

## **Animal-Welfare Activists vs. the Calgary Stampede: “That’s Entertainment?”**

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*The reputation of the Calgary Stampede, the world’s largest outdoor rodeo which attracts more than one million visitors, has been shaken after the death of six horses in 2010. Animal-welfare advocates, who oppose the use of animals in entertainment, pressure the Stampede every year to stop cruel events such as calf-roping steer-wrestling and chuckwagon racing. After the death of the six horses, animal-welfare advocates were more vocal than ever through social and traditional media channels, resulting in a reputational loss for the Stampede in 2010 compared to 2009. This case study is explored in three parts.*

**INTRODUCTION**

Rodeo and chuckwagon racing at the Calgary Stampede represent the distinct western heritage and character of Calgary, Alberta, Canada. Cowboy imagery is widespread across the community, and every July for a 10-day period, Calgarians and visitors from around the world embrace the western spirit by pulling on their jeans, cowboy hats and boots, and holding Stampede celebrations in their neighborhoods and workplaces – from pancake breakfasts to “doggie dos” with plenty of liquid refreshments to chase the ever-popular beef on a bun.

While many believe the Calgary Stampede is a Canadian institution, animal-right advocates believe “the Calgary Stampede as western heritage is not just a myth. It’s a lie.”<sup>1</sup>

This “two-step between animal-welfare activists and the hootin’-and-hollerin’ rodeo tradition continued in 2010.”<sup>2</sup> The big cash prizes offered to winners of the Stampede rodeo timed events, including the chuckwagon races, calf-roping and steer-wrestling, are believed to put pressure on competitors to win at the expense of the health and welfare of their animals.

<sup>1</sup> Dowbiggin, B. (2010, July 18). Calgary Stampede an uneasy rider on CBC. *Globe and Mail Update*. Retrieved from <http://www.theglobeandmail.com/sports/more-sports/calgary-stampede-an-uneasy-rider-on-cbc/article1644199/?cmpid=rss1>.

<sup>2</sup> Brekken, I. (2010, July 8). Easy does it, cowboy. *Macleans.ca*. Retrieved from <http://www2.macleans.ca/2010/07/08/easy-does-it-cowboy/print>.

### **Ride ‘M Cowboy!**

Professional rodeo is part of a very unique lifestyle, a tradition handed down through the ages from pioneering forefathers who developed the various events and competitions that relates to the open-range animal handling – roping, riding, herding and branding. For centuries, individuals and animals have been competing against their neighboring ranches to determine whose “outfit” had the most skilled cowhands and the best animals.

For those who participate in this tradition, although more closely regulated today, they often compare it to the sports of hockey, baseball, football and basketball. However, those who participate in professional rodeo accept the added responsibility that goes with their chosen lifestyle – the welfare of their animal competitors.

The Canadian Professional Rodeo Association is made up of more than 1,400<sup>3</sup> members who own large numbers of livestock. As handlers of farm animals, they are generally considered experts when it comes to the care and responsibility of their animals. Animals and ranching have played a significant and ongoing role in the development of Alberta (and western Canada). For nearly 100 years this has been proudly celebrated at the annual Calgary Stampede.

### **The Greatest Outdoor Show on Earth?**

The Calgary Stampede was founded in 1912 by Guy Weadick, who was a working cowboy and vaudeville entertainer and featured in the traveling wild-west shows popular world-wide in the early 1900s. Weadick’s dream was to celebrate the romance and display of traditional culture of the old west.<sup>4</sup>

Today, the Calgary Stampede, also known as The Greatest Outdoor Show on Earth, is the world’s largest outdoor rodeo that lasts 10 days and attracts more than one million visitors. In addition to the rodeo, the Calgary Stampede provides many added attractions, including the world-famous Stampede Parade, the world’s premiere chuckwagon championship, one of the world’s leading western art exhibitions, the world’s most unique agriculture showcase, an evening show spectacular including a fabulous fireworks display and the Young Canadians, one of Canada’s largest music festivals, and city-wide festivities and entertainment. These diverse features attract about 220,000 out-of-town visitors to the city each July and garners worldwide media attention.<sup>5</sup>

As of 2006, the rodeo is no longer sanctioned by the Pro Rodeo Cowboy Association (PRCA), or the Canadian Pro Rodeo Association (CPRA), and has become an invitation-only rodeo event for the top competitors of the National Finals Rodeo (NFR),

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<sup>3</sup> Animal Welfare. Canadian Professional Rodeo Association. Retrieve August 7, 2010 from [http://www.rodeocanada.com/animal\\_welfare.htm](http://www.rodeocanada.com/animal_welfare.htm).

<sup>4</sup> Archives. Calgary Stampede. Retrieved August 7, 2010 from <http://calgarystampede.com/about/stampede-history/archives.html>.

<sup>5</sup> Stampede rodeo attendance. Calgary Stampede. Retrieve August 7, 2010 from <http://calgarystampede.com/about/animal-care/fact-sheets/stampede-rodeo-attendance.html>.

the Canadian Finals Rodeo (CFR), and the Professional Bull Riders (PBR) – a first in rodeo. Prize money for the six rodeo events was upped to \$1.6 million, and the purse for the chuckwagon races is \$1 million.<sup>6</sup>

The Stampede Rodeo remains one of the most popular attractions. According to the Stampede's extensive guest research, those who attend a rodeo event give it a stronger overall rating than those who don't attend rodeo events.<sup>7</sup>

With an annual commitment of approximately 400<sup>8</sup> sponsor organization, the Calgary Stampede presents the finest in family entertainment for visitors. IEG the world's leading independent provider of sponsorship information and analysis has assessed the qualitative benefits that a sponsorship with the Calgary Stampede delivers. Based on IEG Intangible Ranking Scale, the Calgary Stampede scored 93 out of 100 points, making us one of the highest ranked properties in North America.<sup>9</sup>

The Calgary Stampede is governed by a board of directors who are both elected and appointed – 20 members elected from the shareholders and eight appointed members – as well as the immediate past president. The executive management committee, lead by the chief executive officer, reports to the board. More than 1,200 year-round employees work with the executive management committee on day-to-day operations. In addition, there are 45 volunteer committees comprising more than 2,000 volunteers who work year-round to organize the various events and activities that occur during the 10-day Calgary Stampede and throughout the year.<sup>10</sup>

Stampede Park, the home to the Calgary Stampede, is busy all year with a wide range of activities. More people visit the park from August to June, than during the 10-day Stampede in July. Fundamentally, the Stampede is a major tourism and economic driver for Calgary, the province of Alberta and for Canada as a whole. The Stampede's economic impact is substantial with park visitors annually spending an estimated \$345 million in Alberta, with the majority of that – \$300 million – being spent in Calgary supporting local hotels, restaurants, retail shops and other businesses.<sup>11</sup>

#### *Animal-Welfare Groups in Western Canada*

The animal-welfare groups in western Canada (Alberta and British Columbia) that were actively engaged in either working with or protesting the Calgary Stampede in 2010 were the Calgary Humane Society, the Alberta Society for the Prevention of Cruelty to

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<sup>6</sup> Calgary Stampede. Search.com. Retrieved August 7, 2010 from [http://www.search.com/reference/Calgary\\_Stampede](http://www.search.com/reference/Calgary_Stampede).

<sup>7</sup> ibid

<sup>8</sup> Sponsorship. Calgary Stampede, Retrieved October 3, 2010 from <http://cs.calgarystampede.com/basics/general-info/contact-us/sponsorship.html>.

<sup>9</sup> ibid

<sup>10</sup> Leadership. Calgary Stampede. Retrieved August 7, 2010 from <http://calgarystampede.com/about/organization/leadership>.

<sup>11</sup> Year-round economic impact. Calgary Stampede. Retrieved August 7, 2010 from <http://calgarystampede.com/about/organization/year-round-economic-impact.html>.

Animals (Alberta SPCA), the Calgary Animal Rights Effort, the Vancouver Humane Society and the People for the Ethical Treatment of Animals (PETA).

#### *Calgary Humane Society*

Founded in 1922, the Calgary Humane Society is the only organization providing a service under the Province of Alberta's Animal Protection Act (Alberta APA) in Calgary. The Calgary Humane Society provides care for surrendered, neglected, abandoned and abused animals.<sup>12</sup>

The Calgary Humane Society recognizes that rodeo, chuckwagon racing and other related forms of entertainment involving the use of animals occur in western Canada. The Calgary Humane Society believes that “while other organizations may wish to intervene in events such as the Stampede through protest, or other means, the Calgary Humane Society has found it can best protect the interests of the animals involved by working with organizations.”<sup>13</sup>

For more than a decade, the Calgary Humane Society has worked with the Calgary Stampede to provide recommendations for improving its animal care practices, by following up on public complaints, and by having its Peace Officers at these events to ensure the Alberta APA is upheld.<sup>14</sup> Under the law, the Calgary Humane Society's primary role in attendance of the Calgary Stampede is to enforce the Alberta APA. Calgary Humane Society Peace Officers attend and monitor Stampede events on a daily basis to ensure animals are being properly treated. They are also immediately on scene of any accident involving an animal to ensure the animal is being treated promptly, efficiently and humanely, to document the incident, and to follow-up on unresolved cases. As stated in the Calgary Humane Society's [2010 Stampede Press Kit](#), “Ultimately, the Calgary Humane Society wants no animal to be harmed at the Stampede – and this is the goal they expect the Stampede to work towards”.

#### *Calgary Animal Rights Effort*

The Calgary Animal Rights Effort is a local Meetup Group (groups of people with shared interests plan meetings and form offline clubs in local communities around the world) of 239 animal activists that have come together to fight against animal cruelty, animals used in experimentations, animals used for food, animals used for entertainment and animals used for clothing. It has held 150 meetups since it was established on April 18, 2007.<sup>15</sup>

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<sup>12</sup> History. Calgary Humane Society. Retrieved September 10, 2010 from <http://www.calgaryhumane.ca/page.aspx?pid=268>.

<sup>13</sup> Calgary Humane Society's position statement on animals in entertainment. Calgaryhuman.ca. Retrieved August 9, 2010. <http://www.calgaryhumane.ca/Page.aspx?pid=424>.

<sup>14</sup> *ibid*

<sup>15</sup> About C.A.R.E. Calgary Animal Rights Effort. Retrieved September 11, 2010 from <http://www.meetup.com/Calgary-Animal-Rights-Welfare/about/>.

### *Alberta SPCA*

The Alberta Society for the Prevention of Cruelty to Animals (Alberta SPCA) is the provincially incorporated registered charity dedicated to the welfare of animals. The Alberta SPCA has been at the forefront of animal-welfare advances in Alberta since being established in 1959, and was instrumental in establishing the Animal Protection Act of Alberta (Alberta APA) in 1967, leading animal protection legislation in Canada. The Alberta SPCA encourages the humane treatment of animals through enforcement of the Alberta APA and through education programs offered across Alberta.<sup>16</sup>

According to the Alberta SPCA [position statement on animals used for entertainment and exhibition](#), the Alberta SPCA accepts the use of animals for entertainment and exhibition “only where there is a standard of care and housing appropriate to the species that ensures the welfare of the animals, and protects them from activities, including training that cause distress or pose a significant risk to their safety and welfare.”

### *Vancouver Humane Society*

Located in Vancouver, British Columbia, the Vancouver Humane Society is a registered charity dedicated to the humane treatment of animals. The Vancouver Humane Society encourages individuals, businesses and government to take responsibility for the welfare of animals affected by human activities, and uses research and education to create a greater understanding of animal welfare problems and find solutions for these problems.<sup>17</sup>

The Vancouver Humane Society has an ongoing campaign to speak out against the inhumane treatment of animals in entertainment, including professional rodeo.<sup>18</sup> A number of factsheets and position statements are available on their website under a button labeled [“Ban Calf Roping at the Calgary Stampede.”](#)

In the past, the Vancouver Humane Society raised concerns over the Cloverdale Rodeo in Metro Vancouver community of Surrey, B.C., one of the largest rodeos in Canada. In 2007, following the death of a calf in a calf-roping event, the Cloverdale Rodeo and Exhibition Association announced that it would discontinue four key events: calf-roping, steer-wrestling, team-roping and wild cow milking – events considered by many to be the most offensive in terms of animal welfare.<sup>19</sup>

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<sup>16</sup> About us. Alberta Society for the Prevention of Cruelty to Animals. Retrieved September 10, 2010 from [http://www.albertaspca.org.about\\_us.asp](http://www.albertaspca.org.about_us.asp).

<sup>17</sup> Help us protect animals. Vancouver Human Society. Retrieved September 10, 2010 from <http://www.vancouverhumansociety.bc.ca>.

<sup>18</sup> *ibid*

<sup>19</sup> Yaworski, B. (2010, July 18). Vancouver Humane Society & PETA demand changes to Calgary Stampede Rodeo. *Vancouver Environmental News Examiner*. Retrieved from <http://www.examiner.com/environmental-news-in-vancouver/vancouver-humane-society-peta-demand-changes-to-calgary-stampede-rodeo>.

### *People for the Ethical Treatment of Animals*

While the People for the Ethical Treatment of Animals (PETA) is an international nonprofit charitable organization located in Norfolk, Virginia, they have influence over the work of the Calgary Animal Rights Meetup Group and the Vancouver Humane Society in their response to the Calgary Stampede. Founded in 1980 to establish and defend the rights of animals, PETA operates under the simple principle that “animals are not ours to eat, wear, experiment on, or use for entertainment.” PETA educates policymakers and the public about animal abuse and promotes kind treatment of animals.<sup>20</sup>

### *Calgary Stampede Animal Care*

During the annual Calgary Stampede, more than 7,500 animals<sup>21</sup> participate in the many exhibition, education and competitive events. The Stampede takes its responsibility for the “care of the animals very seriously” and “welcomes the input of all organizations and experts who share their passion for animals.”<sup>22</sup>

The Stampede has established a collaborative working relationship with the Calgary Humane Society and the Alberta SPCA. During the annual Stampede, both the Calgary Humane Society and Alberta SPCA have complete access to the Stampede Park, and representatives are on-site to monitor rodeo events on a daily basis. The Stampede meets with both groups on a regular basis to review their professional assessment and explore opportunities to enhance the Stampede’s animal care.<sup>23</sup>

The Calgary Humane Society has been quoted as saying, “Over more than a decade of work with the Calgary Stampede, the Calgary Humane Society has been instrumental in significant changes that have reduced injuries.”<sup>24</sup> This collaborative approach has resulted in many enhancements to the chuckwagon races and rodeo events over the years, including:

### Chuckwagon Races

- Changes to the track to reduce injuries.
- Implementation of vet checks on the chuckwagon horses pre/post race.
- Harnesses and equipment now thoroughly checked over prior to the race.
- Barrels changed from hard to collapsible material.
- Stoves stored inside the wagons (used to hang outside the wagons).

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<sup>20</sup> PETA’s history: Compassion in action. People for the Ethical Treatment of Animals. Retrieved September 10, 2010 from <http://www.peta.org/factsheet/files/FactsheetDisplay.asp?ID=107>.

<sup>21</sup> Collaborating on animal care. Calgary Stampede. Retrieve August 7, 2010 from <http://calgarystampede.com/about/animal-care/fact-sheets/collaborating-on-animal-care.html>.

<sup>22</sup> Animal care. Calgary Stampede. Retrieved August 7, 2010 from <http://calgarystampede.com/about/animal-care/>.

<sup>23</sup> Collaborating on animal care. Calgary Stampede. Retrieve August 7, 2010 from <http://calgarystampede.com/about/animal-care/fact-sheets/collaborating-on-animal-care.html>.

<sup>24</sup> *ibid*

### Rodeo Events

- Experienced personnel in the chutes with the calves and steers and improved handling in prep areas.
- Tab extension at the top of the chute gates to prevent animals' legs from getting wedged between the gate rails.
- Modification to chutes for safety and decreased time limit for animals in the chutes.
- Release of fractious animals from chute to reduce chances for injury.
- Improved handling practices of steers in the chutes and assessment of penalties for rough handling.
- Livestock is now housed off-site.<sup>25</sup>

In June 2010, the Stampede announced that it had assembled a group of leading experts to advise them on their efforts for continuous improvement. The new, four-person Animal Care Advisory Panel comprises the following types of experts:

- A professor of animal welfare at the University of Calgary and one of the world's leading experts in the areas of swine, dairy and poultry behavior and animal welfare.
- A past president of the Alberta Veterinary Medical Association and a leading contributor to the development of animal codes of practices both in the province of Alberta and nationally.
- One of Canada's most respected public opinion research advisors.
- The former manager (for 15 years) of Alberta Farm Animal Care and a leading voice in North America for the welfare of farm animals.<sup>26</sup>

That same month, the Stampede announced a rule change to the steer-wrestling event in response to an incident in the 2009 steer-wrestling competition where a steer suffered a deadly spinal cord injury. Under the new rule, the steer must be thrown so its feet and head are facing the same direction to prevent the steer from coming down on its belly with its legs underneath and the cowboy has no momentum to turn the steer over to safety. The new rule is the "first of its kind in the rodeo world."<sup>27</sup>

While the Calgary Humane Society favours the abolition of steer-wrestling, it applauded the new safety move in which judges verbally signal the cowboy to release the animal. According to Stampede chairman David Chalack, a veterinarian, "... you and I [are] at more risk crossing a street than a steer is being bulldogged. But no one has more

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<sup>25</sup> *ibid*

<sup>26</sup> Collaborating on animal care. Calgary Stampede. Retrieve August 7, 2010 from <http://calgarystampede.com/about/animal-care/fact-sheets/collaborating-on-animal-care.html>.

<sup>27</sup> Tetley, D. (2010, June 24). Stampede introduces new rodeo rule to reduce risk for steers. *The Calgary Herald*. Retrieved from <http://www.calgaryherald.com/sports/Stampede+introduces+rodeo+rule+reduce+risk+steers/3194677/story.html>.

respect for animal life than a livestock man. Whenever we lose one, we look seriously at what we can do to reduce the risk.”<sup>28</sup>

## One, Two, Three Shots across the Bow

### *Shot One – Debunking the Myth*

On June 21, 2010 following the announcement of the Stampede’s new Animal Care Advisory Panel, Peter Fricker, an animal-welfare advocate and projects and communication director for the Vancouver Humane Society, published an op-ed in the Calgary Herald calling the “Stampede rodeo a stale myth” and pointing out the fact that the Stampede is a “piece of American mythology parading as Canadian culture.”<sup>29</sup>

Fricker questioned whether or not the public is still attracted to the Stampede’s western heritage noting that attendance has dropped each year since 2006. “In addition to this absolute decline there has been a steep relative decline compared to population growth. Between 1976 and 2009, Stampede attendance grew by just 17 percent. During the same period Calgary’s population grew 127 percent and Alberta’s population grew by 90 percent.”<sup>30</sup>

### *Shot Two – Buck the Rodeo. Calgary Stampede: Canada’s Shameful Spectacle*

PETA turned the attention of its “Buck the Rodeo” campaign on the Stampede prior to the start of the 2010 Calgary Stampede encouraging people to put pressure on the Stampede sponsors to disassociate themselves with this event.<sup>31</sup> The campaign website details PETA’s stance on the chuckwagon races and calf-roping events, and provides a list of sponsors and contact information for people to use in writing a “polite letter” to encourage the sponsors to “disassociate themselves from this deadly event.”<sup>32</sup>

According to PETA, “animals used in the rodeo circuit suffer horribly. The extensive physical trauma and psychological terror experienced by animals used in rodeo and chuckwagon events is obvious”<sup>33</sup> (see Exhibit 1).

As part of the “Buck the Rodeo” campaign, the Vancouver Humane Society decreed that “Rodeo is cruel: Tell Bell!” and made a plea through its website for the public to “please tell Bell Canada to quit sponsoring cruel rodeo events” and provided the contact information for Bell Canada’s chief executive officer as well as a link and encouragement to not only contact Bell but other sponsors of the Calgary Stampede and chuckwagon races as well.<sup>34</sup>

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<sup>28</sup> Brekken, I. (2010, July 8). Easy does it, cowboy. *Macleans.ca*. Retrieved from <http://www2.macleans.ca/2010/07/08/easy-does-it-cowboy/print>.

<sup>29</sup> Fricker, P. (2010, June 21). Stampede rodeo a stale myth. *The Calgary Herald*. Retrieved from [http://www.vancouverhumanesociety.bc.ca/oped\\_stampedemyth.html](http://www.vancouverhumanesociety.bc.ca/oped_stampedemyth.html).

<sup>30</sup> *ibid*

<sup>31</sup> Buck the Rodeo. Calgary Stampede: Canada’s shameful spectacle. People for the Ethical Treatment of Animals. Retrieved August 7, 2010 from <http://www.bucktherodeo.com/stampede.html>.

<sup>32</sup> *ibid*

<sup>33</sup> *ibid*

<sup>34</sup> Latest news. Vancouver Humane Society. Retrieved August 7, 2010 from <http://vancouverhumanesociety.bc.ca/stampede.html>.

The Calgary Animal Rights Meetup Group took PETA's message to the streets of Calgary a week before the start of the 2010 Stampede urging people to boycott major corporations that sponsor the rodeo, including Bell Canada which had been sponsoring the steer-wrestling event<sup>35</sup> (see Exhibit 2).

According to a member of the Meetup Group, "Every year animals are hurt and killed and scared out of their minds for the sake of entertainment, not to mention the ones that get killed in the practice session."<sup>36</sup>

In response, a Calgary Stampede spokesperson confirmed that although Bell Canada is a sponsor of the Stampede, it no longer sponsors the steer-wrestling event. A Bell Canada spokesperson added, "We support the Stampede and are confident in their management of all events."<sup>37</sup>

Advocates for Agriculture also responded to the Meetup Group's protest through its blog encouraging the animal agriculture community to "take advantage of events like these [the Stampede] to educate the public about what it is we do."<sup>38</sup>

#### *Shot Three – "That's Entertainment?"*

Just days before the start of the 2010 Calgary Stampede, the Vancouver Humane Society ran a \$15,000 ad in the Calgary Herald attacking calf-roping (the first anti-rodeo ad to be run in the Calgary Herald).<sup>39</sup> The full-page ad directed people to the Vancouver Humane Society website calling the Stampede a "cruel spectacle and advocates 'Putting an end to abuse as entertainment'"<sup>40</sup> (see Exhibit 3).

The Calgary Humane Society, a partner in the Calgary Stampede, responded by asking that the calf-roping event be dropped. According to an information page given to the media, the Calgary Humane Society now "has serious concerns about steer-wrestling, calf-roping and chuckwagon racing and recommends elimination of calf-roping."<sup>41</sup>

In addition, as part of PETA's "Buck the Rodeo" campaign, PETA and the Vancouver Humane Society called for Stampede officials to ban the "violent" calf-roping event.<sup>42</sup>

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<sup>35</sup> Animal rights activists target Stampede sponsors. CTV Calgary. Retrieved August 7, 2010 from [http://calgary.ctv.ca/servlet/an/local/CTVNews/20100703/CGY\\_stampede\\_protest\\_100703/20100703/?hub=CalgaryHome](http://calgary.ctv.ca/servlet/an/local/CTVNews/20100703/CGY_stampede_protest_100703/20100703/?hub=CalgaryHome).

<sup>36</sup> *ibid*

<sup>37</sup> *ibid*

<sup>38</sup> Animal rights activists target Stampede sponsors. Advocates for Agriculture. Retrieved August 7, 2010 from <http://advocatesforag.blogspot.com/2010/07/calgary-stampede-sponsors-targeted.html>.

<sup>39</sup> Controversial calf-roping ad runs as Calgary Stampede opens. MarketWatch. Retrieved August 7, 2010 from <http://blogs.marketwatch.com/canada/2010/07/07/controversial-calf-roping-ad-runs-as-calgary-stampede-opens/tab/print/>.

<sup>40</sup> *ibid*

<sup>41</sup> *ibid*

<sup>42</sup> Buck the Rodeo. Calgary Stampede: Canada's shameful spectacle. People for the Ethical Treatment of Animals. Retrieved August 7, 2010 from <http://www.bucktherodeo.com/stampede.html>.

## Horse Deaths

### Timeline/Chronology

*Friday, July 9, 2010* – The 2010 Calgary Stampede gets underway.

*Sunday, July 11, 2010* – A horse suffers a suspected heart attack in the middle of a team cattle penning competition. When the horse rolled over, its rider suffered a broken shoulder and serious head injury and was sent to hospital.<sup>43</sup>

*Monday, July 12, 2010* – A chuckwagon horse suffered a suspected heart attack and died Monday morning. Later that day, a horse broke its back during a bucking event, and a fourth horse suffered a shoulder injury during a chuckwagon race. The veterinarian on scene ordered it euthanized.<sup>44</sup>

*Wednesday, July 14, 2010* – A horse died following a chuckwagon race after appearing to be unwell and despite veterinary attention.<sup>45</sup> According to Stampede spokesman, Doug Fraser, there was no apparent reason why the horse experienced stress. The animal received treatment from the Stampede veterinarian but died about 40 minutes later in its stall. Chuckwagon driver Kurt Bensmiller, the owner of the horse, requested a post-mortem to determine the exact cause of death.<sup>46</sup>

*Thursday, July 15, 2010* – A horse died after the chuckwagon races on Thursday night.<sup>47</sup>

## Social and Traditional Media Outrage

Final media analysis of both social (blogs, Twitter, social networks, messages, boards, wikis) and traditional media (major news sources) showed that the outcome of the 2010 Stampede had an overall negative impact on the Calgary Stampede's reputation.

When comparing 2010 to 2009 social media sentiment, the Calgary Stampede lost 13 percent of its good reputation in 2010 compared to 2009 and the negative sentiment increased by nine percent online.

The Calgary Stampede also suffered a loss in traditional media sentiment in 2010 compared to 2009. While positive sentiment shifted seven percent, neutral sentiment declined 12 percent and negative sentiment increased 19 percent in the traditional media coverage in 2010 compared to 2009 (see Exhibit 5). This shift in traditional media

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<sup>43</sup> *ibid*

<sup>44</sup> *ibid*

<sup>45</sup> Sixth horse death at Calgary Stampede. Horsetalk.co.nz. Retrieved August 7, 2010 from <http://www.horsetalk.co.nz/new/2010/07/109.shtml>.

<sup>46</sup> Down, J. & Gerson, J. (2010, July 15). Tough year for Stampede as 5<sup>th</sup> horse dies, attendance off, tickets returned. *The Calgary Herald*. Retrieved from <http://www.edmontonjournal.com/sports/Tough+year+Calgary+Stampede+horse+dies+attendance/3280056/story.html>.

<sup>47</sup> *ibid*

sentiment can be attributed to the fact that the six dead horses attracted more national media attention than was experienced in 2009.

The following is a sample of what was said.

On Friday, July 9, 2010, Brandon Bosworth wrote the following in his blog, *Animals.Change.org*, “Yee-haw! Today marks the start of one of North America’s oldest and largest celebrations of smacking animals around: the Calgary Stampede.”<sup>48</sup>

On Tuesday, July 13, 2010, Peter Fricker of the Vancouver Humane Society spoke out on News1130 all news radio in Vancouver. Fricker stated that the “show is outdated” and the Vancouver Humane Society “feel[s] that the event is putting those horses under unnecessary stress.”<sup>49</sup>

On Wednesday, July 14, 2010, Petti Fong wrote in *thestar.com* that “the death of four horses within 24 hours has left organizers of the event reeling and critics renewing their calls to stop the use of animals for entertainment.”<sup>50</sup> Fong reported that while Stampede officials call the deaths “unfortunate,” animal welfare advocates, including the Calgary Humane Society, believe the debate and changing and that “the rash of deaths has altered public attitudes.”<sup>51</sup> According to the Calgary Humane Society spokesperson Desiree Arsenault, the number of people talking about the Stampede who were in favour of the rodeo events went from about 70 percent in 2009 to 50 percent “this week...now 50 percent want to keep the rodeo while the other half want to see the events shut down.”<sup>52</sup>

PETA weighed in on its blog, *The PETA Files* on Thursday, July 15, 2010 encouraging people to “please take action and ask the Stampede sponsors to disassociate themselves from the event” after six horses died during this year’s event.<sup>53</sup>

The outcry over dead and injured animals put Stampede officials on the defensive. On July 15, 2010 David Chalack, president and chairman of the Calgary Stampede Board and a practicing veterinarian, told the *Globe and Mail* that “horses on race tracks around the world have injuries, and, regrettably, from time-to-time, have sudden deaths based on physiological and anatomical breakdowns.”<sup>54</sup>

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<sup>48</sup> Bosworth, B. (2010, July 9). A stampede of animal abuse in Calgary. Retrieve from [http://animals.change.org/blog/view/a\\_stampede\\_of\\_animal\\_abuse\\_in\\_calgary](http://animals.change.org/blog/view/a_stampede_of_animal_abuse_in_calgary).

<sup>49</sup> Vancouver Humane Society upset over Stampede horse deaths. News1130 All News Radio. Retrieved August 7, 2010 from <http://www.news1130.com/article/print/77210>.

<sup>50</sup> Fong, P. (2010, July 14). Stampede horse deaths spark debate. *thestar.com*. Retrieved from <http://www.thestar.com/printarticle/835143>.

<sup>51</sup> ibid

<sup>52</sup> ibid

<sup>53</sup> Canada’s carnage continues. *The PETA Files*. Retrieved from [http://blog.peta.org/archives/2010/07canadas\\_carnage.php](http://blog.peta.org/archives/2010/07canadas_carnage.php).

<sup>54</sup> Duhatschek, E. (2010, July 15). Animal welfare comes first, says vet who chairs Stampede board. *The Globe and Mail*. Retrieved from <http://www.theglobeandmail.com/news/national/prairies/animal-welfare-comes-first-says-vet-who-chairs-stampede-board/article1641748/?cmpid=rss1>.

Vancouver Humane Society spokesperson Peter Fricker published an op-ed in the *Winnipeg Free Press* on Friday, July 16, 2010 arguing, “rodeos are demeaning to us all.” Fricker draws an analogy to a “fake” reality TV program tormenting dogs to tormenting three-month old calves just for the sake of entertainment. He quoted renowned animal behaviorist Temple Grandin’s research that found “the single worst thing you can do to an animal emotionally is to make it feel afraid. Fear is so bad for animals I think it’s worse than pain,” Grandin said.<sup>55</sup>

The actions by animal-welfare advocates served to pull the cowboy community together. On July 16, 2010, the final Friday of the Stampede, some cowboys along with a group of their wives held pink signs that said, “We love animals and rodeo” in a show of support for the Stampede<sup>56</sup> (see Exhibit 4).

On July 17, 2010 *JCVdude* published a video on YouTube commenting on the [six dead horses at the Calgary Stampede](#).

On July 18, 2010, the Vancouver Humane Society called for an immediate halt to the [Calgary Stampede chuckwagon races](#) after four of the six horses that died were killed in this event. “This event has become a killing ground for horses,” said Vancouver Humane Society spokesperson Peter Fricker.<sup>57</sup> The Vancouver Humane Society also asked the Canadian Veterinary Medical Association to demand the Stampede immediately suspend the chuckwagon event.

### **Curtain Draws on Another Stampede**

As the 2010 Calgary Stampede came to a close, it was reported to be one of the worst on record in terms of animal deaths and human injuries.<sup>58</sup> The deaths of the first four out of six horses in total within a 24-hour period resulted in animal rights activists being more vocal than ever, calling the animal death toll “depressingly predictable” and urging people to boycott the rodeo until events where animals have died, such as the chuckwagons, steer-wrestling and calf-roping, are ended.<sup>59</sup>

The weather also wreaked havoc on the 2010 Stampede. Stampede officials exchanged or refunded 2,000 tickets after heavy rain and winds forced the cancellation of the

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<sup>55</sup> Fricker, P. (2010, July 16). Rodeos are demeaning to us all. *Winnipeg Free Press*. Retrieved from [http://www.vancouverhumansociety.bc.ca/opeds\\_rodeodemeaning.html](http://www.vancouverhumansociety.bc.ca/opeds_rodeodemeaning.html).

<sup>56</sup> Slade, D. (2010, July 17). Stampede cowboys defend rodeo way of life. *CalgaryHerald.com*. Retrieved from <http://www.calgaryherald.com/sports/Stampede+cowboys+defend+rodeo+life/3289299/story.html>.

<sup>57</sup> Yaworski, B. (2010, July 18). Vancouver Humane Society and PETA demand changes to Calgary Stampede rodeo. *Examiner.com/blog* Retrieved from <http://www.examiner.com/environmental-news-in-vancouver/vancouver-humane-society-peta-demand-changes-to-calgary-stampede-rodeo>.

<sup>58</sup> Dearing, S. (2010, July 17). Animal deaths, human injuries cast shadow over Calgary Stampede. *Digitaljournal.com*. Retrieved from <http://www.digitaljournal.com/article/294787>.

<sup>59</sup> Montgomery, S. (2010, July 19). Calgary Stampede head says horse deaths, midway accident not ‘catastrophic’. *The Canadian Press*. Retrieved from <http://www.dawsoncreekdailynews.ca/article/GB/20100719/CP03/307199859/-1/DAWSONCREEK02/calgary-stampede-head-says-horse-deaths-midway-accident-not&template=cpart>.

chuckwagon races and Grandstand Show midweek. The track was too damaged by rain to safely hold the event.<sup>60</sup>

The 2010 Stampede suffered a final blow when a popular midway ride, the Scorpion, suddenly came crashing down, injuring 10 people and sending six people between the ages of 13 and 19 to the hospital. Following the incident, Stampede spokesperson, Doug Fraser, confirmed a “mishap on a ride.”<sup>61</sup> The general manager of North American Midway, which provides all of the rides at the Stampede, said the rides were inspected daily and that “such an accident is unprecedented since the company’s founding in 2004.”<sup>62</sup>

Stampede CEO Vern Kimball said his organization hadn’t given any thought to what the midway accident could mean for the reputation of the western fair, which has operated in Calgary for almost 100 years. “Our concern right now is for those who are injured and for the families affected by this incident. That’s as far as we’ve given any thought at this moment.”<sup>63</sup>

Media requests to speak with Stampede president Dr. David Chalack, or incoming president Michael Casey, on the triumphs and tribulations over the 10-day event were denied the final day of the Stampede. Officials wanted time to reflect before speaking to the media.

The 2010 Stampede attendance had an overall cumulative decrease of 41,242 turnstiles compared to 2009 (1,145,394 turnstiles in 2010 compared to 1,186,636 in 2009).<sup>64</sup> Wild weather, including hailstorms, funnel clouds and record rain, were blamed for the decrease in attendance.

Was it more than the wild weather that caused the decrease in turnstiles? What about the overall decrease in sentiment in online and traditional media? Are people starting to question the merits of using animals in entertainment? What would you advise incoming Stampede President Michael Casey to do in preparing for the 2011 Calgary Stampede?

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<sup>60</sup> Down, J. & Gerson, J. (2010, July 15). Tough year for Stampede as 5<sup>th</sup> horse dies, attendance off, tickets returned. *The Calgary Herald*. Retrieved from <http://www.edmontonjournal.com/sports/Tough+year+Calgary+Stampede+horse+dies+attendance/3280056/story.html>.

<sup>61</sup> Stampedeers pack the midway as ride accident probe begins. CTV.ca. Retrieved August 7, 2010 from <http://www.ctv.ca/CTVNews/TopStories/20100717/calgary-stampede-accident-100717/>.

<sup>62</sup> *ibid*

<sup>63</sup> *ibid*

<sup>64</sup> Tetly, D. (2010, July 19). 2010 a year of wins and losses for Stampede; Attendance falls by 41,242. *The Calgary Herald*. Retrieved from [http://www.calgaryherald.com/story\\_print.html?id=3295889&sponsor=](http://www.calgaryherald.com/story_print.html?id=3295889&sponsor=).

### Exhibit 1: PETA’s Buck the Rodeo Campaign

<http://web.archive.org/web/20080705130439/http://www.bucktherodeo.com/stampede.html>

### Exhibit 2: Stampede Cowboys Defend Rodeo Way of Life, Calgary Herald, July 17, 2010

<http://www2.canada.com/calgaryherald/news/city/story.html?id=1374334e-4045-4a52-bc10-03bc9fd4a37e>

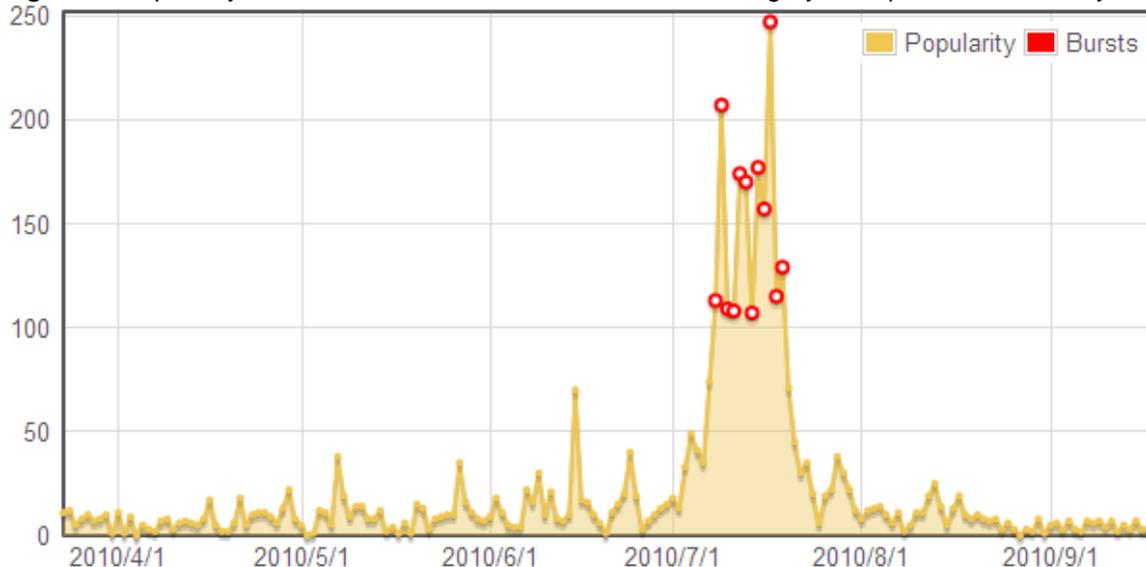
### Exhibit 3: Traditional and Social Media Analysis

All graphics and information for this report were extracted from Sysomos<sup>65</sup> Map Media Analysis Platform which uses contextual text analytics and data mining technology to collect data from blogs, Twitter, social networks, messages, boards, wikis and major news sources.

### Synopsis

This report represents an analysis of the 10 days of the Stampede plus one day following the completion of the event – July 9 - 19, 2010 – using the search terms Calgary Stampede. During this period there is increased content generation pertaining to the Calgary Stampede. This report presents an overall activity summary as well as a look into the key terms and topics driving these conversations.

**Figure 1:** Popularity curve shows the number of mentions of “Calgary Stampede” for each day.

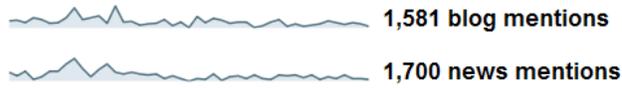


<sup>65</sup> Greek for “everything together”, the Sysomos Map emerged from an advanced research project started in 2005 at the University of Toronto. The project led to the creation of a core content aggregation and analysis engine released as BlogScope in 2006. Toronto-based Sysomos was incorporated in September 2007 with the launch of MAP. Sysomos is a subsidiary of Marketwire Inc. who generously provided access to the MAP for this case study.

## Overall Activity

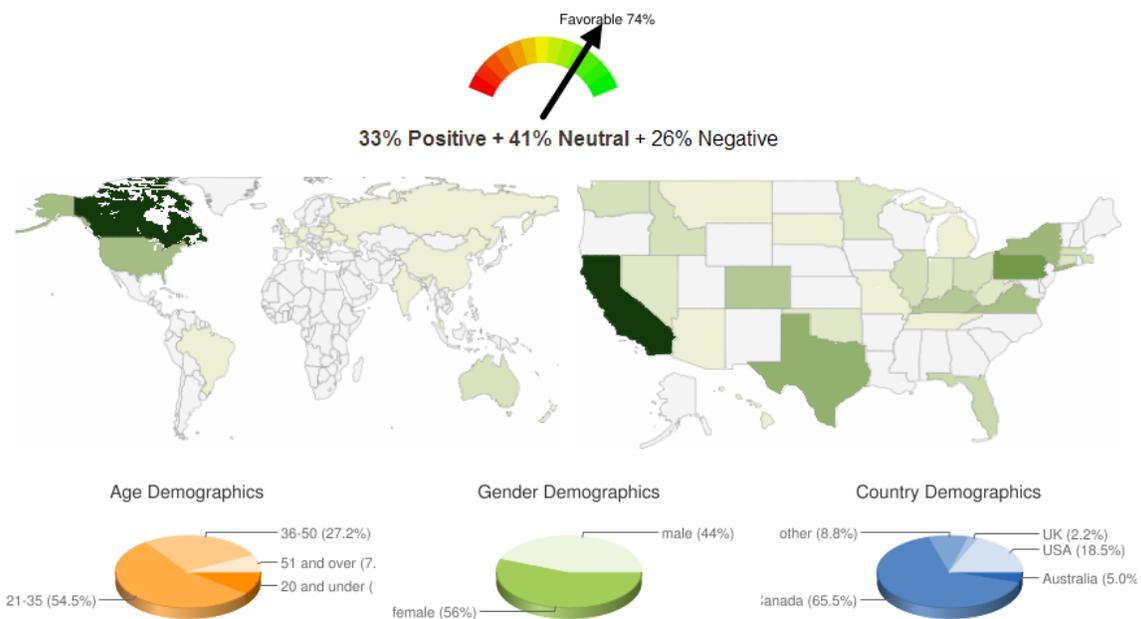
**Figure 2:** Activity summary for “Calgary Stampede” from July 9-19, 2010.

### Activity Summary



11,192 tweets (estimated total), 1,085 message board postings in selected date range, and 195,316 total web hits

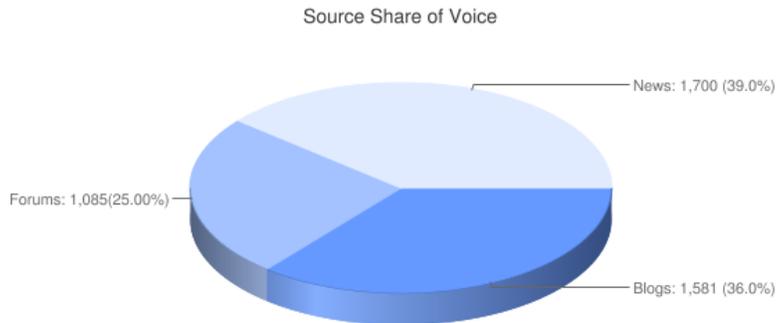
### Demographics (blogs)



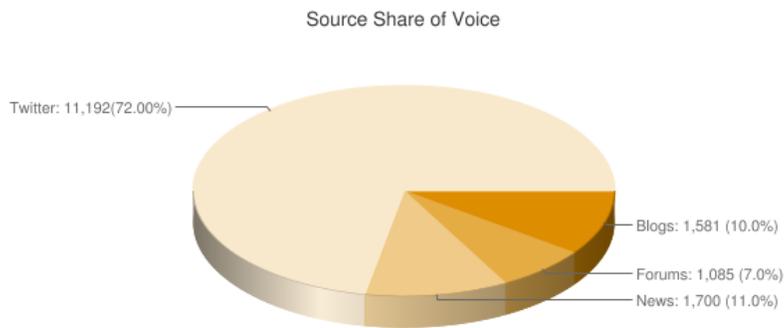
## Share of Voice

**Figure 3:** “Calgary Stampede” share of voice from July 9-19, 2010.

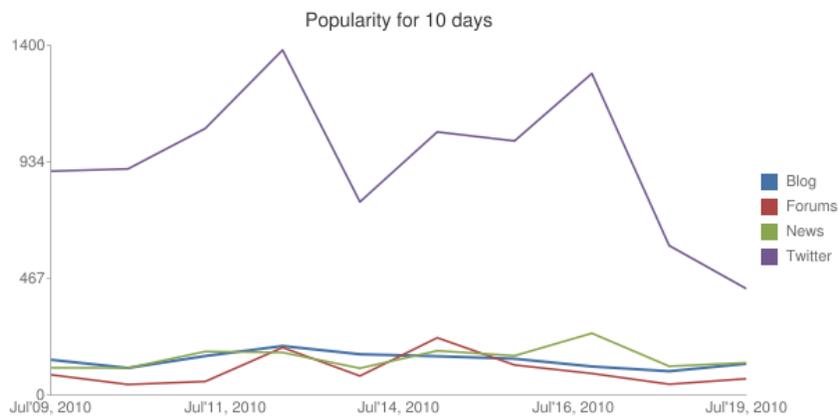
### Source Share of Voice



### Source Share of Voice (including Twitter)



### Popularity by Media



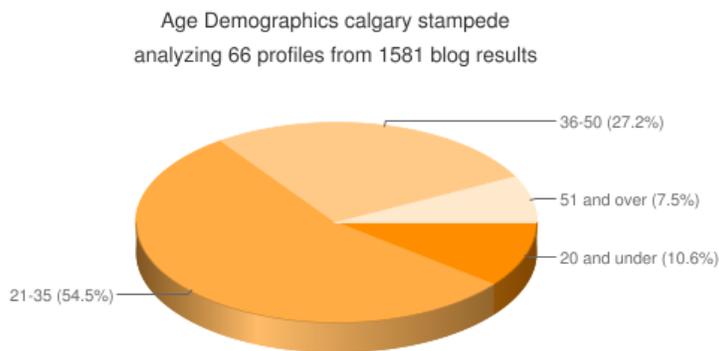
## Demographics

July 9-19, 2010

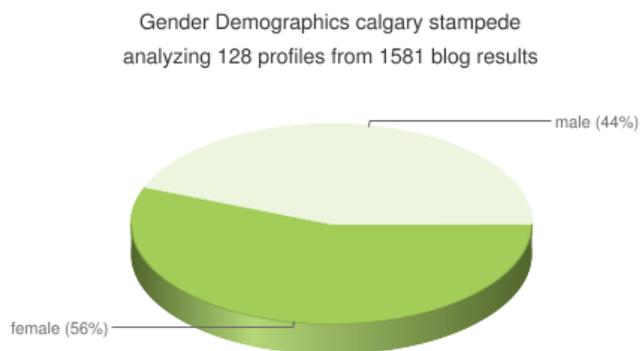
The demographic profile of individuals creating content in the social media space are primarily females, aged 21 to 35 from Canada. Within Canada, the top two provinces with the highest concentration of users are Alberta (49.5%) and Ontario (24.6%).

**Figure 4:** Segmented demographics “Calgary Stampede” from July 9-19, 2010 based on profiles from blog results.

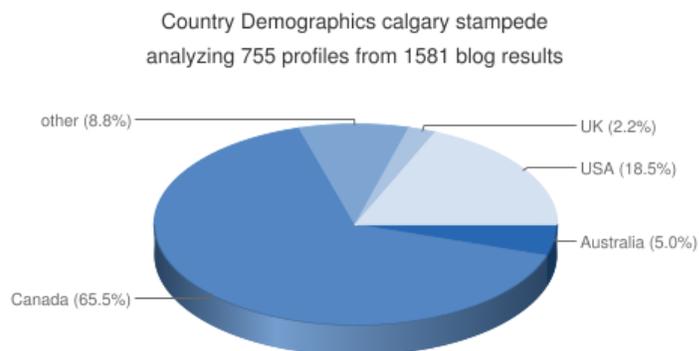
### Age Distribution



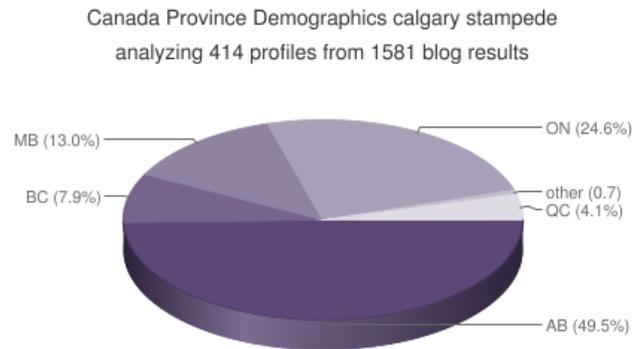
### Gender Distribution



### Country Distribution



### Canada Province Distribution

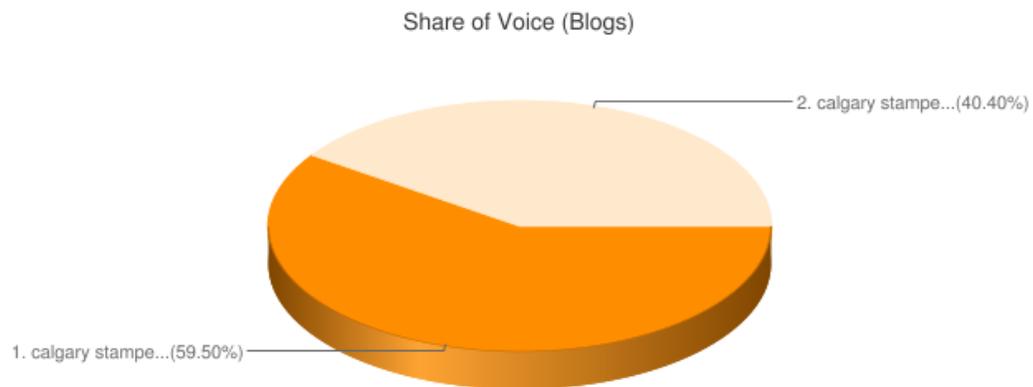


### Comparison – Online Share of Voice

Overall **online** share of voice comparison between the 2010 and the 2009 Calgary Stampedes:

**Figure 5:** Online share of voice comparison for “Calgary Stampede” – 1) July 9-19, 2010, 2) July 3-13, 2009.

### Share of Voice

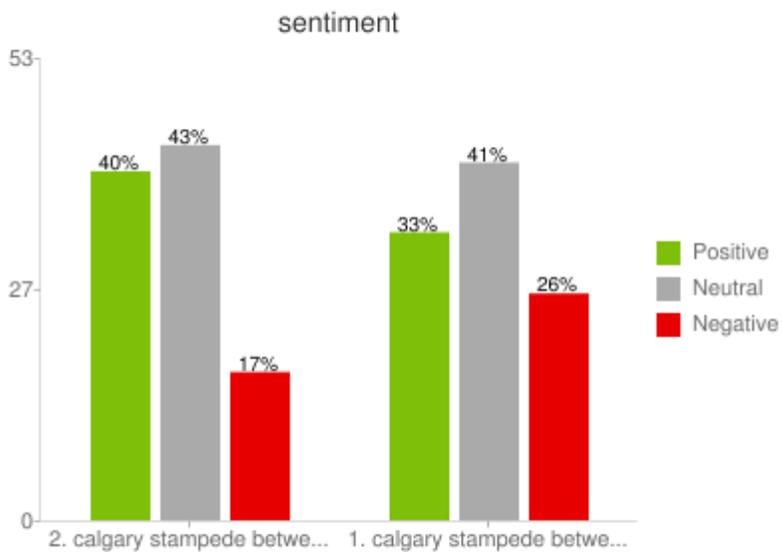


## Comparison – Online Sentiment

Using Sysomos' automated sentiment engine, the percentage of positive, neutral and negative conversations **online** were compared between the 2010 and 2009 Calgary Stampedes:

**Figure 6:** Online sentiment comparison for "Calgary Stampede" 1) July 9-19, 2010, 2) July 3-13, 2009.

### Sentiment Comparison



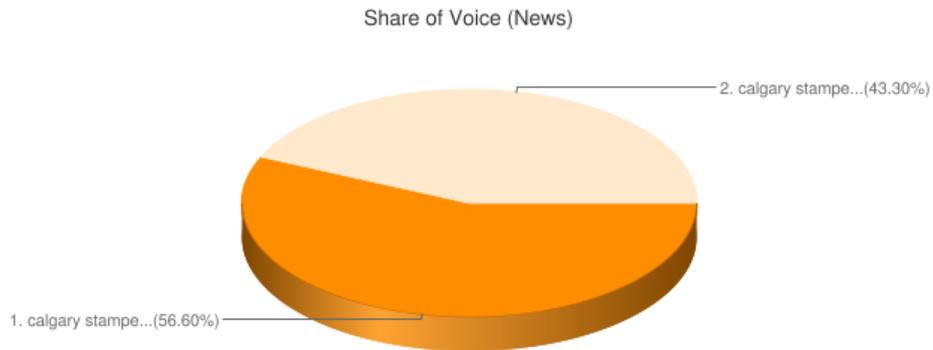
### Comparison – Traditional Media Share of Voice

Overall **traditional media** share of voice comparison between the 2010 and 2009 Calgary Stampedes:

**Figure 7:** Traditional media share of voice comparison for “Calgary Stampede” – 1) July 9-19, 2010, 2) July 3-13, 2009.

#### Share of Voice

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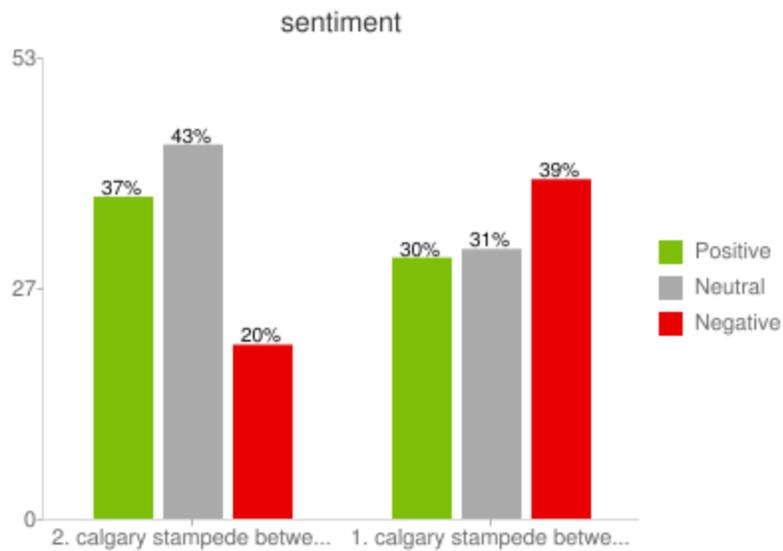


## Comparison – Traditional Media Sentiment

Using Sysomos' automated sentiment engine, the percentage of positive, neutral and negative **traditional media** reports were compared between the 2010 and 2009 Calgary Stampedes:

**Figure 8:** Traditional media comparison for “Calgary Stampede” – 1) July 9-19, 2010, 2) July 3-13, 2009.

### Sentiment Comparison



## ESCALATION – PART B

### The Call to Boycott the Stampede Goes International

National and international voices began to weigh-in on the call to boycott the Calgary Stampede rodeo and chuckwagon races.

During the Montreal, Quebec launch of a [controversial new animal-rights ad campaign](#) sponsored by PETA, “Baywatch” star Pamela Anderson joined a growing number of animal-rights advocates in condemning the Calgary Stampede. Anderson said she considers the event to be “very cruel” and “accused the Calgary Stampede of animal cruelty.”<sup>66</sup>

PETA and other animal-rights advocates compared the Calgary Stampede to the annual seal hunt when condemning Canada’s treatment of animals. “As if Canada’s annual seal massacre isn’t enough, the Calgary Stampede adds to the country’s annual death toll. This year it’s rodeo business as usual – five horses have already died and the event doesn’t end until Sunday.”<sup>67</sup> Another animal-rights blogger posted the following, “At first Calgary officials said the Stampede was cultural and historic – same argument used by seal hunters in Eastern Canada... There is no difference today between cockfight, dogfighting or the Calgary Stampede because of another common denominator – money. Specifically making money and entertaining people at the expense of animals.”<sup>68</sup>

The Vancouver Humane Society and PETA recruited the Humane Society of Canada (a national initiative focused on “creating and sustaining a truly humane society”<sup>69</sup>) to lend its voice to the call to boycott the Stampede.<sup>70</sup>

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<sup>66</sup> Pam Anderson: Stampede chuckwagon race ‘cruel’. CTV.ca. Retrieved from CTV.ca September 10, 2010 <http://www.ctv.ca/CTVNews/TopStories/20100715/pamela-anderson-chuckwagon-100715/>.

<sup>67</sup> J. O’connor. (2010, July 15). The PETA files: Canada’s carnage continues. Retrieved from [http://blog.peta.org/archives/2010/07/canadas\\_carnage.php](http://blog.peta.org/archives/2010/07/canadas_carnage.php).

<sup>68</sup> P. Kraaijer (2010, July 18). Animals and animalrights in the media worldwide: Calgary Stampede – 6 dead horses so far for entertainment (Canada). [Web log post]. Retrieved from <http://animals-in-the-news.blogspot.com/2010/07/calgary-stampede-6-dead-horses-so-far.html>.

<sup>69</sup> About HSC. Humane Society of Canada. Retrieved December 29, 2010 from <https://www.humanesociety.com/about-hsc>.

<sup>70</sup> Yaworski, B. (2010, July 18). Vancouver Humane Society & PETA demand changes to Calgary Stampede Rodeo. *Vancouver Environmental News Examiner*. Retrieved from <http://www.examiner.com/environmental-news-in-vancouver/vancouver-humane-society-peta-demand-changes-to-calgary-stampede-rodeo?render=print>.

In a letter to the editor of the *Globe and Mail* (one of Canada's two national newspapers), the author questioned whether or not "the calf-roping cowboys would be willing to replace the calves with their own children or the family dog? Of course not, and I'll continue to boycott the Stampede and its sponsors for however long this unseemly distinction is perpetuated."<sup>71</sup>

The push to boycott the Stampede rodeo and chuckwagon races expanded internationally when the League Against Cruel Sports (one of Britain's oldest and most respected animal-welfare charities that helped ban fox hunting in the U.K.) called for the end of calf-roping, an event it believes is mistreating animals for the purpose of entertainment.<sup>72</sup> The group garnered the support of more than 50 British MPs who signed a motion "condemning rodeos and calling on the Canadian government to take steps to end the immense cruelty to animals in events such as calf-roping, which is practiced at rodeos including the Calgary Stampede."<sup>73</sup>

The League Against Cruel Sports also urged supporters to write the Canadian High Commission to voice their opposition to the rodeo, and asked British travel firms to stop offering vacation packages to the Calgary Stampede. "Canada is a beautiful country with so much to do, there really is no need to be abusing animals in this way for entertainment. We know from our opinion polls that British tourists vote with their feet on other animal welfare issues such as bullfighting, and we will be persuading them to do the same with the rodeo."<sup>74</sup>

"Internationally SPCA's in Britain, the United States, Australia and New Zealand all oppose rodeo. This is not an extreme animal-rights position; it's a mainstream animal-rights position" said Peter Fricker, Vancouver Humane Society spokesperson.<sup>75</sup>

"British support is a first step toward internationalizing opposition to rodeos in Canada. Visitors to Canada just don't know about the cruelty involved in rodeo until they've attended one. We aim to make sure they know beforehand," said Fricker.<sup>76</sup>

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<sup>71</sup> Rhodes, B. (2010, July 13). Letters to the editor: An inhumane tradition. *The Globe and Mail*. Retrieved from <http://www.theglobeandmail.com>.

<sup>72</sup> "British animal rights group jumps on Stampede boycott wagon." *CalgaryHerald.com*. Retrieved 7 Aug. 2010.  
<http://www.calgaryherald.com/British+animal+rights+group+jumps+Stampede+boycott+bandwagon/3252805/story.html>

<sup>73</sup> Latest news. Vancouver Humane Society. Retrieved August 10, 2010 from <http://vancouverhumanesociety.bc.ca/stampede.html>.

<sup>74</sup> *ibid*

<sup>75</sup> "British animal rights group jumps on Stampede boycott wagon." *CalgaryHerald.com*. Retrieved 7 Aug. 2010.  
<http://www.calgaryherald.com/British+animal+rights+group+jumps+Stampede+boycott+bandwagon/3252805/story.html>

<sup>76</sup> Latest news. Vancouver Humane Society. Retrieved August 10, 2010 from <http://vancouverhumanesociety.bc.ca/stampede.html>.

However, in a blog post, the League Against Cruel Sports acknowledged one fact that challenged their campaign to have the Calgary Stampede banned. In more than 20 interviews with various Canadian television and radio outlets, “we were challenged with the fact that the Calgary Humane Society has a role within the Stampede to keep a check on animal welfare. They clearly need to open their eyes and quit their complicity in this animal abuse.”<sup>77</sup>

Given the League Against Cruel Sports influence in shutting down the fox hunt in the U.K and the Vancouver Humane Society’s success in influencing the demise of four key events – calf-roping, steer-wrestling, team-roping and wild cow milking – at the Cloverdale Rodeo in Metro Vancouver,<sup>78</sup> would you advise incoming Stampede President Michael Casey to begin planning for the potential of a Stampede without those events, or the entire rodeo itself? What, if anything, can the Stampede do stave off the pressure from these activist groups? What should the Stampede do to manage its relationships with the Calgary Humane Society and the Alberta SPCA amid this growing pressure?

## ESCALATION – PART C

### Carbon Drilling Animal Abusers

Not only was Alberta’s tourism industry under attack as a result of the six dead horses at the Calgary Stampede, but also as a result of the development of the oil sands (a natural mixture of sand, water, clay and bitumen, which is oil that is too heavy or thick to flow or be pumped without being diluted or heated).<sup>79</sup>

On July 14, 2010, the mid-point of the 2010 Calgary Stampede, San Francisco-based Corporate Ethics International launched its “[Rethink Alberta](#)” campaign with billboards and advertising urging tourists to boycott the province “because of environmental damage caused by the tar sands (the term environmentalists use to describe the oil sands).”<sup>80</sup>

The campaign rolled out with billboards in Seattle, Portland, Denver and Minneapolis. The street-level signage read, “Alberta: the Other Oil Disaster,” which was above two side-by-side images of oil-coated birds. One image was labeled, “Gulf Oil Spill Disaster,” referring to the BP oil spill in the Gulf of Mexico, and the other had the

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<sup>77</sup> Steve. (2010, July 13). League Against Cruel Sports: Update on the Calgary Stampede. [Web log post]. Retrieved from [http://www.league.org.uk/blogs\\_entry.aspx?id=78](http://www.league.org.uk/blogs_entry.aspx?id=78).

<sup>78</sup> Yaworski, B. (2010, July 18). Vancouver Humane Society & PETA demand changes to Calgary Stampede Rodeo. *Vancouver Environmental News Examiner*. Retrieved from <http://www.examiner.com/environmental-news-in-vancouver/vancouver-humane-society-peta-demand-changes-to-calgary-stampede-rodeo?render=print>.

<sup>79</sup> Canadian Association of Petroleum Producers. (2010). *Upstream dialogue. The facts on: Oil sands 2010*. Retrieved from <http://www.capp.ca/getdoc.aspx?DocId=178979&DT=NTV>.

<sup>80</sup> Babad, M. (2010, July 15). Five dead rodeo horses, the oil sands and Alberta’s rep. *The Globe and Mail*. Retrieved from [www.theglobeandmail.com](http://www.theglobeandmail.com).

caption, “Alberta Tar Sands Oil Disaster.”<sup>81</sup> The campaign, which urged would-be visitors to “rethink planning a trip to Alberta,” expanded to the UK two weeks after the U.S. launch.<sup>82</sup> Corporate Ethics International also took out ads on Google and popular tourism websites.

This was the second controversial campaign targeting Alberta’s oil sands sponsored by Corporate Ethics International. The first campaign compared development of the oil sands to “the plundering of Pandora, the fictional planet depicted in James Cameron’s blockbuster movie *Avatar*.”<sup>83</sup>

### **In Defense of Alberta**

Alberta Premier Ed Stelmach called the “Rethink Alberta” campaign “an attack on the 100,000 people whose livelihoods are tied to the tourism industry.”<sup>84</sup> Alberta is famous worldwide for its stunning mountain vistas and wide-open spaces; however, Corporate Ethics International wanted “oil-soaked birds to be the image that sticks out in tourists’ minds.”<sup>85</sup> In 2008, more than 1,000 ducks were trapped in [Synkrude Canada’s](#) tailings ponds, resulting in the images of the oil-soaked birds used in the “Rethink Alberta” campaign.

In response, Premier Stelmach published an [editorial](#) on Politico.com pointing out the importance of Alberta’s oil and gas industry to the U.S. “A good neighbor lends you a cup of sugar. A great neighbor supplies you with 1.4 million barrels of oil per day.”<sup>86</sup>

As the focal point of one of two international campaigns adversely affecting Calgary and Alberta’s tourism industry, how would you advise incoming Stampede President Michael Casey to respond? What should be done to manage key stakeholder relationships between the Calgary Stampede, Tourism Calgary and Travel Alberta, and the Province of Alberta? How would you respond to political pressure to fight back?

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<sup>81</sup> Canadian Press. (2010, July 14). Oil sands ads urge tourists to avoid Alberta. *The Globe and Mail*. Retrieved from [www.theglobeandmail.com](http://www.theglobeandmail.com).

<sup>82</sup> *ibid*

<sup>83</sup> *ibid*

<sup>84</sup> Babad, M. (2010, July 15). Five dead rodeo horses, the oil sands and Alberta’s rep. *The Globe and Mail*. Retrieved from [www.theglobeandmail.com](http://www.theglobeandmail.com).

<sup>85</sup> Canadian Press. (2010, July 14). Oil sands ads urge tourists to avoid Alberta. *The Globe and Mail*. Retrieved from [www.theglobeandmail.com](http://www.theglobeandmail.com).

<sup>86</sup> Stelmach, E. (2010, July 16). In defense of oil sands. Politico.com. Retrieved from <http://www.politico.com/news/stories/0710/39836.html>.

Note for context: Canada has the second largest oil reserves in the world, behind Saudi Arabia, and 97 percent of these reserves are in the oil sands.<sup>87</sup> Canada is the largest supplier of crude oil and petroleum products to the U.S.; today, half of Canada's oil production comes from the oil sands.<sup>88</sup> Canada produces two percent of the world's greenhouse-gas emissions, and the oil sands account for about five percent of that.<sup>89</sup>

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<sup>87</sup> Canadian Association of Petroleum Producers. (2010). *Upstream dialogue. The facts on: Oil sands 2010*. Retrieved from <http://www.capp.ca/getdoc.aspx?DocId=178979&DT=NTV>.

<sup>88</sup> Canadian Association of Petroleum Producers. (2010). *Upstream dialogue. The facts on: Oil sands 2010*. Retrieved from <http://www.capp.ca/getdoc.aspx?DocId=178979&DT=NTV>.

<sup>89</sup> MacDonald, L.I. (2010, July 18). Oil patch reeling from unfair attacks. Alberta is being slagged by anti-oilsands ads and criticized by eastern premiers and politicians. *The Gazette*. Retrieved from [www.montrealgazette.com](http://www.montrealgazette.com).