

Encouraging sport tourism promotes healthy living within the community and opportunities to inspire youth

### GOALS:

#### Remove barriers to participation

- Ensure a range of low cost opportunities are made available to economically disadvantaged individuals
- Develop a strong partnership with Kidsport
- Offer a wide range of levels of participation, ensure a wide range of levels are available through the City of Grande Prairie, Grande Prairie Regional College, and the School Districts and other partners
- Provide trained coaches
- Focus on the fun in sport
- Strive to provide a positive experience

#### Increase opportunities for participation

- Offer recruitment programs
- Support a Sports Festival
- Encourage creative ways to access and share information, be the central contact point
- Offer and publicize alternatives to traditional sports, such as extreme sports, leagues that focus on participation rather than winning, or create programs that are not sport specific rather than movement and skill based

#### Encourage lifelong participation *(Follow the Active for Life model - [www.activeforlife.ca](http://www.activeforlife.ca))*

- Assess trends and anticipate the need for facilities and resources which respond to the needs of an ageing population
- Offer a wide range of opportunities for all ages and abilities levels
- Encourage sport clubs and Provincial Sport Associations to offer “Master” or “Older Adult” age categories in their tournaments or competitions

#### Develop a working model for participant centred sport delivery

- Review research on participant centred sport delivery
- Carry out a study to assess current participation rates
- Set goals for improved participation rates

### 3) Develop a stable, ongoing base of funding for sport

Provide athletes, coaches, and sport organizations the funding necessary to achieve excellence

#### GOALS:

##### Access lottery dollars

- Prepare applications for funding opportunities available through lottery revenue

##### Seek out corporate sponsorships

- Provide opportunities for corporate sponsors to become involved
- Recognize contributions of corporate donors

##### Strive for diversity in funding initiatives

- Recognize the need for several sources of funding
- Involve many partners, share resources, joint applications

### 4) Develop, manage, and use facilities efficiently to increase sporting events

Provide athletes and coaches with a home field advantage – more sporting events, tournaments, and games in Grande Prairie

“Facilities” includes swimming pools, arenas, playing fields, gymnasiums, trails, golf courses, courts, and specialized venues such as archery ranges, bowling alleys, studios, etc. where sports are played.

#### GOALS:

##### Produce a comprehensive inventory of sport facilities in Grande Prairie and region

- This will include Municipal owned and operated facilities, as well as those owned and operated by educational institutions, private industry and other providers

##### Assess the needs of new facilities

- Research the need for new facilities based on current trends, demographics, and current patterns of use. (Update Recreation Master Plan)

##### Identify improvements needed for existing facilities

- Research opportunities for upgrades or changes to existing facilities which would better meet the needs for increased use

##### Review existing strategies and agreements

- Review and evaluate existing facility management strategies and agreements, including, Recreation Master Plan, Parks Master Plan, SCORES Agreement, Wapiti Corridor Plan, etc. to ensure integration of all plans. (Regional, City, Sport Groups)

##### Create an efficient, centralized booking system

(Grande Prairie Regional Tourism Association, Reservation Systems)

- Create a system which will make it easy for users to access the facilities and amenities they need at the times they need them

##### Involve Partners

- Include user groups and potential users in the development of plans

## 5) Promote sport and tourism in Grande Prairie

Showcase Grande Prairie as a world class sport destination. Allow all to benefit from the economic impacts of recreation, active living, and sport including job creation and visitor attraction

### GOALS:

#### Improve media coverage

- Work with partners in the media to increase the coverage of amateur sport

#### Develop partnerships with schools, Grande Prairie Regional College

- Involve partners, from a variety of areas, in promoting the benefits of good sport for all
- Work with existing groups, agencies, and organizations whose mandate reflect the goals of the strategy

#### Create networks with key, high profile individuals

- Recruit well known and respected community members to act as spokespersons and advocates for the strategy
- Coordinate community wide recognition programs for sport leaders and athletes.

#### Recruit, train, and recognize volunteers, coaches and administrators

- Celebrate the success of those involved in sport development and delivery
- Provide more training opportunities (NCCP courses, education, workshops, and coaching clinics)
- Involve parents
- Discuss and act on issues such as volunteer screening, risk management, financial management, sponsorship, marketing and legal liability

#### Actively pursue opportunities to host major sporting events

- Create a Sport Bid Committee, to oversee all bids on sporting events
- Create a best practice manual on hosting sporting events
- Work with partners such as Economic Development, Grande Prairie Regional Tourism Association and Chamber of Commerce to attract major events to the City

# THE CRITICAL COMPONENTS

## PHASE 1

### SPORT COUNCIL

The need for a sport council was identified in the Community Input Sessions on January 18, 2012. Groups have found themselves competing with one another for limited resources and struggling to achieve their mandates with insufficient time, funding, volunteers, and profile. Comments from stakeholders have pointed out the need for a common voice for sport, the need for a central information source and the need for a coordinating body of some kind to improve communication between sport groups and participants. A sport council would foster communication among partners in sport and provide leadership to action, acting as a common voice for sport.

The function of the Sport Council will be to facilitate the implementation of the Sport Tourism Strategy.

#### *Proposed Format:*

- Membership will be drawn from the sport community
- A board of directors will be made up of 15 individuals, including 1 member of City Council
- Working Committee will be set up for each of the 5 Key Message areas
- City Administration (Recreation & Sport) will work with the Sport Council to help support the Sport Tourism Strategy

#### *Year One Action Plan:*

- Interim Board in place
- Incorporation completed, including by laws, founding meeting
- Membership guidelines established
- Office and administration set up including hiring Resource Staff person
- Working committees established, work on strategy begun

#### *Funding:*

The primary focus of the Sport Council in the pilot year will be to begin implementation of the goals outlined within the 5 theme areas of the Sport Tourism Strategy.

The pilot year financial plan outlines the core funding necessary to launch these initiatives and create sufficient momentum to attract additional funding from a wide variety of funders and partners.

#### **The plan is structured to reflect this focus and shows expenditures in 2 main categories:**

- 1) Financing Sport Tourism Strategy initiatives
- 2) Financing Sport Council operations

### *Year One Core Expenses*

#### **Sport Tourism Strategy Initiative**

Communication & Coordinator, Resource Person	\$ 30,000
Increasing Sport Participation	\$ 15,000
Stable Funding Base for Sport	\$ 20,000
Sport Promotion	\$ 10,000
<b>Sub Total</b>	<b>\$ 75,000</b>

#### **Sport Council Operations**

Office Space, Resource Centre	\$ 15,000
Computer	\$ 3,000
Phone, Office Supplies, Meeting Expenses	\$ 12,000
<b>Sub Total</b>	<b>\$ 30,000</b>

<b>Total</b>	<b>\$105,000</b>
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### *Year One Core Revenue*

Multiple revenue sources have been identified to ensure the Sport Council establishes a broad funding base and that the Sport Council does not compete with existing sport organizations for financial support.

#### **Potential funding sources have been identified:**

- Municipal Sources
- Private sector – Corporate sponsorship
- Provincial & Federal Grants
- Individual donors
- Membership dues

The Sport Council Board will attempt to secure funding from as many sources as possible. Efforts will be made to meet some of the basic requirements through gifts in kind, such as office space. Specific projects will be implemented as sufficient funding becomes available.

## PHASE 2

### SPORT BID COMMITTEE

The Sport Bid Committee will assist sport organizations who want to bid for major sport competitions.

The committee will also develop the bid for major provincial and national multi-sport competitions on behalf of the City of Grande Prairie.

#### The Sport Bid Committee will be responsible for:

- **Attracting and promoting** sport events that have economic and other benefits to Grande Prairie and region
- **Assisting sport organizations and individuals** by linking them to and providing them with sport related education and support services (bidding process, resources, etc.)
- **Developing a best practices manual and template** for bidding on sporting events

## CITY OF GRANDE PRAIRIE SPORT BID COMMITTEE GUIDELINES

#	ITEM	DETAILS
1	NAME	City of Grande Prairie Sport Bid Committee
2	GENERAL PURPOSE	<p>This is a committee of Council. To support community groups that are undertaking major sporting events by providing:</p> <ul style="list-style-type: none"> <li>• Expertise and experience;</li> <li>• Assistance with bid development (bid package, etc.);</li> <li>• Resources (information on amenities, accommodations, facilities, etc.);</li> <li>• Links to volunteers; and</li> <li>• Financial support</li> </ul>
3	COMMITTEE AUTHORITY	<p>This is a standing committee. The committee reports to Council. The committee authority is as an active advisor.</p> <ul style="list-style-type: none"> <li>• All Committees are advisory to Council unless authority to exercise or perform any power or duty is specifically delegated by Council</li> </ul> <p><b>REFERENCE: Bylaw C-962 (149) – Page 19</b> The Committee will also act as a Limited Agent in that certain support duties, as assigned, will comprise the work of the Committee.</p>
4	MEMBERSHIP & COMPOSITION	<p>The committee is comprised of up to 9 members encompassing a cross section of expertise from the community. The committee will follow the following guidelines for recruitment:</p> <p><b>Council:</b></p> <ul style="list-style-type: none"> <li>• One Council Member as designated by the Mayor.</li> </ul> <p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>• Recreation &amp; Sport Supervisor (Staff - City of Grande Prairie, 1 person – Non-Voting)</li> <li>• Economic Development Officer (Staff - City of Grande Prairie, 1 person – Non-Voting)</li> </ul> <p><b>Public:</b></p> <ul style="list-style-type: none"> <li>• Sport background (2 people)</li> <li>• Business expertise (1 person)</li> <li>• Marketing / Communications background (1 person)</li> <li>• Large event planning / games background (1 person)</li> <li>• Expertise with recruiting and managing volunteers (1 person)</li> </ul> <p>Each public member appointment will be for a term of up to three years, commencing January 1, unless the appointment is for the member to serve for the remainder of an existing term. The term of any public member will not exceed six consecutive years except by Special Resolution of Council.</p>

		<p><b>Membership will automatically be forfeited if a public member:</b></p> <ul style="list-style-type: none"> <li>• Is absent from three consecutive regular meetings of the Committee or any three out of five meetings of the Committee, unless the absence is caused through illness or is authorized by resolution of the Committee, or</li> <li>• Ceases to be a resident of the City, or</li> <li>• Is hired in a full-time, permanent capacity with the City.</li> </ul> <p><b>REFERENCE: Bylaw C-962 – Schedule “B” Page 2</b> The Mayor is a member by virtue of office, of all Committees, unless Council has decided that the Mayor is an actual member of a particular Committee.</p> <p><b>REFERENCE: Bylaw C-962 (148) – Page 19</b> All Council Members may attend any meeting of any Standing or Special Committee and participate in debate, but may not make motions or vote.</p> <p><b>REFERENCE: Bylaw C-962 (146) – Page 19</b> Recruitment to the committee is by appointment and follows City of Grande Prairie Policy</p> <ul style="list-style-type: none"> <li>• Council may appoint Council Committees comprised of Council members, City employees or any other individuals to investigate and report to Council or a Standing Committee about any matter.</li> </ul> <p><b>REFERENCE: Bylaw C-962 (143) – Page 19</b> <b>REFERENCE: Public Member Policy</b></p> <table border="1" data-bbox="451 1037 1528 1136"> <thead> <tr> <th data-bbox="451 1037 812 1136">Title</th> <th data-bbox="812 1037 1170 1136">Name</th> <th data-bbox="1170 1037 1528 1136">Contact Information</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Title	Name	Contact Information			
Title	Name	Contact Information						
5	ACTIVITY LEVEL	<p>There will be a minimum of three meetings per year.</p> <p>As the Sports Bid Committee undertakes projects, additional time will be required until bid obligations are fulfilled. This can require many meetings in a short space of time as projects are underway.</p> <p>The Committee reserves the right to determine workload capacity.</p>						
6	MEETINGS	<p>Meetings will be held as required and will be dependent upon workload. The Committee reserves the right to set their meeting schedule. The Committee is required to call the following meeting:</p> <ul style="list-style-type: none"> <li>• November (for the purpose of yearly fund accounting)</li> </ul>						
7	LEADERSHIP & GOVERNANCE STRUCTURE	<p>The chairperson of the committee is:</p> <ul style="list-style-type: none"> <li>• Councilor XXX</li> </ul> <p>In the absence of the Chair, one will be designated.</p> <p><b>REFERENCE: Bylaw C- 962 (City Procedure Bylaw)</b></p>						

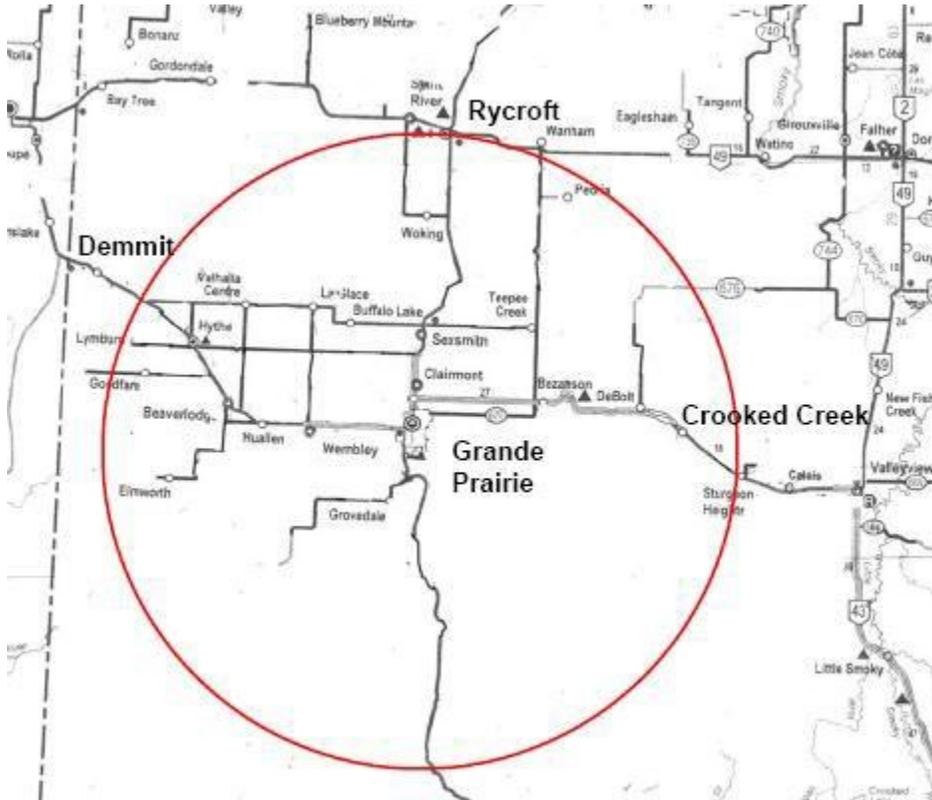
		<p><b>Voting:</b> All committee members, including the Chair, have one vote.</p> <p>The Mayor is a member by virtue of office, of all Committees, unless Council has decided that the Mayor is an actual member of a particular Committee. If the Mayor is a member by virtue of office and is present at a Committee meeting, the Mayor must be counted to determine quorum and has all of the rights and privileges of the other Committee members including the right to make motions and vote.</p> <p>Committee members are required to vote.</p> <p><b>REFERENCE: Bylaw C-962 (148) – Page 19</b> <b>REFERENCE: Bylaw C- 962 (City Procedure Bylaw)</b></p> <p>Quorum of any Committee is a majority of members.</p> <p><b>REFERENCE: Bylaw C-962 (147) – Page 19</b></p>
8	REPORTING	<p><b>The following reports, for information, will be generated:</b></p> <ul style="list-style-type: none"> <li>• Meeting Minutes: For distribution to Committee Members after each meeting. Minutes will be posted on the City of Grande Prairie website.</li> <li>• Year-End Financial Report.</li> <li>• City of Grande Prairie Administration generates or forwards reports to the committee for information, discussion or action.</li> <li>• Recommendations to Council are made by motion and recorded in the minutes, then forwarded to Council. The committee Chair reports on the committee's business to Council.</li> <li>• Recommendations can be made for information or for action (motion). Council can also direct the Committee to find out further information and generate a report for presentation. The Committee can direct Administration to report for further information or clarity on related topics or issues.</li> </ul>
9	WORKING PRINCIPLES	<p>The committee will abide by City of Grande Prairie procedural bylaw.</p> <p><b>REFERENCE: Bylaw C- 962 (City Procedure Bylaw)</b></p> <p><b>The committee will follow develop a Code of Conduct for volunteer community members of City of Grande Prairie committees.</b></p>
10A	RESOURCES – FINANCIAL	<p>A budget will be provided to the Committee at the beginning of each year.</p> <p>Reimbursement for expenses must be authorized and will follow established administrative policies.</p>
10B	RESOURCES –	<p><b>There are two dedicated staff functions for this Committee:</b></p>

	HUMAN / OTHER	<ul style="list-style-type: none"> <li>• Community Recreation Supervisor (Staff - City of Grande Prairie, 1 person – Non-Voting)</li> <li>• Economic Development Officer (Staff - City of Grande Prairie, 1 person – Non-Voting)</li> </ul> <p>Administrative support will be provided by the City of Grande Prairie.</p>
11	COMMUNICATION	<p>External communications will be coordinated via the City of Grande Prairie’s Communications Manager.</p> <p>Internal communications (i.e.: organization, staff) will be the responsibility of the Community Recreation Supervisor.</p> <p>Meeting Minutes will be posted on the Internet, Intranet or via email.</p> <p>Agenda items are due noon on Wednesday, the week prior to the meeting, and will be delivered to Committee Members by the afternoon of the Friday prior to the meeting. The agenda will be circulated to all Committee Members and invited resource people. Agenda items will be forwarded to the Chair.</p>
12	REVIEW & EVALUATION	The Committee Guidelines will be reviewed as needed but at least once per year, in January.
13	RECOGNITION AND THANKS	<p>We will recognize and thank committee members in accordance with policy:</p> <ul style="list-style-type: none"> <li>• Reception at the end of the year.</li> </ul> <p><b>REFERENCE: Policy103, Elected Officials and Volunteer Service Recognition</b></p>
14	ADDITIONAL INFORMATION	Committee members will be made aware of the any contractual obligations associated with the provision of supplies or services,
<p><b>“In every community, there is work to be done.  In every nation, there are wounds to heal.  In every heart, there is the power to do it.”</b></p> <p><i>--Marianne Williamson</i></p>		

## BACKGROUND INFORMATION

### SCOPE:

The Grande Prairie Sport Tourism Strategy is being developed for the area encompassed by a radius drawn from the centre of the City of Grande Prairie at 100<sup>th</sup> Street and 100<sup>th</sup> Avenue to include the Town of Rycroft. This is the same boundary that exists for the Pursuit of Excellence Funding.



### DEFINITION OF SPORT:

The following definition of sport (adapted from the Alberta Sport Development Policy) will be used for this strategy:

1. Sport requires the participants to execute physical and mental skills that require practice or preparation to improve or perfect
2. Sport involves competition with other participants, oneself, or nature. Levels of competition range from those for the beginning participant to those for the international competitor
3. Sport occurs in a structured environment and is governed by standard rules

## **BELIEFS:**

**The Grande Prairie Sport Tourism Strategy is based on a series of fundamental beliefs with regard to the value of sport.**

### **These are:**

1. Access to high quality sport opportunities is a right of *all residents of Grande Prairie* regardless of age, race, gender, economic status or ability
2. The participant is the centre of the sport delivery system
3. Equal opportunity to participate in all levels of the sporting experience is essential
4. The principles of fair play must pervade the entire sport delivery system
5. An effective delivery system demands cooperation and shared leadership. The responsibility of sport in Grande Prairie is shared by many partners including government, sport organizations, and educational institutions
6. Sport participation allows individuals to learn and practice the values of good community members such as respect, tolerance and following rules
7. Good sport is about the joy of participation, of learning, of testing oneself and succeeding. Whatever the level of participation, the love of sport is present
8. Engaging in sport can develop people. The challenges experienced through sport, done well, can assist individuals to set and meet goals and to maximize their potential

## **APPENDICIES**

Community Input Sessions Data, January 18, 2012

Sport Event Bid Template (Canadian Sport Tourism Alliance)