

Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan



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In Association With:

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Submitted To:

 **Canadian
Badlands**

**Government
of Alberta** ■

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Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan

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PREFACE

The Canadian Badlands is a priority area for targeting tourism growth in the Province of Alberta. With its river valley badlands, hoodoos, un-glaciated hills, huge open skies, the richest fossil beds in the world, an UNESCO World Heritage site, a rich Aboriginal history and a range of man-made attractions—the Canadian Badlands has the potential to become a major iconic destination for Alberta, complementing the role of the Canadian Rockies in encouraging travel to and in the province.

In 2008 the Canadian Badlands Tourism Development Strategy was completed, outlining the approach for development of the Canadian Badlands region. The next step towards developing the Canadian Badlands' brand is to undertake more detailed levels of planning for the recommendations and opportunities identified in the strategy and other completed studies.

In late October, 2009, Alberta Tourism, Parks and Recreation retained a consulting team led by Malone Given Parsons Ltd.* to prepare a Tourism Development Plan for one of the Canadian Badlands' major potential tourism attractors—Dry Island Buffalo Jump Provincial Park and Area.

The purpose of the Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan is to identify tourism development opportunities with the greatest potential for implementation that will enhance the role of the park as a core attraction and optimize the economic benefits to the surrounding area. Nested within the framework set by the Canadian Badlands Tourism Development Strategy, the Development Plan:

- Puts forward a vision specific to the area and its tourism products that differentiates it from, but is complementary to, other major attractors in the Red Deer River corridor;
- Provides direction specific to the tourism opportunities and infrastructure requirements in and around Dry Island Buffalo Jump Provincial Park;
- Presents an implementation strategy that will help bring the plan to fruition.

* The consulting team consisted of Malone Given Parsons Ltd., Lynn Morrow Consulting, Paul F. J. Eagles Planning Ltd. and Western Management Consultants.

Scope of Work

The Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan was prepared in three phases:

- Phase One: Build Foundations (study area situation analysis).
- Phase Two: Examination and Discovery (best bet for success).
- Phase Three: Define Directions (vision statement and implementation plan).

In completing the Tourism Development Plan, a variety of tools and approaches have been used:

- Review of more than 70 previously completed studies, plans, inventories and other relevant materials (Bibliography);
- Development and implementation of communication and consultation plans to engage key stakeholders in the evolution of the Development Plan;
- Formation of a Stakeholder Advisory Committee to provide advice and direction at key junctions;
- Consultations with 14 “marketers-in-the-know” (i.e., local tourism professionals) and local municipal leaders to elicit information about current and expected market performance (Appendix A Consultation Summary Report);
- Development of a baseline profile of the study area’s present situation including the identification of tourism assets and previously identified potential tourism development opportunities and a review of policy frameworks in place for parks management, municipal land use planning, public land leases, and river/water management (Appendix B Situation Analysis);
- Identification of potential development opportunities and infrastructure requirements and associated gaps (Appendix C Opportunity Summaries);
- Market assessments of the recommended development opportunities to determine their market potential (Appendix D Market Assessment);
- Resource assessments to determine the most suitable locations for the recommended development opportunities and infrastructure requirements (Appendix E Resource Assessment);
- Meetings with the project Steering Committee to review milestone deliverables;
- Community Information Session to solicit the community’s support for moving forward.

The following report highlights the results of the Phase 1 and 2 analyses, provides additional insights and offers recommendations. Its purpose is to set out a vision for Dry Island Buffalo Jump Provincial Park and Area tourism and articulate an implementation plan to obtain it.

ACKNOWLEDGEMENTS

The Consulting Team extends its genuine appreciation to the members of the Stakeholder Advisory Committee members who gave freely of their time, knowledge, imagination and insights to the development process. Committee members helped to ground truth opportunities and build consensus around directions.

The Consulting Team sincerely acknowledges the advice and guidance of the dedicated professionals who contributed as members of the project Steering Committee.

Stakeholder Advisory Committee

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Kelly Bogle	Red Deer Canoe & Kayak Club
Ephram Bouvier	Region 3, Métis Nation of Alberta
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Pat Dau (alternate)	Boomtown Trail
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Daileen Lynch	TL Bar Ranch
Bob Manning	Central Alberta Mayors and Reeves Association
John Parkins (alternate)	Region 3, Métis Nation of Alberta
Walter Stoneman	Tolman Badlands Heritage Rangeland Ranchers' Association

Steering Committee

Kevin Edwards	Town of Three Hills
Bob Long	Kneehill County
Jody Lamb	Canadian Badlands Ltd.
Keith Bocking	Alberta Tourism, Parks and Recreation, Parks Division
Terry Krause	Alberta Tourism, Parks and Recreation, Parks Division
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EXECUTIVE SUMMARY

Dry Island Buffalo Jump Provincial Park (DIBJPP) protects a magnificent reach of the Red Deer River Valley and possesses exceptional natural and cultural attributes that makes it a unique and valuable asset. Located in central Alberta, 103 kilometres (64 miles) southeast of Red Deer and 16 kilometres (10 miles) east of Trochu, the provincial park is about a 2½ hour drive southeast of Edmonton and a 1½ hour drive northeast of Calgary.

The purpose of the Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan is to identify tourism development opportunities that will enhance the role of the park as a core tourist attraction and optimize the economic benefits to the surrounding area. Underlying this goal is the imperative to ensure development occurs in the most appropriate places to protect the very resources that make the park unique.

Today, visitation to Dry Island Buffalo Jump Provincial Park is relatively low—annual visitation is about 20,000 - 30,000 persons—as the park is isolated, not very well known and the main portion of the park is for day-use only. For the future, the Tourism Development Plan sets out a vision of the park and surrounding area as a thriving and globally recognized tourist destination which celebrates and protects the landscapes, ecology and human history of the Red Deer River, badlands and prairies. It envisions a destination that exemplifies the Canadian Badlands’ brand, delivers memorable experiences—engaging the senses, tapping intellect and promoting an active lifestyle—generates wealth through meaningful employment and advocates public and private sector engagement.

To realize this vision eleven tourism development opportunities—both inside and outside DIBJPP—are identified. Through their implementation tourism is intended to increase to its full potential, while maintaining the integrity of the park, the Red Deer River Valley and the quality of the user experience.

Inside the Park

- Designated Trails and Scenic Viewpoints;
- Interpretive Programming;
- Spring and Fall Activities.

Outside the Park

- River Use;
- Festivals and Events;
- Expanded Tour Offerings;
- RV/Tepee/Yurt Campground;
- B&B/Guest House/Guest Ranch Accommodations;
- Hotel/Lodge Accommodations;
- Expanded Accommodations in Centres;
- Expanded Commercial Services in Centres.

Fundamental to moving forward are achievement of core critical path elements, which must be in place before others can proceed, and investment in underlying infrastructure requirements. Ultimately, the timing of core critical path elements related to the park and the Red Deer River will shape the recommended development sequence and the requisite investment necessary to increase visitation.

Developing the park and surrounding area into a thriving and globally recognized tourist destination will require a balanced integration of product development, destination marketing and destination management —destination marketing to build awareness and increase visitation and destination management to ensure the quality and relevance of the new product needed to support increased visitation.

The development strategy for Dry Island Buffalo Jump Provincial Park and Area evolves from a commitment to grow the area tourism economy, complete of foundation elements, develop product, market and increase visitation. It is intended to stage a product development cycle that incrementally adds attractors and supporting facilities, services and programs to the area's asset base in concert with a marketing plan and growth in visitation.

Consistent with the existing fiscal and planning context, three implementation models—traditional, partnership, stakeholder collaboration—are envisioned for completing the critical foundation elements. While not mutually exclusive, each approach necessitates differing timeline requirements and implications. Regardless of the approach selected, Alberta Tourism, Parks and Recreation and the Canadian Badlands Ltd. are considered to be best positioned to lead the endeavour.

Implementation of the Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan will require collaboration among area stakeholders and commitment to a path forward. This will come through dialogue among stakeholders—initially to select a viable approach and opportunity investment sequence and over the longer term to implement the development opportunities and realize the 2025 vision for DIBJPP and Area, creating a vibrant destination that is—

- Acclaimed for its trails networks, offering a superb experience for walkers of all ages, traversing and interpreting the richly diverse natural and cultural features of the park and river corridor;
- Recognized for its rich interpretive programming, facilitating visitors' understanding of the regional and provincial significance of the area's natural and cultural history through cutting-edge technology;
- A well-established three seasons destination known for practical hands-on activities (e.g., workshops/clinics) among North American travelers;
- Acclaimed for its much sought after experiences of the Red Deer River valley;
- Host to signature festivals and events with regional to national if not international appeal and highly sought after sponsorship opportunities;
- Recognized for its rich mix of activities and themed interpretive experiences on the river and adjacent lands and in centres and rural areas outside the park;
- Home to campgrounds offering differentiated accommodation experiences—tents, RVs, tepees and yurts—that distinguish themselves in the marketplace, promote the area as a significant outdoor tourist destination and raise the profile of camping as a preferred activity;
- Replete with internationally-acclaimed B&B, guest house and guest ranch accommodations, which are well connected to the wide variety of events, festivals, activities, and amenities serving visitors to the region;
- Renowned for the ecology-themed, sustainably built (LEED Gold), high-end lodge at the top of bank, adjacent to DIBJPP, serving corporate and leisure travellers;
- Economically vibrant with tourism contributing to local centres renowned for their thriving downtowns, robust commercial areas, rich array of restaurants and accommodation and welcoming residents.

A market assessment confirms the recommended development opportunities have viable market potential when implemented within both Dry Island Buffalo Jump Provincial Park and the surrounding area. The data and research demonstrates a strong correlation between the recommended opportunities and documented visitor behaviours and preferences, which resonates with local experts.

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LIST OF ACRONYMS

ATPR	Alberta Tourism, Parks and Recreation
B&B	Bed and Breakfast
CBL	Canadian Badlands Ltd.
CD5	Census Division 5
DIBJPP	Dry Island Buffalo Jump Provincial Park
F&E	Festivals and Events
GIS	Geographic Information System
LEED	Leadership in Energy and Environmental Design
LUF	Land Use Framework
RDRN	Red Deer River Naturalists
RDC&KC	Red Deer Canoe & Kayak Club
RV Park	Recreational Vehicle Park
TAMS	Travel Activities and Motivations Survey
TBHRRRA	Tolman Badlands Heritage Rangeland Ranchers’ Association
TBHRNA	Tolman Badlands Heritage Rangeland Natural Area

1.0

INTRODUCTION

Dry Island Buffalo Jump Provincial Park (DIBJPP) protects a magnificent reach of the Red Deer River Valley and possesses exceptional natural and cultural attributes that makes it a unique and valuable asset. The park is referred to as “surely one of the most magnificent spots along the whole length of the Red Deer River’s spectacular badlands,”¹ having a “diversity of landforms and ecosystems in a comparatively small area” with few rivals in the province² and “one of the most accessible and spectacular canoe trips available in Alberta.”³

The Canadian Badlands Tourism Development Strategy identifies the park as a major tourism attractor, which “offers opportunity for scenic tours, outdoor adventure tours, as well as overnight stays in the surrounding communities or at the top of the bank, well beyond what is presently provided.”⁴

The goal of the Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan is to identify tourism development opportunities that will enhance the role of the park as a core attraction and optimize the economic benefits to the surrounding area. Tourism, however, should be seen as more than a catalyst for change in the area’s economy. Increasingly, the quality of life is as important a factor in the decision of new investors and re-locators as it is with the local population. Hence the standards of leisure facilities, cultural venues, retail outlets and restaurants all play a part in making the area an attractive and viable option for investment. Managed sustainably, tourism can help protect the very resources that make the park unique by ensuring development occurs in the most appropriate places.

¹ Cotterill, Patsy. “Botany Alberta Field Trip No. 6 Roaming Rumsey in Celebration of Rough Fescue and Seeing Nothing But Good in the Badlands.” *Iris - The Alberta Native Plant Council Newsletter*. No. 45. Fall 2003, Page 1.

² Alberta Tourism, Parks and Recreation (September 1980). *DIBJPP Preliminary Recommendations and Management Considerations*. Submitted by W. Nordstrom and K. Wilkinson, Page 9.

³ Personal communication with Alberta Tourism, Parks and Recreation, Parks Division.

⁴ Canadian Badlands Ltd. and Alberta Tourism, Parks and Recreation (2008b). *Canadian Badlands Tourism Development Strategy Part II: Strategy*. Prepared by Western Management Consultants and Reach Market Planning LLC.

This Tourism Development Plan seeks to ensure that Dry Island Buffalo Jump Provincial Park and the surrounding area maximizes the potential of tourism and enables it to grow in a way that is economically, socially and environmentally sustainable. It sets out a long-term vision to 2025.

1.1 The Area of Undertaking

Dry Island Buffalo Jump Provincial Park is located in central Alberta, 103 kilometres (64 miles) southeast of Red Deer and 16 kilometres (10 miles) east of Trochu. The park is approximately a 2½ hour drive southeast of Edmonton and a 1½ hour drive northeast of Calgary.

The study area for the tourism development plan is roughly centred on the park. It extends north to Content Bridge on the Red Deer River, south to Morrin Bridge, west to encompass the towns of Three Hills and Trochu, and east to include the Village of Big Valley. The study area is approximately 158,580 hectares in size, includes nearly 90 kilometres of the Red Deer River Valley, the Tolman Bridge Campground and most of the Tolman Badlands Heritage Rangeland Natural Area (Figure 1.1).

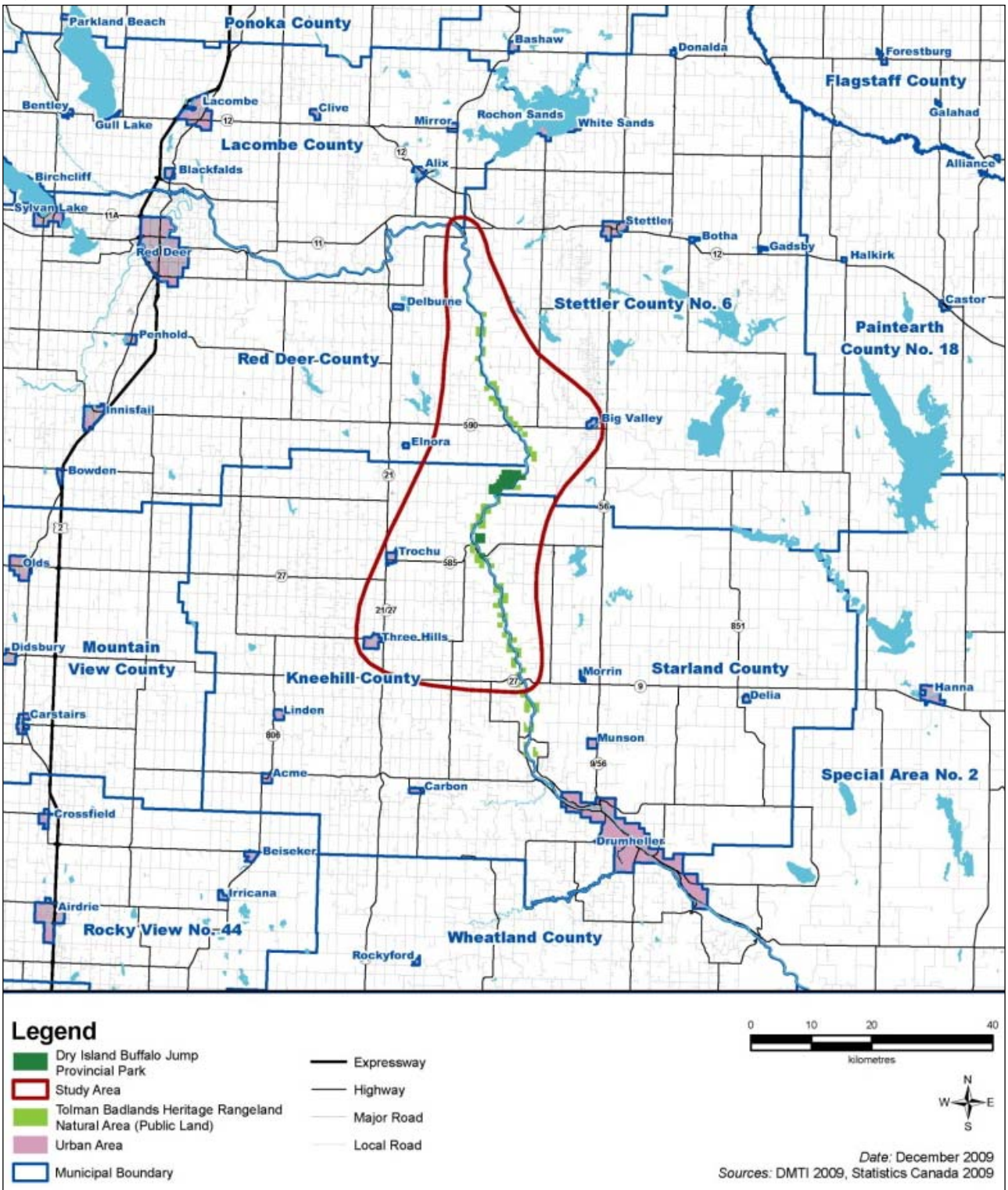
1.2 Organization of the Report

The Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan is presented in nine sections. Following this introduction, the remainder of the report addresses:

- The Value of Tourism of in Section 2;
- Challenges for Tourism in Section 3;
- The 2025 Vision for Dry Island Buffalo Jump Provincial Park and Area in Section 4;
- Development Opportunities for the area of undertaking in Section 5;
- A Market Assessment of the identified opportunities in Section 6;
- The Development Strategy in Section 7;
- The Implementation Plan in Section 8;
- The Final Word in Section 9.

The accompanying Compendium contains reprints of all interim reports generated throughout the course of preparing the Tourism Development Plan.

Figure 1.1: Context Map, Local Area



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THE VALUE OF TOURISM

Support for tourism is based on the same economic development aims of employment and wealth creation as any other sector. Increasingly the effectiveness of support for tourism requires it to be demonstrated in these terms. Unfortunately, in the case of the study area in general and Dry Island Buffalo Jump Provincial Park in particular, data on historical tourism performance are not available. Establishing the value of tourism for the study area must therefore rely on anecdotal information.

2.1 Tourism Product

Dry Island Buffalo Jump Provincial Park is the study area's main attractor. It also serves as a contributing supporting attraction to the tourism hubs of Red Deer and Drumheller. Within the park, common recreational activities include guided and unguided hiking, trail riding, sightseeing, bird watching, photography, natural history study, picnicking, swimming, canoeing and rafting. The most striking feature of the park is the roughly dissected and steeply sloping "badlands" relief of the Red Deer River Valley.

Other attractions within the study area are primarily demand supporters, i.e., are not part of the motivation for a trip but are often visited by tourists who come to the area. These include twelve museums and historical sites, an arboretum, equestrian centre, and a zoo.

The museums and historical sites typically celebrate the "Aboriginal People, Cowboys and Farmers" of the Canadian Badlands and support the visual and historical imagery of the area. In Big Valley, several museums and historical sites showcase the importance of the railway in the development of the region. The Alberta Prairie Railway Excursions tour route, is a popular one-day adventure train excursion from Stettler to Big Valley.

The three rural centres located within the study area (Three Hills, Trochu and Big Valley) offer a number of community events and festivals throughout the year including: Cruise Night, Winter Celebration, Parade Day, and “Bust Out” (an indoor rodeo).

The study area offers a range of activities including three nine-hole golf courses and abundant opportunities to hike and paddle. Local recreational facilities include skating rinks, curling rinks, ice pads, tennis courts, baseball diamonds, aquatic centres and a bowling alley. There are also opportunities to visit local farmers’ and antique markets.

Dry Island Buffalo Jump Provincial Park is a day-use only park. Camping is available at Tolman Bridge, officially part of the park, but located 20km drive to the south. Overnight visitors can otherwise select from various standards of fixed roof and campground accommodations located elsewhere. In the study area there are 11 campgrounds/RV parks, 10 hotels/motel/B&Bs including two franchise hotels, and one guest-ranch resort. The campgrounds/RV parks vary in terms of the number of sites and services available and most hotels/motels/inns offer mid-to-lower range accommodations.

There are approximately 70 tourism-related businesses operating in the study area including food services, service stations, clothing stores, gift shops, drug stores and banks. Of the 14 food service establishments nearly half are family restaurants with the remainder being a mix of fast food and coffee houses.

2.2 Visitor Numbers

Visitation to Dry Island Buffalo Jump Provincial Park is relatively low as the park is isolated, not very well known and the main portion of the park is for day use only. Annual visitation is estimated to be between 20,000 and 30,000 persons.

Given that most of the study area is contained within Census Division 5 (CD5), the following analysis of visitation is restricted to that geography. Caution should be taken in assessing this information as CD5 includes the Town of Drumheller and the Royal Tyrrell Museum, which attract more than 500,000 visitors annually. The value of using this data lies in the proportions, i.e., percentages, not the order of magnitude (absolute numbers).

The most recent information from Statistics Canada⁵—for 2007—shows slightly more than 701,000 people from Canada, the U.S.A. and other countries took overnight or same-day trips in CD5, representing about 3 per cent of the total volume of tourism in the province and 26 per cent of the total tourism volume in the Canadian Badlands.

- Domestic visitors (mainly from Alberta) accounted for 95 per cent of the visits;
- Same-day visitors accounted for 64 per cent of the visits;
- Overnight visitors accounted for 36 per cent of the visits.

Same-day Visitors

While CD5 is a four-season destination, same-day visitors are most likely to arrive in the summer (29%) and fall (36%) months. Spring accounts for 22 per cent of the arrivals, while the winter months only attract 13 per cent of all same-day visitors.

Overnight Visitors

More than half (52%) of the overnight visits to CD5 were for pleasure. This is in contrast to the 40 per cent of overnight visitors to the Canadian Badlands region and the 44 per cent of visitors to the province as a whole that were on pleasure trips. Visiting friends and relatives accounted for 38 per cent of the visits to CD5, while business trips accounted for 4 per cent.

The average household party size of domestic visitors was 1.6 persons and for U.S. and overseas visitors, 2.2 persons. In comparison, the provincial average household party size was 1.3 persons for domestic markets and 1.8 persons for international visitors.

Similar to same-day visitors, overnight visitors are most likely to arrive in the spring (23%), summer (38%) and fall (27%) months. The winter months of December, January and February account for only 12 per cent of the overnight arrivals.

Over two-fifths (41%) of the 547,300 person-nights spent in the region by the domestic, American and overseas markets were in trailer parks or campgrounds. Slightly more than one-third (36%) of the total person-nights were spent in private cottages or homes, while less than one-fifth (17%) of all person-nights were in commercial lodgings, e.g., hotels/motels/inns.

⁵ Statistics Canada (2008). *Travel Survey of Residents of Canada and International Travel Survey*.

The average length of stay for domestic and international guests is comparable: 2.13 person-nights vs. 2.21 person-nights. In contrast the provincial average is 2.97 person-nights for the domestic market and 7.17 person-nights for the American and overseas markets.

In summary, recent visitors to the region are mostly same-day visitors from Alberta on summer and fall pleasure trips or trips to visit friends and relatives. Visitors, who do stay overnight, generally stay in trailer parks and campgrounds or private cottages and homes.

Expenditures and Employment

In 2007, same-day and overnight visitors to CD5 spent in excess of \$63.95 million on transportation, accommodation, food and beverage, recreation/entertainment and retail. Food and beverage accounted for approximately one-third of the expenditures, transportation for one-quarter, and retail and accommodation each accounted for less than one-fifth of the total expenditures.

In the study area's three rural centres, approximately 10 per cent of the combined labour force is employed in the accommodation and food services and arts, entertainment and recreation sectors.⁶ This equates to 205 people. Other sectors such as retail also benefit from tourism; the study area's retail sector employs 240 people. Therefore, employment in tourism-related industries in the study area could be as high as 22 per cent of the labour force.

2.3 Quality of Life

The extent of facilities and services that can be created by tourism is varied and substantial and could give local residents of the area a much greater choice and quality of life than would normally be available to a population of 8,000. The level and number of retail stores, restaurants, amenities and activities could be much greater if tourism were to be a predominant focus for the local economy.

The tourism industry could also contribute to the preservation of the area's built and natural environment. Visitor related uses can provide life to historic buildings and tourism development can be the catalyst for the regeneration of downtown cores. Various visitor payback approaches (e.g., tour operator licensing and usage fees, levies on campground fees, sale of merchandise (maps)) can enable contributions directly to projects that enhance and preserve the environmental assets of Dry Island Buffalo Jump Provincial Park and Area.

⁶ Statistics Canada (2006). *Labour Force by Industry Sex Comparison*.

2.4 Creating a Positive Image

Tourism can help raise the awareness of a place, change perceptions, create interest and encourage community solidarity. Community solidarity is generally considered a definitive quality in more rural areas, including the rural centres in the study area, which can be enhanced by accommodating tourism development. Local residents act as hosts as people of different cultural backgrounds and origins visit their home. This can positively affect residents' relationships to one another and to their community as they naturally build community identity through the development of new tourism products (e.g., festivals and events, retail services), and continue to support this identity over the long term by presenting consistent, positive imagery. These efforts generally help a community become a better place to live and work. In turn, a place that is good to work and live is generally a place that people want to visit and invest in.⁷

Across a broader spectrum, tourism can encourage:

- Diversity of employment;
- Entrepreneurship;
- Community capacity building;
- Healthy living and well-being;
- Social renewal and raising of aspirations;
- Lifelong learning;
- Success and celebration of local distinctiveness and cultural identity.

⁷ Huang, Y.-H; Stewart, P (1996). "Rural Tourism Development: Shift Basis of Community Solidarity". *Journal of Travel Research*, Vol. 34, No. 4, Pages 26-31.

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3.0

CHALLENGES FOR TOURISM

The tourism landscape has become increasingly competitive as destinations worldwide focus their attention on generating the significant business receipts, jobs and revenues tourism can yield. This environment, in which today's tourism industry must operate, requires tourism stakeholders to fundamentally shift their strategic approach not only to resolve longstanding issues but to effectively address current challenges. This section of the report looks at the challenges facing tourism in general, and Dry Island Buffalo Jump Provincial Park and Area in particular.

3.1 Challenges for Tourism in General

In today's fragmented and unpredictable tourism markets, destinations are faced with three primary challenges:

1. Meeting customer needs;
2. Building confidence;
3. Ensuring sustainability.

In developing tourism products and programs, planners, marketers and tourism operators need to be aware of and plan for the changing needs of potential visitors. The visitor of the future will be highly diverse and much more demanding, characterized by the following:

- Increased numbers of older travellers who will be healthier and wealthier;
- Increased interest in holidays that promote good health and personal well-being;
- Greater demand for destinations with high environmental excellence;
- Experienced, well-educated and discriminating consumers who are well aware of what the competition offers;
- Discerning customers who expect and demand high quality and value for money;
- A continuing trend for shorter holidays;

- More trips in which culture and history play a prominent role;
- Holidays that combine hobbies and interests with learning experiences;
- Continued increase in the use of the Internet and social media for searching and booking vacations.

An even greater challenge is to build confidence...

- In the prospective visitor that the area can meet their needs and expectations;
- In the public sector, so that tourism is seen as credible and an effective contributor to the economic, social and environmental well-being of an area and to align expenditures accordingly;
- In the local private sector to continually invest in their enterprises and human resources and have pride in being an area business;
- In the community that tourism can bring a much higher quality of life through improved facilities and services and employment opportunities;
- In potential investors to consider the area as a welcoming, dynamic and viable business opportunity.

But to be successful, tourism development must be:

- Economically sustainable, creating wealth through meaningful employment;
- Socially sustainable, resulting in an overall better quality of life for local residents;
- Environmentally sustainable, ensuring the environment is protected and enhanced for future generations.

3.2 Tourism Challenges for Dry Island Buffalo Jump Provincial Park and Area

Challenges specific to Dry Island Buffalo Jump Provincial Park and Area include:

- Ensuring effective destination management—nineteen government departments and agencies and non-government associations and organizations have an interest in or jurisdiction over development and management of Dry Island Buffalo Jump Provincial Park and the surrounding area.
- Instilling a tourism focus—the economic base of the area is mainly agriculture and oil and gas.
- Tourism facilities and services are limited.

- Tolman Badlands Heritage Rangeland Natural Area is a discontinuous patchwork of public lands along an 85 km stretch along the Red Deer River; it is not mandated to serve mainstream outdoor recreation activities—leaseholders have the right to restrict access—all users need leaseholder permission to access.

While the park has several exceptional and sensitive natural and cultural history features:

- The park is isolated, not very well known and the main portion of the park is day use only;
- No on-site visitor services staff work in the park;
- Visitor facilities are limited and access is difficult during inclement weather;
- There is no approved land management plan for the park;
- Tourism has not been a park management goal;
- There is no existing tourism management or marketing body for the area.

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4.0

THE 2025 VISION

The vision for the Canadian Badlands is that of a region that will become a major iconic destination for Alberta, to complement the role played by the Canadian Rockies in encouraging travel to and in the province. Dry Island Buffalo Jump Provincial Park (DIBJPP) and Area will contribute to this vision through the development of tourism products that differentiates it from, but is complementary to, other major attractors in the Canadian Badlands.

4.1 Vision Statement for Dry Island Buffalo Jump Provincial Park and Area

The overall vision for the Dry Island Buffalo Jump Provincial Park and Area is one for:

A thriving and globally recognized tourist destination which celebrates and protects the landscapes, ecology and human history of the Red Deer River, badlands and prairies in and surrounding Dry Island Buffalo Jump Provincial Park, exemplifies the Canadian Badlands' brand, delivers memorable experiences that engage the senses, taps intellect and promotes an active lifestyle, generates wealth through meaningful employment and advocates both public and private sector participation.

By 2025, Dry Island Buffalo Jump Provincial Park and Area will be:

- Acclaimed for its trails networks, offering a superb experience for walkers of all ages, traversing and interpreting the richly diverse natural and cultural features of the park and river corridor;
- Recognized for its rich interpretive programming, facilitating visitors' understanding of the regional and provincial significance of the area's natural and cultural history through cutting-edge technology;
- A well-established three seasons destination known for practical hands-on activities (e.g., workshops/clinics) among North American travelers;
- Acclaimed for its much sought after experiences of the Red Deer River valley;

- Host to signature festivals and events with regional to national if not international appeal and highly sought after sponsorship opportunities;
- Recognized for its rich mix of activities and themed tour experiences on the river and adjacent lands and in centres and rural areas outside the park;
- Home to campgrounds offering differentiated accommodation experiences—tents, RVs, tepees and yurts— that distinguish themselves in the marketplace, promote the area as a significant outdoor tourist destination and raise the profile of camping as a preferred activity;
- Replete with internationally-acclaimed B&B, guest house and guest ranch accommodations, which are well connected to the wide variety of events, festivals, activities, and amenities serving visitors to the region;
- Renowned for the ecology-themed, sustainably built (LEED Gold), high-end lodge at the top of bank, adjacent to DIBJPP, serving corporate and leisure travellers;
- Economically vibrant with tourism contributing to local centres renowned for their thriving downtowns, robust commercial areas, rich array of restaurants and accommodation and welcoming residents.

4.2 Achieving the 2025 Vision

As detailed in the next section of the report (Section 5), eleven development opportunities are being recommended for Dry Island Buffalo Jump Provincial Park and Area. Together, these development opportunities are considered to be the “best bets” for bringing economic, social and environmental benefits to the region. They are organized and identified as presented below. Each opportunity has a series of visions for incremental milestone achievements at five year horizons, detailed in Sections 7 and 8 of the report. Together, these describe the overall sequence or chronology leading to realization of the tourism vision for Dry Island Buffalo Jump Provincial Park and Area (see Table 4.1).

As noted in the more detailed discussions later in the report, this sequence is viewed as optimal, with the assumption that each step occurs as recommended. The realities of implementation may be different, but there should be no need to stall the development program or most of its initiatives pending completion of a particular opportunity.

Opportunities Inside the Park

- A-1: Designated Trails and Scenic Viewpoints;
- A-2: Interpretive Programming;
- A-3: Spring and Fall Activities.

Opportunities Outside the Park

- B-1: River Use;
- B-2: Festivals and Events;
- B-3: Expanded Tour Offerings;
- B-4: RV/Tepee/Yurt Campground;
- B-5: B&B/Guest House/Guest Ranch Accommodations;
- B-6: Hotel/Lodge Accommodations;
- B-7: Expanded Accommodations in Centres;
- B-8: Expanded Commercial Services in Centres.

Table 4.1: Chronology of 2025 Vision

“Year 1”	
A-1:	<ul style="list-style-type: none"> Existing informal trail system and scenic viewpoints and the newly created birding trail are attracting local and regional visitors.
A-2:	<ul style="list-style-type: none"> Interpretive programming is in development to facilitate the visitor’s understanding of the park’s natural and cultural history.
A-3:	<ul style="list-style-type: none"> Local and regional Fall activities have taken place through collaboration among area stakeholders.
B-1:	<ul style="list-style-type: none"> A river corridor management strategy is being developed with the goal of making the corridor a must see and do Canadian Badlands experience.
B-2:	<ul style="list-style-type: none"> A major Canadian Badlands themed event has been identified and is under development and a program of local and regional events is available.
B-3:	<ul style="list-style-type: none"> Private investment in multi-modal, multi-nodal tour experiences is being explored.
B-4:	<ul style="list-style-type: none"> Existing campgrounds begin process of upgrading facilities.
B-5:	<ul style="list-style-type: none"> Existing B&B, guest house and guest ranch accommodations have been upgraded, and hurdles for new operations are being reduced.
B-6:	<ul style="list-style-type: none"> A strategy to attract interest by private investors in developing a hotel/lodge has been prepared, and steps have been taken to reduce barriers for future tourism investment.
B-7 & B-8:	<ul style="list-style-type: none"> Municipalities have committed to attract investors and visitors, amend planning documents, adjust capital and operating budgets to accommodate needed municipal investment and develop investment attraction strategies.
“Year 5”	
A-1:	<ul style="list-style-type: none"> The trail strategy for DIBJPP has been completed to ensure minimal intrusion on the natural environment; formalized trails are beginning to be developed.
A-2:	<ul style="list-style-type: none"> Third party interpreters provide guided tours to attract visitors and enhance the park experience. A range of interpretive materials —brochures, maps, downloadable self-guided tours—has been created for DIBJPP and is available at high traffic visitor locations throughout the region. The information board in the parking lot has been updated with cohesive design and messaging and maps have been placed at river access points to the park. A stand-alone highly interactive website is online with interpretive materials and hotlinks to the festivals, events and activities calendar.

Table 4.1: Chronology of 2025 Vision Continued

“Year 5” continued	
A-3:	<ul style="list-style-type: none"> An annual program of Spring and Fall activities is gaining a dedicated following of visitors interested in visual arts and focused outdoor clinics and workshops.
B-1:	<ul style="list-style-type: none"> Tour operators, outfitters and campground owners offer new multi-day river tours with interpretive content.
B-2:	<ul style="list-style-type: none"> A major Canadian Badlands event has gained national attraction, mid-sized events celebrating Canadian Badlands themes are developing and a variety of local and regional events and festival are growing. One mid-sized event occurs in the Fall season and has considerable local and regional interest.
B-3:	<ul style="list-style-type: none"> Multi-nodal, multi-modal tour packages are being successfully marketed, engaging visitors to travel by foot, road, rail, covered wagons and river to experience the full range of natural and cultural resources available in the area at various activity nodes in and around DIBJPP, over a number of days.
B-4:	<ul style="list-style-type: none"> A new campground has been developed at a valley edge location offering a combination of tents, RV sites, yurts and tepees for overnight stays. The camping experience near DIBJPP is gaining renown as a must-do part of a trip to the region. A single-point reservation system for visitor accommodation in the area has been developed in collaboration with all accommodation operators/owners.
B-5:	<ul style="list-style-type: none"> Additional B&Bs, guest houses and/or guest ranches have opened within a 30 minute drive of DIBJPP.
B-6:	<ul style="list-style-type: none"> Investors are beginning to express interest in developing a hotel/lodge at a valley top location adjacent to DIBJPP.
B-7 & B-8:	<ul style="list-style-type: none"> Municipal development plans and bylaws have been amended as required to enable the recommended opportunities.
“Year 10”	
A-1:	<ul style="list-style-type: none"> The primary trails system has been developed. Digital mapping has been prepared to provide visitors with a virtual navigation system to DIBJPP’s dedicated trails and scenic viewpoints, integrated with wireless interpretive content.
A-2:	<ul style="list-style-type: none"> Interpretive signage has been installed in selected locations to guide visitors along designated trails and to scenic viewpoints, while wireless technology (website, MP3 and Bluetooth) also deliver the stories.
A-3:	<ul style="list-style-type: none"> The range of Spring and Fall activities continues to grow.

Table 4.1: Chronology of 2025 Vision Continued

“Year 10” Continued	
B-1:	<ul style="list-style-type: none"> • New water-based access locations along the river corridor to intersect with other tour modes and routes, creating opportunities to extend visitor’s length of stay. A series of valley bottom campsites has been developed and can be booked through an online reservation system.
B-2:	<ul style="list-style-type: none"> • Major events have gained popularity with the North American audience and sufficient activities have been developed that attendees of mid-sized events are staying in the area for longer periods.
B-3:	<ul style="list-style-type: none"> • Tour offerings incorporate new activity nodes and themed interpretive experiences with additional launching and landing points, numerous mode transfer nodes and multiple route intersections.
B-4:	<ul style="list-style-type: none"> • Existing campgrounds have expanded the number of sites and services available to accommodate increased visitation. The private sector is showing interest in establishing additional campgrounds.
B-5:	<ul style="list-style-type: none"> • The number of B&B, guest house and/or guest ranch accommodations within a 30 minute drive of DIBJPP has increased and occupancy in shoulder seasons has risen as a result of Spring and Fall activities.
B-6:	<ul style="list-style-type: none"> • A hotel/lodge is being developed on top of the bank adjacent to DIBJPP.
B-7 & B-8:	<ul style="list-style-type: none"> • The number and variety of accommodation, restaurants and retail outlets and other commercial enterprises within centres has increased, while occupancy rates have remained steady and hours of operation have been extended to embrace Fall and Spring visitors. • Facilities, services and amenities serving visitors are working together cooperatively across the region.
“Year 15”	
A-1:	<ul style="list-style-type: none"> • Acclaimed for its trails networks, offering a superb experience for walkers of all ages, traversing and interpreting the richly diverse natural and cultural features of the park and river corridor.
A-2:	<ul style="list-style-type: none"> • Recognized for its rich interpretive programming, facilitating visitors’ understanding of the regional and provincial significance of the area’s natural and cultural history through cutting-edge technology.
A-3:	<ul style="list-style-type: none"> • A well-established three-season destination, popular on the events/festivals circuit for its Spring and Fall activities and sought after for its practical hands-on activities (e.g., workshops/clinics) among North American travellers.

“Year 15” Continued	
B-1:	<ul style="list-style-type: none"> • Acclaimed for its much sought after experiences of the Red Deer River valley.
B-2:	<ul style="list-style-type: none"> • Host to signature festivals and events with regional to national if not international appeal and highly sought after sponsorship opportunities.
B-3:	<ul style="list-style-type: none"> • Recognized for its rich mix of activities and themed tour experiences on the river and adjacent lands and in centres and rural areas outside the park.
B-4:	<ul style="list-style-type: none"> • Home to campgrounds offering differentiated accommodation experiences—tents, RVs, tepees and yurts— that distinguish themselves in the marketplace, promote the area as a significant outdoor tourist destination and raise the profile of camping as a preferred activity.
B-5:	<ul style="list-style-type: none"> • Replete with internationally-acclaimed B&B, guest house and guest ranch accommodations, which are well connected to the wide variety of events, festivals, activities, and amenities serving visitors to the region.
B-6:	<ul style="list-style-type: none"> • Renowned for the ecology-themed, sustainably built (LEED Gold), high-end lodge at the top of bank, adjacent to DIBJPP, serving corporate and leisure travellers.
B-7 & B-8:	<ul style="list-style-type: none"> • Economically vibrant with tourism contributing to local centres renowned for their thriving downtowns, robust commercial areas, rich array of restaurants and accommodation and welcoming residents.

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5.0

DEVELOPMENT OPPORTUNITIES

Dry Island Buffalo Jump Provincial Park and its rural centre neighbours can best be described as being in the evolutionary or beginning stage of tourism development. The study area is relatively unknown as a tourist destination, little has been done in the way of planning for tourism, only basic tourism goods and services are available and word-of-mouth advertising is relied on to attract visitors.

Developing the park and surrounding area into a thriving and globally recognized tourist destination will require a balanced integration of product development, destination marketing and destination management—destination marketing to build awareness and increase visitation and destination management to ensure informed decision-making about the quality and relevance of the new product needed to support increased visitation.

The following subsections provide a general characterization of the eleven development opportunities introduced in section 4 of this report, summarizes general infrastructure gaps, and concludes with a more detailed assessment of the opportunities; including a series of maps showing potential locations (only schematic) for each opportunity.

5.1 Opportunity Descriptions

A-1: Designated Trails and Scenic Viewpoints

The park has a number of exceptional natural, cultural and historical attributes. The most distinguishable feature is the spectacular river valley scenery as seen from the park entrance, from viewpoints along the cliffs at the prairie edge and within the valley itself. At present, there are no formal trails in the park. Although day hiking is a fairly common activity; due to the lack of designated trails many people do not wander far from the picnic area. Naturalist groups, bird watchers and photographers frequent the park and their higher than average outdoors skills give them the comfort to undertake more ambitious explorations along a number of informal trails that have been created organically over the years.

Research⁸ indicates that hiking, climbing and paddling are among the most common outdoor activities undertaken by Canadian and American pleasure travellers; hiking as a same day excursion is the most popular activity. While planned trails will help to protect sensitive locales (i.e., the locations of rare plants, important wild life habitat and main paleontological resources) they serve as an opportunity to increase economic benefit through the provision of guided tours and hiking services.

Development of multi-use non-motorized trails will fulfill Alberta Parks mandated goals of providing opportunities for outdoor recreation and heritage appreciation while preserving the environment and supporting the Canadian Badlands Development Strategy themes of Scenic Badlands and Badlands Sports and Outdoor Recreation.

Three criteria have been identified for the placement of designated trails and scenic viewpoints within the park:

1. Located in low-sensitivity areas;
2. Trail network lengths are to be limited by one day's travel time given that overnight camping is not permitted in the day-use area of the park;
3. Trail routes and levels of difficulty must address the needs of less and more capable visitors, and travel times over park terrain.

A proposed trail network is illustrated in Figure 5.1; the trail routes shown are, however, schematic only, intended to capture the idea of trail loops taking in the river, the dry island (messa) and the terrace south of the access road. Trail locations are based on maximizing the use of existing informal trails, locating trailheads at existing parking areas, and connecting scenic viewpoints. The trail alignment takes into consideration topography and walkability.

Actual trail locations can only be defined by Alberta Parks following a park inventory of flora and fauna and the completion of a trails strategy.

⁸ TAMS 2006: Canadian Travellers to Alberta, page 10; TAMS 2006: U.S. Travellers to Alberta, Page 9.

A-2: Interpretive Programming

Visitors to Alberta are more active than the average pleasure traveller in culture and entertainment activities, are more likely to take part in educational, participatory activities and are more likely to visit education exhibits. At the same time, while on trips they are very active in outdoor activities, especially nature-oriented activities and prefer vacations that provide physical challenge, intellectual stimulation, novelty and learning opportunities.⁹ In the past, interpretive programming was regarded as a value-added service; today, highly educated consumers have come to expect it as part of the tourism experience.

Interpretive programming has been a relatively low priority for the park. At present, the park has no on-site visitor services staff and self-guided interpretive information is limited to a few signs at the park entrance, viewpoint and parking lot. The current situation does not, however, accurately reflect the wealth of natural and cultural heritage features found in the park.

Dry Island Buffalo Jump Provincial Park contains numerous high-value natural and cultural features. It is rich with relatively unaltered geological features, significant paleontological resources, unrivalled ecological characteristics and a fascinating history of First Nation usage. The telling of the park's rich human and natural stories presents a tremendous untapped opportunity to enhance the visitor experience and increase visitation.

The park's most prominent and unique features are its badlands topography/ecology and prairie ecology. Making these remarkable attributes the focus of interpretive programming will differentiate the park from other Canadian Badlands destinations (Drumheller, Dinosaur Provincial Park and Writing-on-Stone Provincial Park) that are renowned for their interpretation of Aboriginal history and paleontological resources, thus promoting longer stays in or return visits to the Canadian Badlands region.

Interpretive programs should be developed with the goal of providing information (basic facts), interpretation (appreciative content) and education (knowledge) and structured to allow both guided and unguided interpretation. As immersion in the park's dramatic wild landscape will be a significant portion of the visitor's experience, maximum use should be made of modern technology (GPS, Bluetooth, i-Pod applications, website downloads, etc.) to avoid diminishing the experience with imposing infrastructure on the landscape (signs, billboards, etc.).

⁹ TAMS 2006: Canadian Travellers to Alberta. Page 10; TAMS 2006: U.S. Travellers to Alberta, Page 9.

Interpretive programs should also be developed as a two-way experience where park management and visitors/outfitters are both givers and receivers of information, interpretation and education. Visitors should be encouraged to contribute to park management by reporting through the same electronic means they receive information, wildlife sightings, places requiring management attention and instances of inappropriate visitor behaviour.

Interpretive programming should be available to visitors at all access points to the park including the river's edge and along designated trails, in adjacent communities (visitor information centres, hotels, public spaces), at local campgrounds and at existing attractions that align with the recommended themes for the park (e.g., Blackfoot Crossing Historical Park, Royal Tyrrell Museum). The programs should be incorporated into river tours and any festivals or events held within the park.

A-3: Spring and Fall Activities

It is important for economic sustainability that the region aims to grow the value not just the volume of tourism in the long term. Extending the park season will help increase the volume—over half of the visitation to the region occurs in the spring and fall—developing new products (activities) will lead to an increase in value.

Building on the interpretive programming themes of badlands topography/ecology and prairie ecology, specialized spring and fall events will help foster the visitor's understanding of the park's natural and cultural heritage and promote return visitation. While seasonal activities such as an annual spring bird count and an annual fall painting and photography clinics would be staged in the park, events should be developed for the Tolman Bridge Campground (e.g., paddling clinics) and in rural centres (e.g., art exhibits and sales) to maximize economic returns.

While the spring and fall months are well suited for outdoor activities (cooler and less insects), care must be taken in the development of spring activities that centre on the river and valley bottom. Badland soils and slopes are typically unstable and spring's wet conditions can make access difficult and at times treacherous.

B-1: River Use

The 118 kilometre stretch of the Red Deer River between Content Bridge and Drumheller is a well-established recreational destination for canoeing, kayaking and swimming. This reach of the river is possibly the most popular canoe trip in Alberta as it provides a very scenic paddling environment on relatively flat water making it ideal for novice paddlers¹⁰. The river through Dry Island Buffalo Jump Provincial Park provides a compelling part of the overall river experience, offering visitors “wilderness-like” canoeing through some of the deepest valley sections of the river. Although popular, river use is well below the threshold capacity where congestion would detract from the “wilderness” experience.

At present, the marketing and promotion of the recreational opportunities presented by the river corridor is limited. Although the river is featured on www.canadianbadlands.com as an activity tour route, little else has been done to capitalize on the wilderness-like character of the valley and the visual variety and badlands topography that appeals to a variety of recreationalists. Nor have tour operators been actively encouraged to offer water-based and interpretive tours of the river.

The land along the river corridor within the study area is a discontinuous patchwork of public and privately owned lands. The public lands are designated as natural areas and are managed under grazing leases to area ranchers. As such public access to the river is limited to sites at river crossings—Content Bridge, McKenzie Crossing, Tolman Bridge, and Morin Bridge and at Trenville Park and Dry Island Buffalo Jump Provincial Park.

There are seven campgrounds with a total of 335 sites offering varying levels of services and amenities located along the river between Content Bridge and Morin Bridge, again, mainly at river crossings. Wilderness camping is allowed below the high-water mark along the bank; camping is not allowed in the day use area of the park.

An opportunity exists to increase river use through promotion and the development of infrastructure to cater to a range of user skill levels. The river corridor has potential to receive national attention as a must-do Canadian Badlands experience. Creating opportunities to vary travel-day lengths on the river by establishing designated valley bottom campsites, particularly in the vicinity of DIBJPP and at locations that intersect with other tour modes and

¹⁰ Personal communication with Alberta Tourism, Parks and Recreation, Parks Division.

routes, and providing new launch points between existing river entry/exit points would increase the attractiveness of the river corridor to a broader market group.

B-2: Festivals and Events

There is a role for festivals and events to generate year-round tourism opportunities. Festivals and events help to build the brand; attract non-traditional users; provide publicity/free media; extend the tourism season; engage the community through volunteerism; help to maintain the area's natural and cultural history; and contribute to increased economic benefits.

Currently, while the three rural centres in the study area offer a number of events and festivals throughout the year they tend to be community focussed and occur in the summer months. No festivals or events take place in DIBJPP and few have been developed that celebrate the Canadian Badlands themes.

Opportunity exists to build on parks and regional themes—Scenic Badlands, Badlands Sports and Outdoor Recreation, Farmers, Cowboys and Aboriginal Peoples; Badlands Arts and Culture—support existing theme-related festivals and events (e.g., Hivernant Rendezvous) and develop events that draw attention to DIBJPP (e.g., annual birding conference, art exhibits, art-in-the-park learning experiences). Development of festivals and events could begin within one year if basic prerequisites are fulfilled – e.g., park and community support, identification of lead organizations and sponsors, development of sustainable site use plans for events in the park.

It is anticipated that this opportunity, implemented in both the park and region-wide, would attract local and regional residents and their visiting friends and relatives, naturalists, artists and art collectors and people interested in Aboriginal history.

B-3: Expanded Tour Offerings

Presently, there are limited tour offerings in the study area. Maps for self-guided paddling / canoe tours and photographic tours along the river corridor and through the park are available on the Canadian Badlands website (www.canadianbadlands.com).¹¹ Visitors, however, must generally rely on their own interpretation of the physical, ecological and cultural features of the park, river corridor and surrounding prairie lands.

¹¹ ATPR (not dated). Canadian Badlands Self Guided Tours – Paddling in the Canadian Badlands.

TAMS research shows that visitors to Alberta are more likely to participate in educational, participatory activities. At the same time, they also prefer more active, challenging, nature-based activities.¹²

Opportunity exists to develop new guided tours that leverage the diverse natural environment, rugged terrain and existing Canadian Badlands themes. New guided tours could offer a single experience to visitors (e.g. birding, eco/cultural, photography or night sky tours), and be linked/cross marketed with existing interpretive tours (e.g., the interpretive centres at Blackfoot Crossing and Tail Creek). They could also cater to challenge/adventure seekers by offering multi-modal experiences that integrate different means of travelling, e.g., combining wagon trail rides, paddling and hiking. All of these expanded tour offerings add value to the visitors overall experience, while complementing other development opportunities and associated capital investment (e.g., planned trails for in-park tours, launching points as multi-modal activity nodes, and improved centres as staging points).

A general schematic of tour routes is illustrated on Figure 5.3. Proposed routes generally extend from activity nodes into the park, along the river valley, through the prairie lands, and link to rural centres (attracting greater visitor spending to the local economy).

B-4: RV / Tepee / Yurt Campground

New and proposed attractions and activities in the park and centres must be complemented by a sufficient and well-maintained range of accommodations; including commercial campgrounds. Commercial campgrounds provide accommodations for RV'ers, river users, eco/cultural adventurers, visitors attending spring / fall events and those partaking in new guided tours.

Currently, campgrounds are a popular choice of accommodation type in the study area. Travel survey data indicates that camping and trailer park accommodations already make up 41 per cent of all person night visits in the greater area around the park (CD 05)¹³, and Tolman Bridge, the largest campsite in the study area, is already at capacity on popular weekends¹⁴.

Opportunity exists to develop new commercial campgrounds providing RV sites, tent and trailer sites, and perhaps as a second phase, yurt and tepee sites.

¹² TAMS 2006: Canadian Travellers to Alberta, Page 10; TAMS 2006: U.S. Travellers to Alberta, Page 9.

¹³ Statistics Canada, 2007.

¹⁴ Personal communication with Alberta Tourism, Parks and Recreation, Parks Division.

Locations for new commercial campgrounds are generally proposed at valley edge and bottom locations near DIBJPP. Locations with river and/or road access are ideal; for RV sites, locations with electrical supply will be more attractive to user groups. These locations will enable visitors to experience the compelling views of the park and the badlands landscapes, and will offer a competitive advantage over other locations targeting the same market segment.

B-5: B&B/Guest House/Guest Ranch Accommodations

B&B/Guest Ranch/Guest Farm Accommodations provide a low investment means of expanding the number and range of commercial accommodations in the study area. These types of accommodations are generally permitted as secondary uses to existing dwellings. They add value by offering an additional experience dimension for visitors, e.g., horseback riding and other activities at guest ranch locations, interactions between local resident/accommodations operators and visitors at B&Bs. This type of development replicates an already successful accommodations model, but has the potential to add a more local, unique experience.

The general location for new B&B / Guest Houses / Guest Ranches is proposed for sites within rural centres (most of these areas have existing permissions for B&B uses as a secondary use) and rural areas within a 30 minute drive time of the park.

B-6: Hotel / Lodge Accommodations

An opportunity may exist to develop new, higher end, hotel / lodge accommodations at a top-of-bank location adjacent to the park over the long term; depending on market support, this may occur in seven-to-ten years. The Fixed Roof Accommodations Study shows room for modest growth in the number of higher end rooms in the Canadian Badlands.¹⁵ To attract a higher end market segment, it would have to be smaller in scale with 15 to 20 rooms, offer a more intimate experience that is integrated into the natural setting of the park, and designed with higher standards (e.g., LEED standards). Additional activities and amenities could be offered, such as packaging interpretive programming/new guided tours with accommodations to attract cultural and recreationalist target markets. This type of accommodation is an alternative to commercial campground lodging and accommodations in centres, and there is little to no competition in the area.

¹⁵ Alberta Economic Development (2006), Pages 4-5.

B-7: Expanded Accommodations in Centres

Travel statistics generally show a reliance on campground facilities, which suggests a relative under supply of fixed roof accommodations.¹⁶ As the magnitude of visitation to the study area increases due to new attractions, activities and positive word-of-mouth, there will be need for more hotel, motel and other inn facilities in rural centres (e.g. Three Hills, Trochu and/or Big Valley). This will particularly be the case as festival / events in the park and centres draw visitors from out of province and international markets, and visitation increases during the shoulder seasons as well when river bottom or top of bank campground locations are closed.

The ideal location for new accommodations in centres is in the downtown areas of Three Hills, Trochu and/or Big Valley. Downtown locations will promote use of retail, restaurants and other commercial amenities, and will add to the street vibrancy during the regular business hours and evening hours. New accommodations will attract spending to local businesses in centres.

B-8: Expanded Commercial Services in Centres

Visitors to the park require the basic services while on vacation (e.g., restaurants, grocery stores, bank machines). Tourism statistics show that food and beverage, and retail expenditures respectively account for 32 per cent and 17 per cent of visitor spending in the area (CD 05). As new attractions and activities are developed and successfully marketed, there will be demand for more commercial services. Providing new services, such as a greater range of restaurants (by price point and type), activity-oriented outdoors shops and stores with the works of local artisans will contribute to the overall attractiveness of the area.

The proposed location for new commercial services in the study is generally the main streets in Three Hills, Trochu and Big Valley.

5.2 General Infrastructure Requirements and Gaps

The preceding opportunity summaries have identified a number of hard and soft (organizational) infrastructure requirements and gaps. The purpose of this section is to outline others that overarch or are otherwise fundamental to realizing the identified opportunities.

¹⁶ Statistics Canada, 2007.

Wayfinding and Signage

Wayfinding describes the systems in place to guide and direct visitors to destinations, and confirm that they remain on the right route to get there. It typically includes brochures and/or maps supported by signage and is growing to include wireless media.

The April, 2009 Canadian Badlands Ltd. Signage Strategy identified Dry Island Buffalo Jump Provincial Park as a secondary priority destination in the implementation of the Canadian Badlands signage initiatives. However, the entire study region has very weak wayfinding support. Building visitation will require investment in development of a wayfinding system and signage of routes between destinations and at and within regional centres.

Wireless Distribution and Content

As is well understood, new communication technologies are already playing a significant role in promoting and supporting tourism. This role is expected to increase substantially in the future, and offers opportunities to provide fulsome, compelling and “signless” interpretation at attractions.

If wireless media are to play a role in supporting visitation to the study area, implementation will require creation of transmission infrastructure and content specific to area attractions and sites.

Downtown Beautification

Downtown beautification describes efforts to improve the attractiveness and functionality of gateway, touring stop, service stop downtowns and main streets. It includes streetscape and building façade improvements, the introduction of pageantry, parking improvements and retail/service signage improvements (e.g., positioning signs perpendicular to and overhanging sidewalks), all in a coherent manner respecting the history/heritage of the place. Along with other benefits of tourism (e.g., expanded retail, dining and entertainment options) these efforts also improve quality of life for host community residents.

Such efforts are seen as a requirement for the study area centres, and will need to be preceded by articulation of downtown improvement plans.

Market Readiness

Market readiness refers to the extent to which a tourist attraction or destination is actually ready to receive and support tourist visitation. It is a basic prerequisite before new marketing promotion programs designed to entice new levels of visitation are launched. It includes such physical and operating considerations as to whether sufficient parking is available, signage is in place, inventory and staffing levels are sufficient to support anticipated demand, etc.

Given current levels of visitation and development, it is self-evident that new visitation will require new investment in market readiness in the study area.

Management Capacity

Management capacity generally describes the presence/absence of the organization's skill sets, budgets and staffing levels necessary to sustainably manage a given set of circumstances. Capacity requirements to enable the identified opportunities are addressed in the opportunity summaries (e.g., festival and events). Building management capacity to respond to the above-noted infrastructure-related needs will also be required within the study area.

5.3 Opportunity Resource Assessments and Locations

Building on the general development opportunities, a more detailed assessment was undertaken to address specific location requirements, gaps and issues, location selection criteria and other miscellaneous issues. This assessment is summarized in a series of matrices on the following pages.

A set of maps specific to each opportunity are provided at the end of the matrices. The matrices and maps should be read together, keeping in mind:

- Specific locations for opportunities within the park, and for festivals and events are not identified as these can only be defined by Alberta Parks following a park inventory and definition of a trails strategy, or with knowledge of the specific event(s) that have yet to be defined.
- Locations identified for all opportunities outside of the park are schematic and potential only. They are selected to highlight the kinds of locations meeting the described criteria. Development of particular sites can only occur after willing property owners/lease-holders, investors and tourism operators have been identified.
- Maps for the study area's rural centres highlight their respective commercial cores. Individual properties that may offer potential for new accommodations or commercial uses have not been identified.

- Because of the large size of rural parcels, recommended locations for some opportunities do fall on individual private properties. These should be understood to be potential opportunities only, with their realization subject to the wishes and aspirations of their respective owners;
- Some locations are identified as having potential for more than one type of opportunity. Ultimately, it is unlikely that the envisioned hotel/lodge near the park might co-locate with a campground, such that the identified sites should be viewed as supporting one use or the other, but not both.

Table 5.1: Opportunities Inside the Park

OPPORTUNITY – INSIDE THE PARK	LOCATION REQUIREMENTS	GAPS AND ISSUES	SITE SELECTION CRITERIA	MAPPED LOCATION	LOCATION DESCRIPTION/COMMENTS
A-1: DESIGNATED TRAILS AND SCENIC VIEWPOINTS	<ul style="list-style-type: none"> Throughout the park in low-sensitivity areas. Trail network lengths are limited by one day’s travel time given no overnight camping in the park. Trail routes and levels of difficulty address needs of less and more capable visitors, and travel times over park terrain. 	<ul style="list-style-type: none"> No designated / formal trails within the park. No interpretive programming to foster visitor’s understanding of park’s natural and cultural history. Limited visitor services and infrastructure. 	<ul style="list-style-type: none"> Existing informal trails used where possible. Trail heads located at existing parking areas. Detailed trail alignment considers topography and walkability. Trails connect to scenic view points. 	<ul style="list-style-type: none"> DIBJPP 	<ul style="list-style-type: none"> Would benefit from development of a trail strategy identifying trail purposes (e.g., non-motorized), user distribution goals and placement of visitor infrastructure. Trails routes shown are schematic only, intended to capture ideas of loops taking in the river, the Dry Island and the terrace south of the access road.
A-2: INTERPRETIVE PROGRAMMING	<ul style="list-style-type: none"> At all access points to the park including the river’s edge and along designated trails. In adjacent communities (visitor information centres, hotels, public spaces). At local campgrounds. At existing attractions that align with the recommended themes for the park (e.g., Blackfoot Crossing Historical Park, Royal Tyrrell Museum). As part of river tours and festivals and events. 	<ul style="list-style-type: none"> The park’s stories have not been developed; no designated trails or other interpretive signs /brochures to facilitate the visitor’s understanding of the parks natural and cultural history. No on-site visitor services staff. Self-guided interpretive information is limited. Guide tours are informal. Use of technology to convey information is limited to website. Information on website is limited. 		<ul style="list-style-type: none"> DIBJPP 	<ul style="list-style-type: none"> Programming to be developed to contribute to park management, i.e., manager/visitor is both giver and receiver of information, interpretation and education. Delivery mechanisms to include guided and unguided interpretation with a focus on the use of technology limiting the need for static structures.
A-3: SPRING AND FALL ACTIVITIES	<ul style="list-style-type: none"> Throughout the park and at Tolman Bridge Campground. 	<ul style="list-style-type: none"> Camping currently permitted May 15 to September 15. Limited visitor services and infrastructure. Due to the weather, the river can be treacherous in spring. 	<ul style="list-style-type: none"> Identification of events / lead organizations 	<ul style="list-style-type: none"> DIBJPP 	<ul style="list-style-type: none"> Requires development of a sustainable site use plan. Given absence of interpretive programming, events will need to be identified to attract visitors in Spring and Fall and foster the visitor’s understanding of the park’s natural and cultural heritage. Must provide basic services (parking, sanitation and water) sufficient to support expected visitation, in locations that do not conflict with park values.

Table 5.2: Opportunities Outside the Park

OPPORTUNITY – INSIDE THE PARK	LOCATION REQUIREMENTS	GAPS AND ISSUES	SITE SELECTION CRITERIA	MAPPED LOCATION	LOCATION DESCRIPTION/COMMENTS
B-1: RIVER USE	<ul style="list-style-type: none"> The 118 km length of the Red Deer River from Content Bridge to Drumheller. Designated campsites at one day’s paddle intervals with valley bottom alternatives to sites at road crossings. Increase density of camping opportunity in vicinity of DIBJPP and at locations that intersect with other tour modes and routes, creating opportunities to vary travel day lengths on the river (e.g., preferred locations on the river reaches between DIBJPP and Tolman Park, and between Tolman Park and Morrin Bridge to lengthen the “Day 2” paddle, and shorten “Day 3” travel.). 	<ul style="list-style-type: none"> Albertans and others from Western Canada already go canoeing along the river. No reliable use figures are available. The river use capacity is not known. Absence of outfitters providing rental canoes and other services in proximity to the park and to trip embarkation points. Will require willing property owners/ lease-holders on TBHRNA sites and a management agency. There is no risk management plan, or search and rescue plan. Infrastructure for camping along the river is uncoordinated. 	<ul style="list-style-type: none"> Existing launch points are used. New launch points cater to a range of user group skill levels by filling in gaps between existing river entry/exit points. New river access points are in close proximity to the park. River-based tour routes extend beyond the study area to the south. Gaps between existing commercial/park campgrounds at road crossings are filled in. 	<ul style="list-style-type: none"> B1a 	<ul style="list-style-type: none"> The privately owned site B1a offers opportunities to support multi-modal trips linked to one-day (or less) paddles through DIBJPP to Tolman Bridge (same site as B4a Campgrounds and B6a Hotel/Lodge Accommodations). If visitor use increases in the future, there will be more need for a planned and co-ordinated river use system.
B-2: FESTIVALS AND EVENTS	<ul style="list-style-type: none"> In the park and region-wide. 	<ul style="list-style-type: none"> Most existing festivals and events are community-focused and occur in the summer months. No regularly scheduled festivals or events take place within DIBJPP. Relatively few festivals or events have been developed that celebrate the Canadian Badlands themes. 	<ul style="list-style-type: none"> Identification of lead organizations and sponsors. 		<ul style="list-style-type: none"> Requires development of a sustainable site use plan for locations within the park. Must provide appropriate services (parking, sanitation and water) sufficient to support expected visitation, in locations that do not conflict with park values.

Table 5.2: Opportunities Outside DIBJPP Continued

OPPORTUNITY – OUTSIDE THE PARK	LOCATION REQUIREMENTS	GAPS AND ISSUES	SITE SELECTION CRITERIA	MAPPED LOCATION	LOCATION DESCRIPTION/COMMENTS
B-3: EXPANDED TOUR OFFERINGS	<ul style="list-style-type: none"> The park, river valley, Rumsey Ecological Reserve and Natural Area, and connections across the prairie. Supports positioning river crossings or campsites as activity/meeting/ mode-transfer nodes, which intersect/ link with other tour modes/routes and where road /overland trail routes intersect with river. Collection/embarkation points can include DIBJPP, regional centres, activity nodes, other destinations/ attractions and Calgary. 	<ul style="list-style-type: none"> Current tour opportunities are very limited. Will require willing landowners/leaseholders and operators to provide services. Will require focussed marketing support. Potential for connections to the Rumsey Ecoreserve and the Rumsey Natural Area. 	<ul style="list-style-type: none"> Tour routes capitalize on the extension of existing routes (e.g., Alberta Prairie Excursion) and road allowances. Tour routes create new direct access to the park and potential activity nodes. Activity nodes are at sites with the potential for both river and road access. Activity nodes are at sites with campgrounds and/or a range of activities. 	B3a	<ul style="list-style-type: none"> From Big Valley to a lookout /promontory above the confluence of Big Valley Creek and the Red Deer River, via the unused rail right-of-way for the north-south leg.
				B3b	<ul style="list-style-type: none"> From route B3a down private road to valley bottom terminating at potential activity node (same as site B1a/ B4a/ B6a).
				B3c	<ul style="list-style-type: none"> From route B3b north to McKenzie Crossing on existing jeep track across private and TBHRNA lands.
B-4: RV/ TEPEE/YURT CAMPGROUND	<ul style="list-style-type: none"> Valley edge with close road access near the park. Electrical supply would strengthen attractiveness to RV users. Sites could serve traffic approaching the river valley from the west (Highway 21) and east (Highway 56). 	<ul style="list-style-type: none"> Opportunity not in place. Will require willing property owners/leaseholders and operators to provide service. Will require focussed marketing support. 	<ul style="list-style-type: none"> New campground locations cater to a range of user group skill levels by filling in gaps between existing campgrounds. Sites are flat and have the potential to accommodate a range of amenities. Sites for RV use are at the top of valley, with road access, and have potential to access a trail leading to the river. Campgrounds/Tepee/Yurt sites at valley bottom locations have river access and potential to access a trail leading to road access. 	B4a	<ul style="list-style-type: none"> East side valley bottom location with private road access (same site as B1a River use and B6a Hotel/Lodge Accommodations).
				B4b	<ul style="list-style-type: none"> East side promontory location overlooking confluence of the Big Valley Creek and Red Deer River (same site as B6b Hotel/Lodge Accommodations). Site appears to have footpath trail access down to the river.
				B4c	<ul style="list-style-type: none"> West side valley top location overlooking DIBJPP (same site as B6c Hotel/Lodge Accommodations).
				B4d	<ul style="list-style-type: none"> West side valley top location ~4 km south of DIBJPP (same site as B6d Hotel/Lodge Accommodations).
B-5: B&B/GUEST HOUSE/GUEST RANCH ACCOMMODATIONS	<ul style="list-style-type: none"> Centres in proximity to the park—Three Hills, Trochu, Big Valley. Rural area within 30 minutes of the park. 	<ul style="list-style-type: none"> Opportunity not in place. Will require willing property owners/leaseholders and operators to provide service. Will require focussed marketing support. Policies of the counties of Kneehill and Stettler allow home-based businesses outside of commercial areas only if they are subordinate to and will not change the character of the primary residence (e.g., B & B and guest ranches). 	<ul style="list-style-type: none"> B&B sites are located in rural centres in the study area due to existing land use permissions. Guest house / guest ranch accommodation are located within a 30-minutes drive time from the park. Site selection is not limited to public lands in an effort to encourage new entrepreneurship in the local tourism sector. 	Map B-5	<ul style="list-style-type: none"> The County of Starland is currently defining its first Municipal Development Plan. The County of Red Deer Municipal Development Plan allows for B&Bs and guest ranches on land designated agricultural (Policy 6.11); unless otherwise designated, all areas outside of hamlets are agriculture.

Table 5.2 : Opportunities Outside DIBJPP Continued

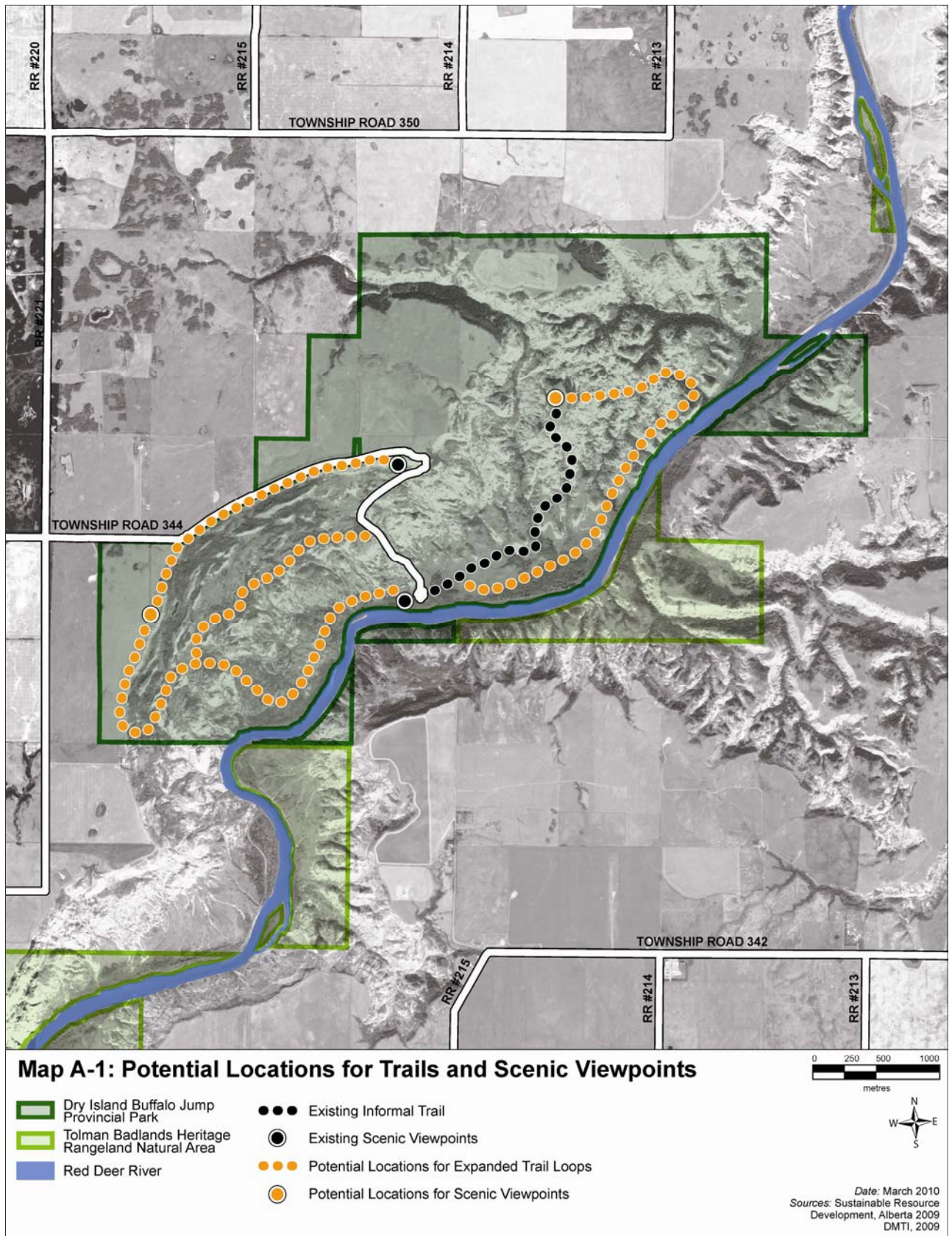
OPPORTUNITY – OUTSIDE THE PARK	LOCATION REQUIREMENTS	GAPS AND ISSUES	SITE SELECTION CRITERIA	MAPPED LOCATION	LOCATION DESCRIPTION/COMMENTS
<p>B-6: HOTEL/LODGE ACCOMMODATIONS</p>	<ul style="list-style-type: none"> • Top-of-bank adjacent to the park. • Valley bottom with potential access. 	<ul style="list-style-type: none"> • Opportunity not in place. • Will require identification of a suitable site and a willing investor and operators to provide service. • Will require focussed marketing support. • The counties of Kneehill and Stettler Municipal Development Plans allow for limited commercial development outside of new or existing business parks on condition the site can be serviced with on-site water and sewer disposal systems and there is no adverse impact on the municipal road network and surrounding (e.g., agricultural) land uses. • Amendments to Municipal Development Plans and County Use Bylaws may be required to permit sites removed from major transportation routes. • The County of Stettler Municipal Development Plan requires that any proposed stand-alone commercial development requires an isolated location. • In all county municipal development plans—Kneehill, Red Deer and Stettler—policies stipulate that no permanent structures can be built within the definable 1:100-year floodline of any river, stream or water body unless proper flood proofing techniques are applied as part of a development application. • The Red Deer County Municipal Development Plan does not allow hotels / lodges outside of hamlets or other areas designated for commercial uses. 	<ul style="list-style-type: none"> • The site is approximately 1 km from the park. • Selected valley top locations have a good vantage point. • Selected river bottom locations have potential river access. • Location has access from paved or unpaved township roads and to electrical power. • The site is large enough to accommodate the facility. 	<ul style="list-style-type: none"> • B6a 	<ul style="list-style-type: none"> • East side valley bottom location with private road access (same site as B1a River Use and B4a Campgrounds).
				<ul style="list-style-type: none"> • B6b 	<ul style="list-style-type: none"> • East side promontory location overlooking confluence of the Big Valley Creek and Red Deer River (same site as B4b Campgrounds).
				<ul style="list-style-type: none"> • B6c 	<ul style="list-style-type: none"> • West side valley top location overlooking DIBJPP (same site as B4c Campgrounds).
				<ul style="list-style-type: none"> • B6d 	<ul style="list-style-type: none"> • West side valley top location ~4 km south of DIBJPP (same site as B4d Campgrounds).
				<ul style="list-style-type: none"> • B6e 	<ul style="list-style-type: none"> • East side valley top location overlooking DIBJPP.
				<ul style="list-style-type: none"> • B6f 	<ul style="list-style-type: none"> • West side valley top location overlooking DIBJPP.
					<ul style="list-style-type: none"> • May need amendment prior to development on lands currently designated Agriculture; unless otherwise designated, all areas are treated as Agriculture. • County of Starland is currently defining its first Municipal Development Plan.

Table 5.2 : Opportunities Outside DIBJPP Continued

OPPORTUNITY – OUTSIDE THE PARK	LOCATION REQUIREMENTS	GAPS AND ISSUES	SITE SELECTION CRITERIA	MAPPED LOCATION	LOCATION DESCRIPTION/COMMENTS
<p>B-7: EXPANDED ACCOMMODATIONS IN CENTRES AND B – 8: EXPANDED COMMERCIAL SERVICES IN CENTRES</p>	<ul style="list-style-type: none"> • Within or very near downtown core areas in Three Hills, Trochu and Big Valley, or on arterial roads leading to core areas. 	<ul style="list-style-type: none"> • Expansion to the current offering will require order of magnitude increase to regional visitation. • Will require focussed marketing support. • Will require identification of site(s), willing investor(s) and service providers. • May need to amend Municipal Development Plan(s) to permit accommodation in the downtown and focus retail development. • Current visitation to region and resident population already supports a basic range of services, but decline (e.g., restaurant closures) is occurring. • The Three Hills Municipal Development Plan states that the designated downtown area will be protected and enhanced as the retail, office and civic centre of the community (Policy 11.3.2 (a) and the implementing Land Use Bylaw identifies the downtown as the Central Business District (C-B) in which a range of retail uses are permitted. However, hotels / motels are only permitted at the discretion of the local planning commission. • Three Hills Land Use Bylaw permits hotels / motels and highway commercial uses as-of-right along the 2nd Street North and Highway 22 corridors in the Highway Commercial District (HWY-C). • Land use bylaws for Three Hills and Trochu direct retail uses to downtown areas and allow hotels / motels in these areas at the discretion of local planning commissions. 	<ul style="list-style-type: none"> • Sites within the rural centres of the study area. • Ideally, sites selected are located in areas with existing land use permissions. 	<ul style="list-style-type: none"> • Maps B-7 and B-8 	<ul style="list-style-type: none"> • Village of Big Valley is not required to have a Municipal Development Plan; there are no immediate plans to prepare one. • The Town of Trochu Municipal Development Plan was adopted in the early 1980s; a new plan is being developed and is expected to be completed in 2010.

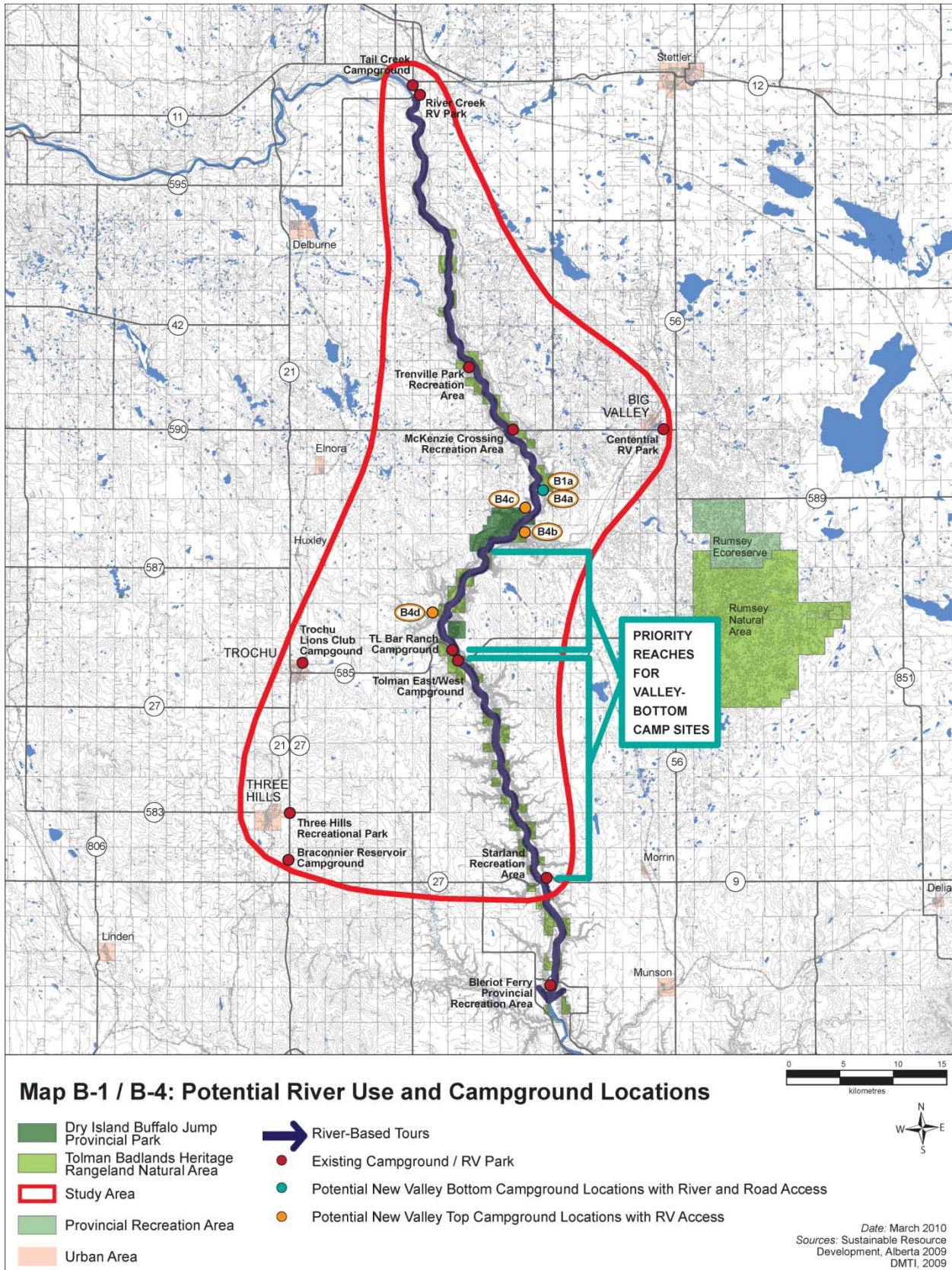
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Figure 5.1: Map A-1 Potential Locations for Trails and Scenic Viewpoints



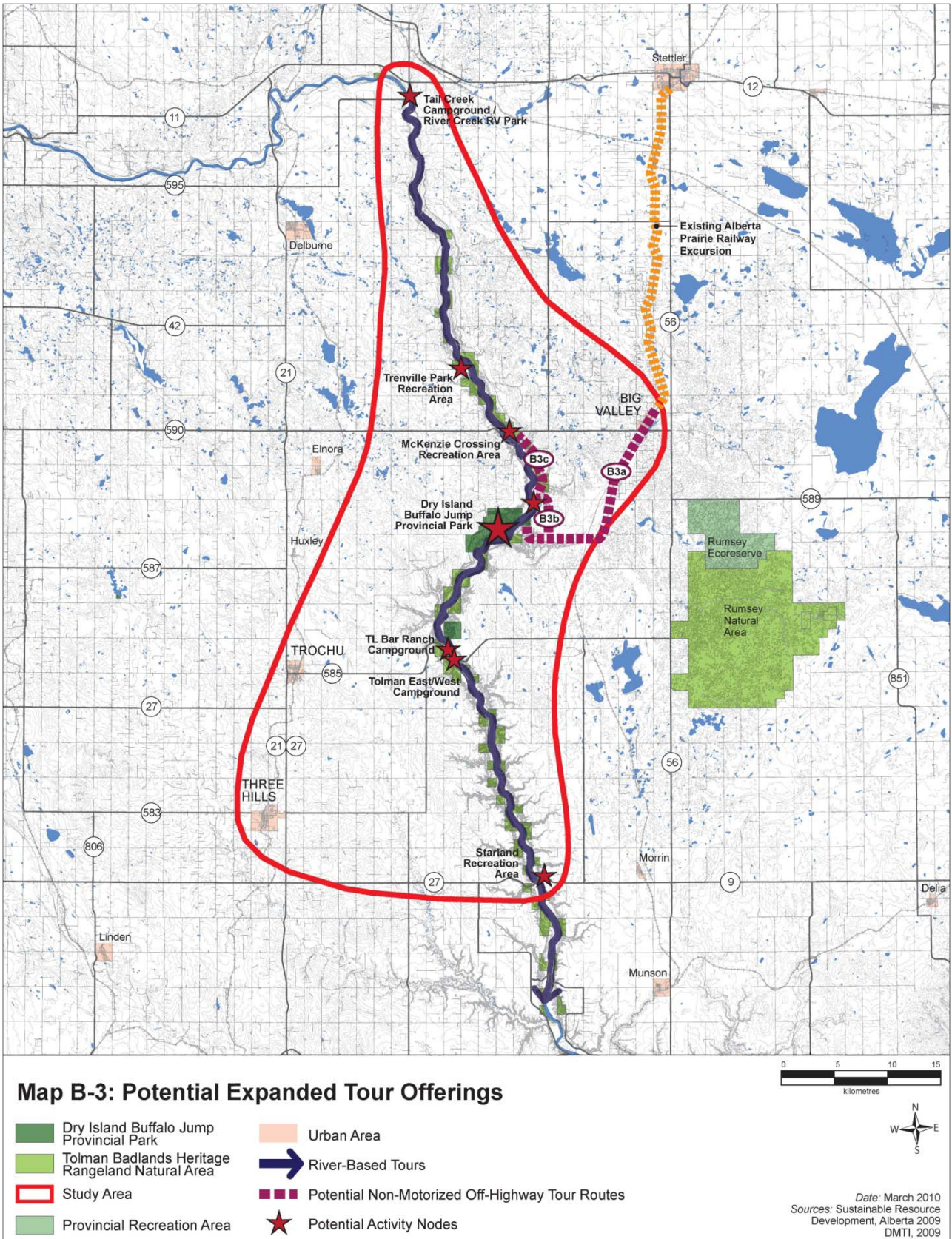
Note: Potential facility locations are schematic only, intended to highlight location types meeting the criteria outlined in Tables 5.1 and 5.2.

Figure 5.2: Map B-1/B-4 Potential River Use and Campground Locations



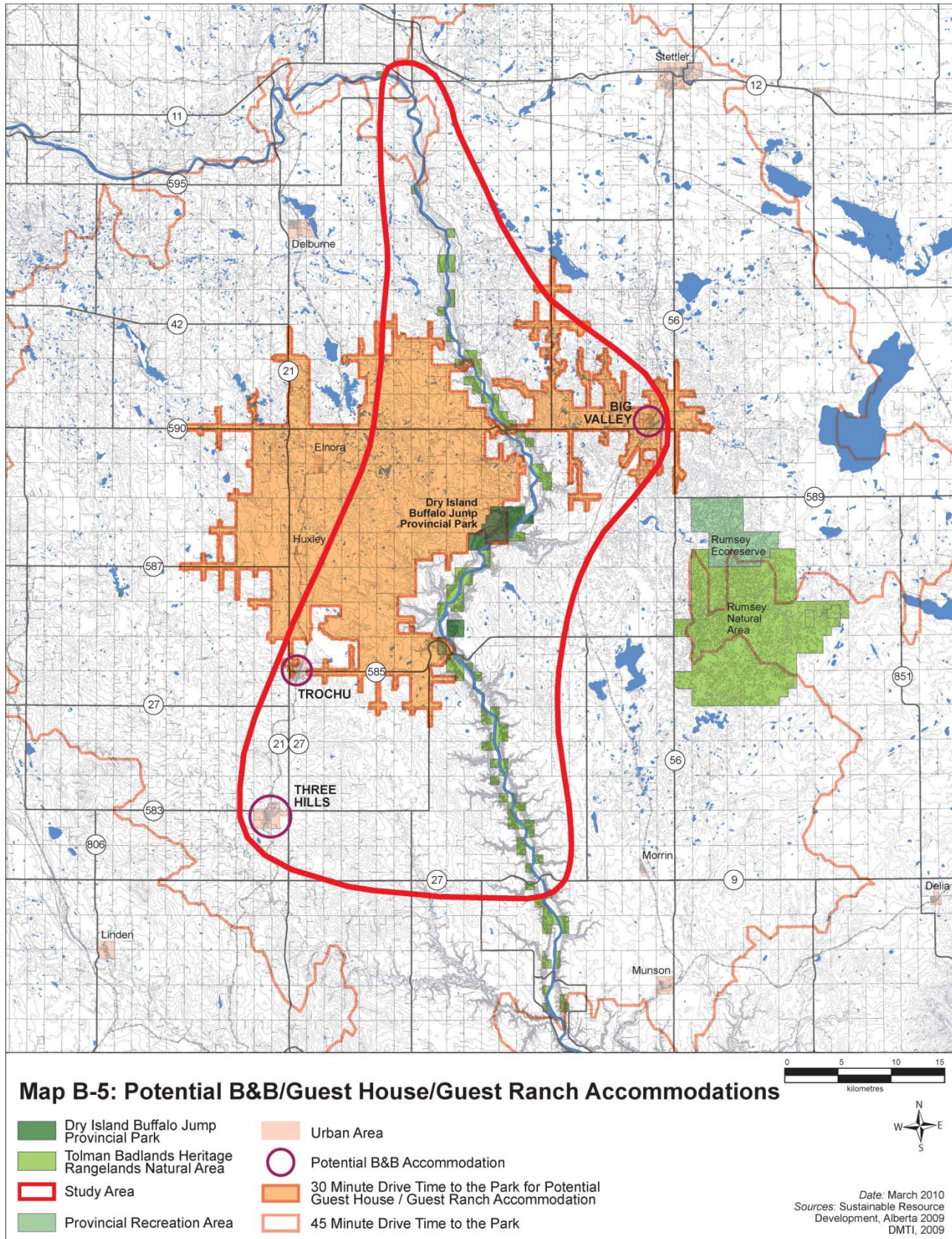
Note: Potential facility locations are schematic only, intended to highlight location types meeting the criteria outlined in Tables 5.1 and 5.2.

Figure 5.3: Map B-3 Potential Expanded Tour Offerings



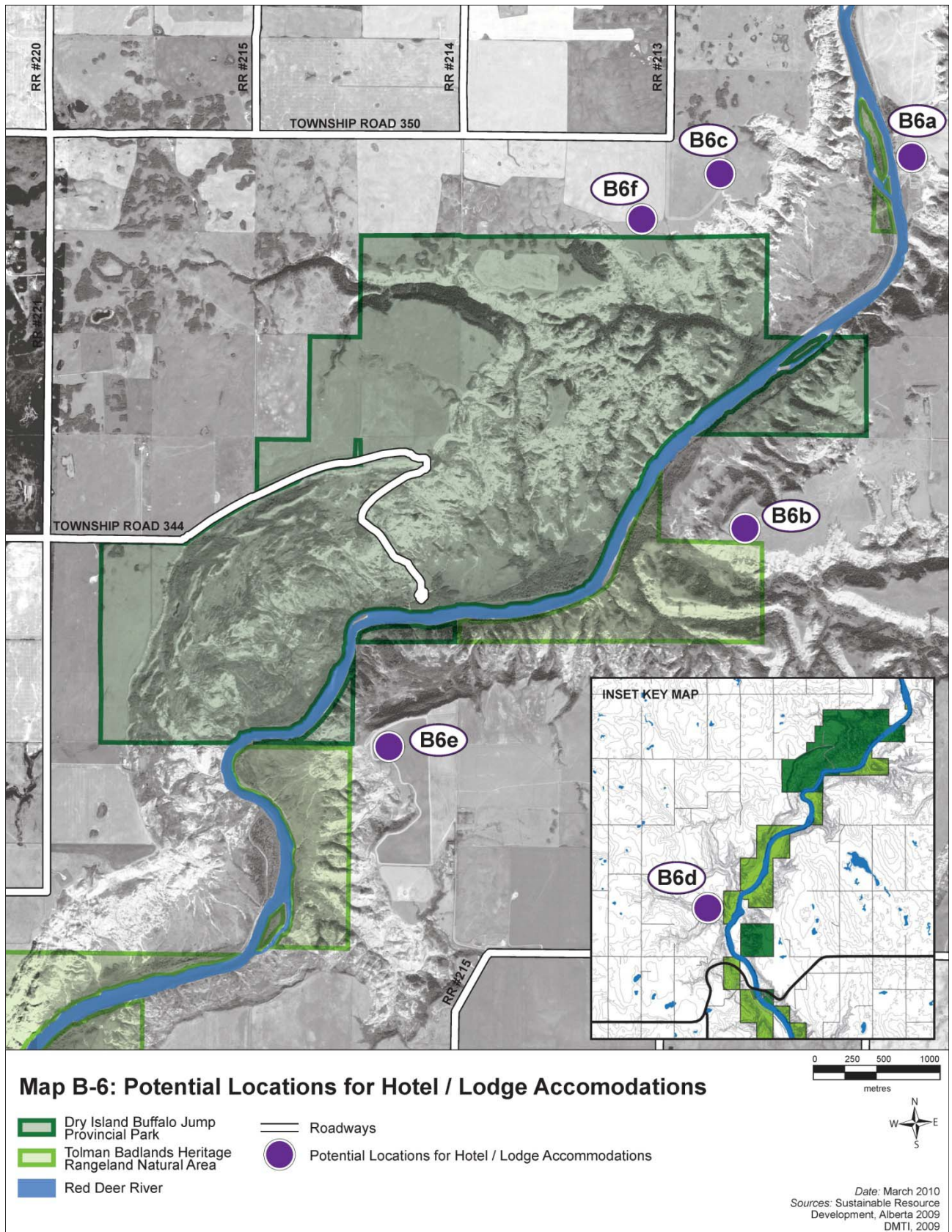
Note: Potential facility locations are schematic only, intended to highlight location types meeting the criteria outlined in Tables 5.1 and 5.2.

Figure 5.4: Map B-5 Potential B&B/Guest House/Guest Ranch Accommodations



Note: Potential facility locations are schematic only, intended to highlight location types meeting the criteria outlined in Tables 5.1 and 5.2.

Figure 5.5: Map B-6 Potential Locations for Hotel/Lodge Accommodations



Note: Potential facility locations are schematic only, intended to highlight location types meeting the criteria outlined in Tables 5.1 and 5.2.

Figure 5.6: Map B-7/B-8 Town of Three Hills

5.0 DEVELOPMENT OPPORTUNITIES

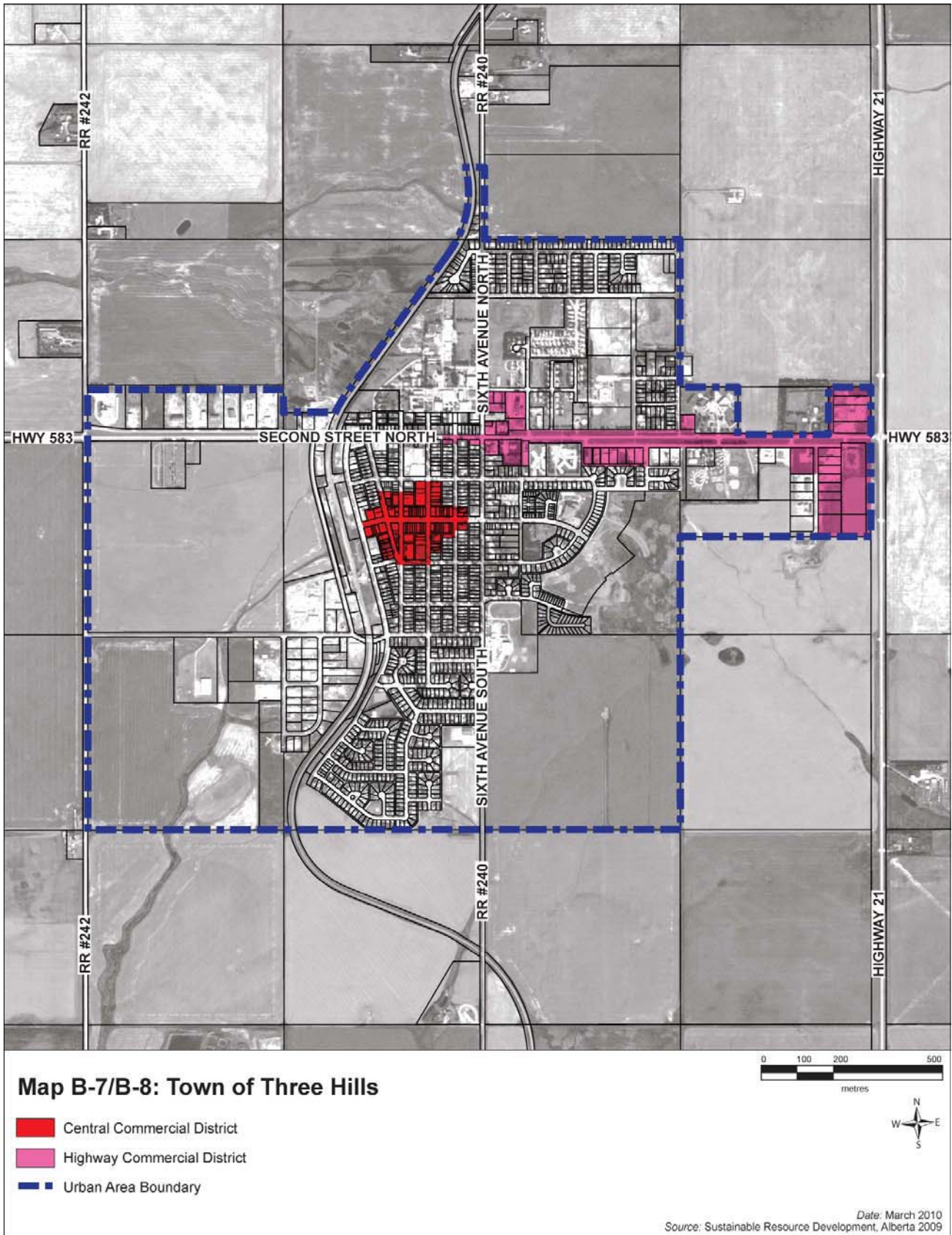


Figure 5.7: Map B-7/B-8 Town of Trochu

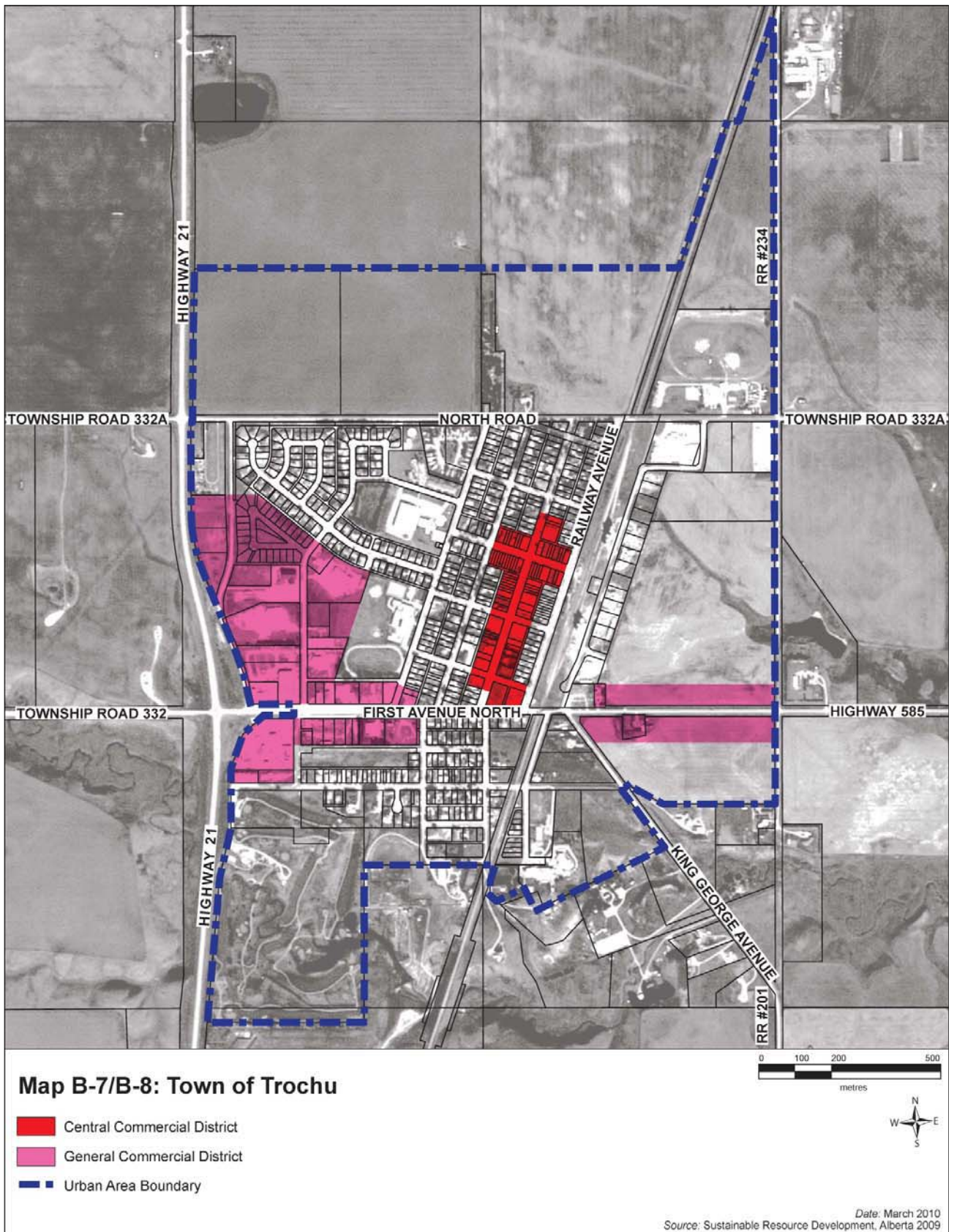
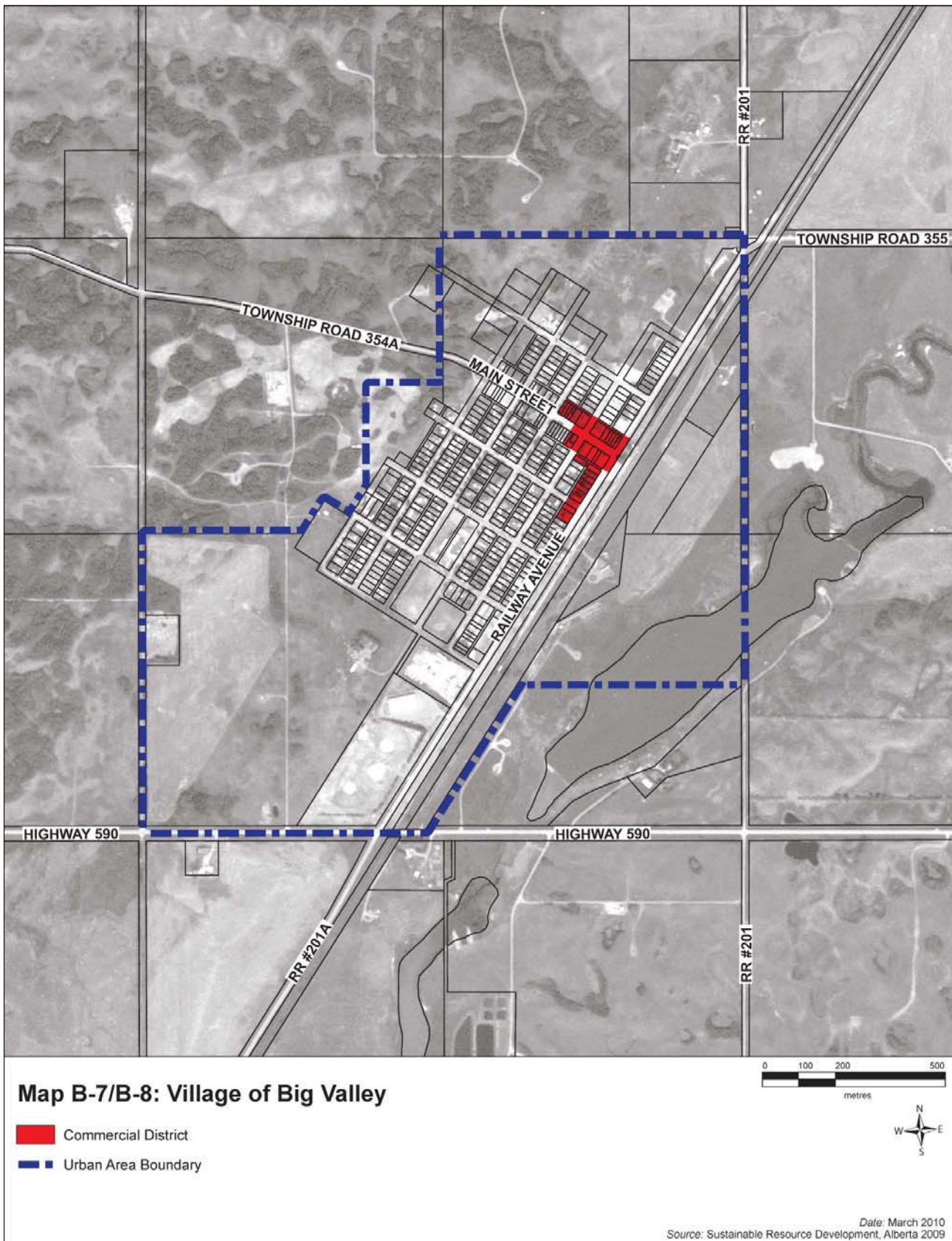


Figure 5.8: Map B-7/B-8 Village of Big Valley



6.0

MARKET ASSESSMENT

The Market Assessment was undertaken to determine the market potential of the recommended development opportunities when implemented within and outside Dry Island Buffalo Jump Provincial Park. In doing so, it was assumed that opportunities with the greatest market potential would be pursued as the overall market for the area grows.

The assessment maximized the use of existing studies, plans, inventories and other relevant materials, supplemented with available current market data and interviews with “marketers-in-the-know.” Based on a review of this material, data supporting each opportunity are compiled and presented in a matrix which can be found in Appendix D.

The Market Assessment confirms the recommended development opportunities have viable market potential when implemented within both Dry Island Buffalo Jump Provincial Park and the surrounding area. The data and research demonstrates a strong correlation between the recommended opportunities and documented visitor behaviours and preferences, which resonates with local experts.

Among the significant findings of the assessment were:

Canadians who visited Alberta are more active than the average Canadian pleasure traveller in all measured outdoor activities while on trips. They are especially likely to participate in nature-oriented activities (e.g. wildlife viewing, hiking, climbing and paddling horseback riding, wilderness activities¹⁷;

- Relative to the average U.S. pleasure traveller, Americans are especially likely to participate in nature-oriented activities while on trips¹⁸;
- There is a strong association between the number of outdoor activities pursued while on trips and attendance at historical sites, agro-tourism and Aboriginal cultural experiences¹⁹;

¹⁷ TAMS 2006: *Canadian Travellers to Alberta*, Page 10.

¹⁸ TAMS 2006: *U.S. Travellers to Alberta*, Page 9.

¹⁹ TAMS 2006: *Canadian Outdoor Activities While on Trips: An Overview*, Page 25.

- There is a strong association between the number of outdoor activities pursued while on trips and attendance at fairs and festivals²⁰;
- Visitors to Alberta most often stay in campgrounds or resorts and relative to the average Canadian pleasure traveller, those who visited Alberta are especially likely to stay in a wilderness setting, farm or guest ranch²¹;
- Mature families/singles are significantly more likely to travel in the shoulder months, April through June, September and October. Within this group, it is empty nesters rather than older singles/groups that are travelling²².

The findings of the assessment were ground truthed with members of the Project Steering Committee and Stakeholder Advisory Committee to ensure there were no anomalies from a local perspective. This corroborated the conclusion of the market assessment that the opportunities have the potential to help strengthen the role of the park as a core attraction and optimize the economic benefits to the surrounding area.

²⁰ Ibid, Page 2.

²¹ *TAMS 2006: Canadian Travellers to Alberta*, Page 12.

²² *2008 Badlands Western Canadian Market Potential to Visit the Canadian Badlands—Qualitative Research*, Page 19-20.

7.0

DEVELOPMENT STRATEGY

The Tourism Development Plan now addresses implementation through an overall development strategy and its individual opportunity implementation plans. The goal of the strategy is to realize the Vision defined for the area in Section 4. In essence, the goal is to increase tourism in the Dry Island Buffalo Jump Provincial Park and Area to its full potential while maintaining the integrity of the park and the Red Deer River Valley, and quality of the user experience.

In developing the strategy, it has become evident that there are core critical path elements (i.e., elements that must be in place before others can proceed or be fully realized) related to the park and the Red Deer River, the timeline for which will shape the recommended development sequence. This section of the plan therefore outlines the nature of the strategy and its development cycle, and the critical path and contingent elements. It then presents the current realities influencing timelines for management planning, and possible alternative approaches to realizing development needs and opportunities in the park and along the river.

The implementation plans for Opportunities A1-B7 & 8 and for the Infrastructure Development Programs are presented in a recommended optimal sequence, with common Year 1 to Year 15 horizons. Given the uncertainties around the timing of commitments to realizing critical path items, the actual implementation sequence and interrelationships will likely vary. Definition of the achievable path forward must await stakeholder discussions of possible resourcing plans and commitments, and may evolve over time.

7.1 The Development Strategy

The development strategy for Dry Island Buffalo Jump Provincial Park and Area is to stage a product development cycle that incrementally adds attractors and supporting facilities, services and programs to the area's asset base in concert with a marketing plan [to be developed by others, given commitment to a development sequence] and growth in visitation.

As defined through the opportunity assessment, the attractors are:

- A-1: Designated Trails and Scenic Viewpoints;
- A-2: Interpretive Programming;
- A-3: Spring and Fall Activities;
- B-1: River Use;
- B-2: Festivals and Events;
- B-3: Expanded Tour Offerings.

The supporting facilities and services are:

- B-4: RV/Tepee/Yurt Campground;
- B-5: B&B/Guest House/Guest Ranch Accommodations;
- B-6: Hotel/Lodge Accommodations;
- B-7 & 8: Expanded Accommodations and Commercial Services in Centres.

Supporting infrastructure development programs are:

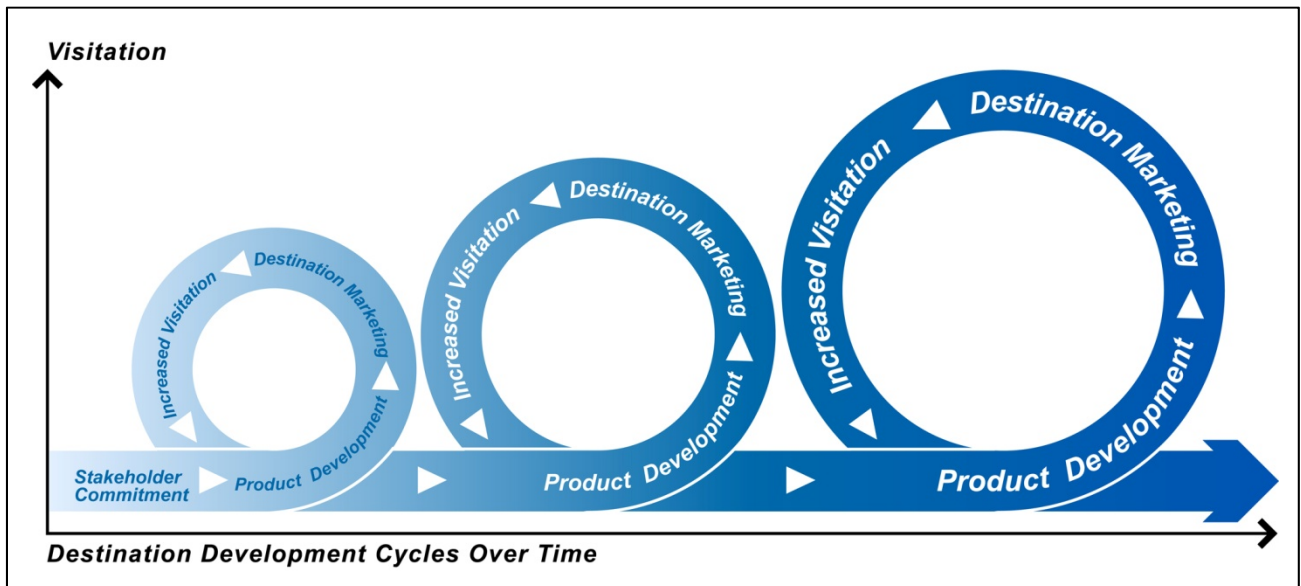
- C-1: Wayfinding and Signage;
- C-2: Wireless Distribution and Content;
- C-3: Downtown Beautification;
- C-4: Market Readiness;
- C-5: Management Capacity.

The strategy is staged as an incremental sequence that recognizes prerequisites for each new element at 1 year, 5 year, 10 year and 15 year horizons. It presumes that the elements are brought together in a managed and monitored manner to support tourism growth, as illustrated in Figure 7.1. The Destination Development and Growth Cycle evolves from a commitment to grow the area tourism economy, through the completion of foundation activities, product development and marketing to increase visitation. More visitors, in concert with a committed development program, support more product development which, with appropriate marketing, brings more visitation.

It is critical to ensure that balance is maintained between a sufficient product offering and the marketing of that offering. Over-marketing with insufficient product (or product not ready for market) only leads to disappointed visitors and bad word of mouth, and takes significant time to recover from. Over-investing in product development with inadequate or misdirected marketing only leads to under-performing attractions and the significant risk of new venture failures. Destination sites must have sufficient management capacity to effectively and

sustainably deliver and sustain the products. A visitor monitoring network and constant communication of performance and committed plans is essential to maintaining that balance. Marketing plans need to be designed to reflect and promote visitation to the current state of product development.

Figure 7.1: Destination Development Cycle



The cycle requires the parallel development of supporting or complementary elements. For example, increased visits to festivals and events requires sufficient accommodations and services capacity; increased river use requires designated campsites and the capacity to manage their use; increased visits to Dry Island Buffalo Jump Provincial Park requires secure access into the park, supporting activity (e.g., interpretive walks) and the capacity to manage more intense use of the park; investment in accommodations requires confidence in the presence of a growing set of reasons for increased visitation, etc. The identified opportunities are best considered as a series of necessary but individually insufficient conditions for supporting the growth cycle. What is true for the “system” as a whole is true for its parts as well – individual opportunities are dependant or co-dependant upon others for their realization, each helps build visitation to the others.

The optimal development sequence is summarized in Figure 7.2. It is articulated in the opportunity implementation plans that follow in Section 8. The illustrated sequence is considered an ideal. It presumes funding and capacity are available to support each initiative at its respective time horizon, and that core critical path and other supporting elements are in place in accordance with the identified staging.

Figure 7.2: Optimal Development Sequence

	"YEAR 1"			"YEAR 5"					"YEAR 10"					"YEAR 15"						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19
A-1 Designated Trails and Scenic Viewpoints																				
Existing informal trails/viewpoints and the new birding trail attract local and regional visitors.																				
The trail strategy for DIBJPP is complete and formalized trails are beginning to be developed.																				
Primary trails are developed, digital mapping and wireless interpretive content have been prepared.																				
DIBJPP is acclaimed for its trail networks, walkability and diverse features.																				
A-2 Interpretive Programming																				
Interpretive programming is being developed.																				
Third party interpreters provide tours, supporting interpretive materials have been developed.																				
Signage is in select locations while wireless technology delivers the story.																				
DIBJPP is recognized for its rich interpretive programming.																				
A-3 Spring and Fall Activities																				
Local and regional Fall activities have taken place.																				
Annual Spring and Fall activities are gaining a dedicated following of visitors.																				
The range of Spring and Fall activities continues to grow.																				
Popular on the F&E circuit for Spring and Fall activities and practical hands-on experiences.																				
B-1 River Use																				
Corridor strategy is being developed with the goal of creating a must see and do experience.																				
Tour operators and campground owners offer multi-day tours with interpretive content.																				
New access points intersect with other modes/routes, and valley bottom campsites are developed.																				
Acclaimed for its much sought after river experiences.																				
B-2 Festivals and Events																				
A major event is under development and a program of local and regional events exist.																				
The major and other events are growing and a mid-sized event is under development.																				
The major event has a North American audience, the mid-sized event has new supporting activities.																				
DIBJPP and Area has events with regional to national appeal.																				

Figure 7.2: Optimal Development Sequence – Continued

	"YEAR 1"				"YEAR 5"					"YEAR 10"					"YEAR 15"						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	
B-3 Expanded Tour Offerings																					
Private investment in multi-modal and multi-nodal experiences is being explored.																					
Multi-modal and multi-nodal packages are successfully marketed.																					
Tours incorporate activity nodes & interpretive experiences with access, transfer & intersection points.																					
Recognized for a rich mix of activities and interpretive experiences inside and outside the park.																					
B-4 RV/ Tepee/Yurt Campground																					
Existing campgrounds begin process of upgrading facilities.																					
A campground has been developed at the valley edge and there is reservation system in place.																					
Existing campgrounds have new sites/services and there is interest in additional campgrounds.																					
Area campgrounds are differentiated and promote the area as an outdoor destination.																					
B-5 B&B/Guest House/Guest Ranch Accommodations																					
Existing accommodations have been upgraded and hurdles for new development are reduced.																					
Additional accommodations exist within a 30-minute drive of DIBJPP.																					
The number of accommodations and occupancy in shoulder seasons has increased.																					
Area accommodations are internationally acclaimed.																					
B-6 Hotel / Lodge Accommodations																					
A strategy to attract investment is complete and barriers to investment have been reduced.																					
Investors are beginning to express interest in a valley top location close to the park.																					
A hotel/lodge is being developed at a valley top location.																					
The hotel/lodge is renowned as a high end, eco-themed and sustainable destination.																					
B-7 & B-8 Expanded Accommodations and Commercial Services in Centres																					
Municipalities are committed to attracting tourism and investors.																					
Regulatory tools have been amended to enable recommend opportunities.																					
Accommodations and amenities have increased and owners are working together.																					
Area centres are economically vibrant with thriving downtowns.																					

7.2 Core Critical Path Issues

Dry Island Buffalo Jump Provincial Park and the Red Deer River Valley are the core attractors for increased tourism in the study area, and will play iconic roles in its marketing. If maintaining the integrity of the park and the river and the quality of the user experience is a primary concern, staffing and funding constraints may slow investment in the management planning and facility development necessary to enable increased utilization of both assets.

The Alberta government is undertaking to prepare regional integrated resource management plans under the provincial Land-Use Framework (LUF). Regional plans are to be developed on the basis of major watersheds and the Red Deer River watershed is not due to start for at least another year or two. Within the Parks division, site-specific park management planning has generally been suspended, pending the completion of LUF plans and the subsequent completion of Regional Park Plans that are to be developed following each LUF plan. If it is assumed for discussion purposes that each step in the sequence takes two years, site-specific planning for Dry Island Buffalo Jump Provincial Park could be an eight year wait. While this sequence is a general rule, some site-specific planning may be authorized if circumstances and priorities support proceeding ahead of the current regional planning initiative.

Current budgetary/staffing constraints further limit the potential for site-specific planning among many competing priorities. Although the timing is difficult to predict, management planning for Dry Island Buffalo Jump Provincial Park is not likely to commence in the near future. Options such as alternative funding sources and innovative partnerships may enable opportunities for some planning projects to proceed that would not otherwise be possible with a conventional approach. With this in mind, a number of variables will have to be examined to determine the most appropriate time and process with which to initiate planning at Dry Island Buffalo Jump Provincial Park and to coordinate it with other tourism development activities within the study area and the Canadian Badlands. Similar circumstances would affect management planning for greater recreational use of the Tolman Badlands Heritage Rangeland Natural Area lands along the river valley.

The central importance of both the park and the river to the area's experience means that opportunities for which these elements are seen as pre-requisites will not be able to develop to the extent or as quickly as they might if those elements were in place early in the development cycle. This outcome would constrain, or lengthen the timeline for realization of the area's full tourism potential. Marketing plans would need to be tailored accordingly.

The elements considered to be prerequisites to increased utilization of the park are:

- Park bio-physical inventory and sensitivity analysis;
- Visitor needs assessment and trails plan;
- Trails and viewpoints development, including upgrading of the access road so it is hardened and handrailed as a viable footpath in all weather conditions;
- Increased park and visitor management capacity, noting that current levels of resourcing are insufficient to regulate inappropriate or illegal activities in the park.

The elements considered to be prerequisites to increased utilization of the river (beyond the level supported by current capacity in the campgrounds currently serving river users) are:

- Higher level bio-physical inventory and sensitivity analysis of the Tolman Badlands Heritage Rangeland Natural Area within the river valley bottom;
- River user needs assessment and camp site development plan along the river;
- Campsite development, including acceptable leasehold amendments to place liability and management obligations with the province vs. Tolman Badlands Heritage Rangeland Natural Area lease holders;
- Increased river/campsite management capacity, including campsite maintenance.

The Dry Island Buffalo Jump Provincial Park and Area development opportunities considered to be directly contingent on the above critical path elements are **highlighted** below. "In DIBJPP" is highlighted where the contingent opportunity occurs within the park.

- **A-1: Designated Trails and Scenic Viewpoints;**
- A-2: Interpretive Programming – **In DIBJPP;**
- A-3: Spring and Fall Activities – **In DIBJPP;**

- **B-1: River Use – Including activities reliant upon related activity within DIBJPP;**
- B-2: Festivals and Events – **In DIBJPP;**
- B-3: Expanded Tour Offerings – **In DIBJPP;**
- **B-4: RV/Tepee/Yurt Campground;**
- B-5: B&B/Guest House/Guest Ranch Accommodations;
- **B-6: Hotel/Lodge Accommodations;**
- B-7 & 8: Expanded Accommodations and Commercial Services in Centres.

Among the supporting development program elements, one is thought to be directly contingent upon the critical path elements, as highlighted below:

- Wayfinding and Signage;
- Wireless Distribution and Content – **re DIBJPP;**
- Downtown Beautification;
- Market Readiness;
- Management Capacity.

The ultimate timing for the realization of the critical path elements may require shifts in the timing for contingent opportunities, or in the staging of investment in the less directly contingent opportunities. These shifts notwithstanding, there should be no need to hold up on the less contingent initiatives or on the development plan itself.

7.3 Alternative Development Scenarios

The Parks Division in the Tourism, Parks and Recreation ministry, and the Land Use Secretariat and the Lands Division in the Sustainable Resource Development ministry are mandated with developing plans for and managing their respective land bases. This will continue to be true for Dry Island Buffalo Jump Provincial Park and the Tolman Badlands Heritage Rangeland Natural Area lands. Recognizing the current constraints on these agencies' abilities to initiate management planning and development in the near term, it would appear that there are three main avenues by which to realize the critical core elements:

1. A “traditional” approach where implementation occurs within and awaits the respective agency planning cycles;
2. A more novel approach where partnerships are created between existing agencies including the Parks, Tourism and Sport and Recreation Divisions at Alberta Tourism, Parks and Recreation, Sustainable Resource Development

and the Canadian Badlands Ltd., each of which allocates resources to realize the critical path elements under the guidance/oversight of the mandated agency; and/or,

3. An even more novel approach wherein partnerships among existing agencies and other stakeholders, perhaps through a new supporting entity, guide and coordinate investment to realize the critical path elements. This approach could be funded from a combination of agency budgets and non-traditional sources including fundraising or fees for service or use (e.g., interpretive services, campsite fees, trail use fees). Such arrangements have precedents in Alberta, in the Friends of Kananaskis County, and elsewhere in Canada, the U.S. and other countries.

Each approach has differing timeline requirements and implications. The traditional approach could be accelerated by new political considerations, or await the currently planned cycle. It could thus become a near-term (1-2 years), midterm (3-6 years), or longer term (7-10 years) possibility. An agency partnership-driven approach would take lead time to develop. With a commitment to move forward quickly, it could become a “late” near term (2 year?), or midterm solution. The agency and stakeholder partnership approach would take a longer lead time to structure and is seen as a mid-or longer-term solution.

The ultimate selection of a most viable approach and opportunity investment sequence can only come through discussion among stakeholders. Alberta Tourism, Parks and Recreation and the Canadian Badlands Ltd. are best placed to lead these discussions. Given the uncertainties about who might lead realization of the critical path elements, implementing responsibility in the next section’s implementation plans is described as being lodged with Tourism, Parks and Recreation or Sustainable Resource Development/supporting agencies to denote the range of possibilities described above.

Other factors that may need to be considered in implementation will include the roll-out of the Alberta Tourist Destination Assessment Manual and the need to update this Tourism Development Plan with the passage of time. Participation in the Assessment Manual process by Dry Island Buffalo Jump Provincial Park and Area communities and stakeholders will generate information and insights that will better inform implementation. If progress on initiating the development strategy is delayed, it may be fruitful to await and incorporate outcomes from that study/planning process. A 3-6 year delay in implementation would warrant an update to the Development Plan to understand and assess the implications of changed circumstances. A 7-10 year delay would likely warrant a new study and plan.

With these considerations in mind, the Tourism Development Plan now turns to the opportunity realization plans for each of the development opportunities and supporting development programs identified in Section 5.

8.0

IMPLEMENTATION PLAN

The implementation plan is presented as a series of tables, one for each development opportunity and infrastructure gap. The tables are structured with four row-wise content headings, and four columns for staged planning horizons. The rows comprise:

- *Vision statements* describing the desired end result for each opportunity as it is developed through the Year 1, Year 5, Year 10 and Year 15 horizons;
- The *prerequisites* considered necessary to enable reaching the end result;
- The *actions* considered necessary to realize the opportunity;
- *Who* is expected or recommended to take the identified actions.

To simplify the presentation, the content for each horizon year is not repeated for the next, but should be understood to continue to operate. Prerequisites generally refer to conditions outside the set of opportunities. “Year 1” or “Year 5” etc. vision statements and actions are expected to be realized/implemented over some part of their respective 5-year periods. They are not intended to be read as occurring only within their horizon years, or necessarily taking the whole of the five year period.

In developing the implementation plan, it became evident that some opportunities should not be exclusively limited to areas either inside or outside Dry Island Buffalo Jump Provincial Park. Opportunities which extend across both are:

- A-1: Designated Trails and Scenic Viewpoints;
- A-2: Interpretive Programming;
- B-1: River Use;
- B-2: Festivals and Events;
- B-3: Expanded Tour Offerings.

Implementation of the Tourism Development Plan for Dry Island Buffalo Jump Provincial Park and Area will require considerable collaboration among stakeholders in the study area, and commitment to a path forward. Given

consideration of the final Tourism Development Plan by Canadian Badlands Ltd., Alberta Tourism, Parks and Recreation and its study Steering Committee, it is suggested that a “DIBJPP & Area Tourism Summit” conference/workshop may provide an effective vehicle for stakeholders to discuss options and to establish commitment to a selected implementation model.

In its consideration of improvements to area management capacity, the implementation plan recommends future consideration of an area-specific grassroots destination management and marketing entity. In the period leading up to that consideration, area stakeholders should consider the definition of a less formal association through which to collaborate. An ongoing area communication/coordination/clearinghouse function would be very helpful in facilitating networking and collaboration among area stakeholders. Annual, semi-annual or quarterly “summits” could help create deadlines for the development and communication of foundation elements.

The Advisory Committee struck to inform and review the preparation of this Development Plan may be ideally suited to taking on an extended role in realizing the Vision for the study area. With appropriate additions to its membership, it could become a key vehicle for maintaining the momentum of the study, and organizing commitment to its implementation.

Table 8.1: A-1 Designated Trails and Scenic Viewpoints Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Existing informal trail system and scenic viewpoints and the newly created birding trail are attracting local and regional visitors. 	<ul style="list-style-type: none"> The trail strategy for DIBJPP has been completed to ensure minimal intrusion on the natural environment; formalized trails are beginning to be developed. 	<ul style="list-style-type: none"> The primary trails system has been developed. Digital mapping has been prepared to provide visitors with a virtual navigation system to DIBJPP’s dedicated trails and scenic viewpoints, integrated with wireless interpretive content. 	<ul style="list-style-type: none"> Acclaimed for its trails networks, offering a superb experience for walkers of all ages, traversing and interpreting the richly diverse natural and cultural features of the park and river corridor.
PREREQUISITES	<ul style="list-style-type: none"> Information on the visitors' needs and the natural environment's features so that formal trail planning can be undertaken. Discussions are underway to define a resourcing/responsibility plan to realize critical path elements for DIBJPP and the Red Deer River corridor. 	<ul style="list-style-type: none"> Resource inventory, visitor needs study and primary trails development plan have been completed. Critical path elements for DIBJPP and Red Deer River corridor are in place. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Primary trail system development has been completed throughout the park. Wireless distribution system is in place, interpretive content has been created. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> A complete trail system is in place in the park. Linkages to external trail systems are explored, such as the possibility of trails along the Red River Valley outside the park. Sufficient visitor satisfaction monitoring has been done to ensure quality experiences. Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Identify responsibilities and develop a resourcing strategy for resource inventory, visitor study, management strategy and trail plan for DIBJPP. Study visitor needs in order to understand the park and trail use patterns and characteristics. Create park resource inventory so as to understand the characteristics and locations of sensitive biological, soil, and geophysical features, preferably integrating GIS technology. Define the primary trails development plan, incorporating improvements to the access road to make it a viable pedestrian route in and out of the valley in all weather conditions, and the valley bottom, valley crest and mid-level trail loops identified in Section 5. 	<ul style="list-style-type: none"> Upgrade the access road trail. Develop trail sections/loops as directed by priorities established in the trails development plan. 	<ul style="list-style-type: none"> Monitor trail use for sustainability and to document high/low utilization sections and periods. Map trails and viewpoints and utilization and impact levels. Create a wireless platform for park users to identify trails issues and upload content to the interpretive portal. Evaluate the need for further trail infrastructure according to the use level demands, with the first priority given to high impact and use areas. Define the secondary trails development plan, as warranted. 	<ul style="list-style-type: none"> Monitor trail use and quality of the visitor experience. Revise trail system where experience quality or impact levels need to be improved.

Table 8.1: A-1 Designated Trails and Scenic Viewpoints Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS GOING TO DO IT?	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies undertake resource inventory, visitor study, and trail development plan. • Park visitors and other stakeholders are encouraged to identify sensitive natural features and to participate in definition of the trail development plan. • Red Deer River Naturalists extend their Red Deer birding trail pilot work to DIBJPP. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies undertake trail improvements. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies undertake trail use monitoring and evaluation of need for further trails development. • Park visitors and other stakeholders are encouraged to participate in trail use monitoring and uploading of content. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies ensure that integrity of the park environment and quality of the visitor experience along trails are maintained.

Table 8.2: A-2 Interpretive Programming Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Interpretive programming is in development to facilitate the visitor’s understanding of the park’s natural and cultural history. 	<ul style="list-style-type: none"> Third party interpreters provide guided tours to attract visitors and enhance the park experience. A range of interpretive materials—brochures, maps, downloadable self-guided tours—has been created for DIBJPP and is available at high traffic visitor locations throughout the region. The information board in the parking lot has been updated with cohesive design and messaging and maps have been placed at river access points to the park. A stand-alone highly interactive website is online with interpretive materials and hotlinks to the festivals, events and activities calendar. 	<ul style="list-style-type: none"> Interpretive signage has been installed in selected locations to guide visitors along designated trails and to scenic viewpoints, while wireless technology (website, MP3 and Bluetooth) also deliver the stories. 	<ul style="list-style-type: none"> Recognized for its rich interpretive programming, facilitating visitors’ understanding of the regional and provincial significance of the area’s natural and cultural history through cutting-edge technology.
PREREQUISITES	<ul style="list-style-type: none"> Authority for non-Alberta Parks’ suppliers of interpretive experiences to lead paid tours in the park. Sufficient accommodation, food and other visitor services are available to support expected visitation. 	<ul style="list-style-type: none"> DIBJPP website has been upgraded, with links to the CBL and other stakeholder websites. Visitor service capacity has grown to accommodate increased visitation. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Wireless distribution system is in place. Visitor service capacity continues to expand to accommodate increased visitation. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Advanced levels of interpretive programs available for electronic media. Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Define interpretive themes and subthemes. Identify all major sites at which interpretive programs may be delivered. Define an interpretive content development and delivery plan. Create and market interpretive content and delivery programs. 	<ul style="list-style-type: none"> Deliver interpretive experiences. Coordinate the design and delivery of interpretive messages. Create a range of interpretive materials — brochures, maps, downloadable self-guided tours. Upgrade DIBJPP parking lot information board. 	<ul style="list-style-type: none"> Design and install limited DIBJPP wayfinding and location signage along designated trails and viewpoints. Develop and deliver wireless interpretive content. 	<ul style="list-style-type: none"> Interpretive programming content and delivery are being evaluated and improved.

Table 8.2: A-2 Interpretive Programming Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS GOING TO DO IT?	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies facilitate definition of interpretive themes and sub-themes, delivery sites and modes, content development and delivery plan with participation of interested service providers. • Interpretive service providers develop and market content and delivery programs. • Interpretive service providers could include Alberta Parks, RDRN, RDC&KC, Blackfoot Nation and Métis Nation and others. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies coordinate content development and delivery and in-park media. • Interpretive service providers generate content, media and deliver programming. • Volunteers encouraged to develop interpretive applications for electronic media (cell phones, portable computers, etc). • Alberta Tourism, Parks and Recreation and CBL support uploading of content to websites. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies prepare and install signage, wireless content. 	<ul style="list-style-type: none"> • Alberta Parks/supporting agencies and other interpretive service providers.

Table 8.3: A-3 Spring and Fall Activities Implementation Plan*

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Local and regional Fall activities have taken place through collaboration among area stakeholders. 	<ul style="list-style-type: none"> An annual program of Spring and Fall activities is gaining a dedicated following of visitors interested in visual arts and focused outdoor clinics and workshops. 	<ul style="list-style-type: none"> The range of Spring and Fall activities continues to grow. 	<ul style="list-style-type: none"> A well-established three-season destination, popular on the events/festivals circuit for its Spring and Fall activities and sought after for its practical hands-on activities (e.g., workshops/clinics) among North American travellers.
PREREQUISITES	<ul style="list-style-type: none"> Stakeholder commitment to collaborating on developing and undertaking local and regional Spring and Fall activities. All weather pedestrian access to the day use area by the river. Coordination with complementary festivals/ events outside the park. 	<ul style="list-style-type: none"> Emergency safety measures have been developed and implemented. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> DIBJPP and other area destinations and attractions are open and offer Spring and Fall programming. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Stakeholder commitment to collaborating on developing and undertaking local and regional Spring and Fall activities. Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Extend DIBJPP operating season including Tolman Bridge Campground into the Fall, ending October 15 (rather than Sept 15). Identify schedule of local/regional Fall activities and liaise with organizers to explore links to DIBJPP. Identify and develop new local/regional clinic/workshop opportunities in the Fall season. Liaise with local stakeholders to promote interest in undertaking Fall activities at DIBJPP. Canvass other area destinations to explore Spring and Fall openings and activities. 	<ul style="list-style-type: none"> Extend Tolman Bridge Campground operating season into the Spring, beginning April 15 (rather than May 15) and continuing into the Fall. Schedule return of successful local and regional Fall activities and identify new program offerings, including in the Spring season. Liaise with other destinations in the area to coordinate timing of Spring and Fall activities. 	<ul style="list-style-type: none"> Continue to explore enhancements to existing activities and new program offerings. 	

* Spring and Fall Activities are seen as complementary to Festivals and Events. As such, this A-3 implementation plan is intended to nest within the broader scope of B-2 Festivals and Events Implementation Plan. Only those results, prerequisites and actions with a specific focus on extending the tourist season within DIBJPP have been included in the Spring and Fall Activities Implementation Plan.

Table 8.3: A-3 Spring and Fall Activities Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS GOING TO DO IT?	<ul style="list-style-type: none"> • Alberta Tourism, Parks and Recreation extends operating season of DIBJPP, commits to participation of DIBJPP in Fall activities, facilitates issuance of any required permits, assists with development and implementation of sponsorship program, posts Fall activities on website. • Area stakeholder organizations commit to a role in area Fall activities with links to DIBJPP and participate in a variety of ways—developing and staging relevant activities and programs, sponsoring, marketing, contributing in kind, etc. • Festival/events coordinator/ facilitator liaises with area destinations to coordinate timing of Spring and Fall activities and to encourage others to similarly extend operating seasons. 	<ul style="list-style-type: none"> • Area stakeholder organizations commit to a role in both Spring and Fall activities with links to DIBJPP and participate in a variety of ways. 	<ul style="list-style-type: none"> • All stakeholders renew, refresh and fine tune relevant Spring and Fall activities. 	

Table 8.4: B-1 River Use Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> • A river corridor management strategy is being developed with the goal of making the corridor a must see and do Canadian Badlands experience. 	<ul style="list-style-type: none"> • Tour operators, outfitters and campground owners offer new multi-day river tours with interpretive content. 	<ul style="list-style-type: none"> • New water-based access locations along the river corridor to intersect with other tour modes and routes, creating opportunities to extend visitor’s length of stay. A series of valley bottom campsites has been developed and can be booked through an online reservation system. 	<ul style="list-style-type: none"> • Acclaimed for its much sought after experiences of the Red Deer River valley.
PREREQUISITES	<ul style="list-style-type: none"> • Public and private stakeholders are committed to increase river use and the development of a river corridor management strategy. • Discussions are underway to define a resourcing/responsibility plan to realize critical path elements for DIBJPP and the Red Deer River corridor. 	<ul style="list-style-type: none"> • Private investors in river tours and/ or outfitting have been identified. • DIBJPP management strategy is in place. • River corridor management strategy is in place • Critical path elements for DIBJPP and Red Deer River corridor are in place. • Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> • New water-based access locations along river corridor have been created. • Valley bottom and/or river edge campsites have been established. • Online reservation system to book tour offerings and accommodations is in place. • Code of practice for tour and campground operators is in place. • Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> • Public and private stakeholders are committed to ongoing management of the river corridor to maintain its integrity and the quality of the user experience. • Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> • Determine river and campground usage and capacity. • Develop investor marketing package to attract potential investors. • Encourage existing campground operators to upgrade their facilities. • Develop river corridor management strategy to address river and campground capacity and utilization, identification of new river access points, trail locations, new campground sites. 	<ul style="list-style-type: none"> • Confirm locations for new campsites at one-day paddle intervals. • Identify and confirm new river access points in close proximity to DIBJPP. • Identify and confirm location of trails with river access. • Develop and implement emergency safety measures. • Encourage existing campgrounds to expand their accommodation and activity offerings. 	<ul style="list-style-type: none"> • Review river corridor management strategy to ensure it reflects/addresses current river use. • Establish, in accordance with the river corridor management strategy, a series of valley bottom camp sites at one-day paddle intervals. • Establish, in accordance with the river corridor management strategy, new river access points. • Implement a campground and tour reservation system. 	<ul style="list-style-type: none"> • Continue to review river corridor management strategy to ensure it reflects/addresses current river use.

Table 8.4: B-1 River Use Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS DOING IT?	<ul style="list-style-type: none"> • Alberta Sustainable Resource Development/supporting agencies undertake a river use survey. • CBL investment coordinator leads preparation of investment prospectus • CBL helps to identify potential new investors in river tours and/ or outfitting • Local area campground owners and operators commit to supporting expanded tour use of the river. • Alberta Sustainable Resource Development/supporting agencies facilitate development of a river corridor management strategy. 	<ul style="list-style-type: none"> • Emergency services organizations (Kneehill Ambulance Service, local fire departments, Citizens on Patrol) and Alberta Parks collaborate to develop and implement an emergency service plan for the river corridor. • Local area campground owners and operators expand their product offering to support and intersect with river tours. • Tour and campground operators develop a code of practice. 	<ul style="list-style-type: none"> • Alberta Sustainable Resource Development/supporting agencies and leaseholders/landowners establish protocols and agreements to enable new river access points and campsite locations. • Alberta Sustainable Resource Development /supporting agencies develop valley bottom campsites. • Alberta Sustainable Resource Development/supporting agencies develop campground and tour reservation system as part of the utilize CBL reservation system. 	<ul style="list-style-type: none"> • Alberta Sustainable Resource Development /supporting agencies, tour operators, users and other stakeholders collaborate to undertake a review of the river corridor management strategy.

Table 8.5: B-2 Festivals and Events Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> A major Canadian Badlands’ themed event has been identified and is under development and a program of local and regional events is available. 	<ul style="list-style-type: none"> A major Canadian Badlands’ event has gained national attraction, mid-sized events celebrating Canadian Badlands’ themes are developing and a variety of local and regional events and festival are growing. One mid-sized event occurs in the Fall season and has considerable local and regional interest. 	<ul style="list-style-type: none"> Major events have gained popularity with the North American audience and sufficient activities have been developed that attendees of mid-sized events are staying in the area for longer periods. 	<ul style="list-style-type: none"> Host to signature festivals and events with regional-to-national, if not international, appeal and highly sought after sponsorship opportunities.
PREREQUISITES	<ul style="list-style-type: none"> Local public and private stakeholders are committed to an ongoing program of festivals and events in and around DIBJPP with a focus on Canadian Badlands’ themes. CBL commitment to facilitate a local network of organizations and/or individuals to develop area festivals, events and activities. Sufficient accommodation, food and other visitor services are available to support expected visitation. 	<ul style="list-style-type: none"> Coordination amongst the stakeholders. Visitor service capacity has grown to accommodate increased visitation. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Visitor service capacity continues to expand to accommodate increased visitation. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Establish festival/events coordinator/facilitator resource. Identify all planned festivals and events in area (e.g., Hivernant Rendezvous) and potential role for DIBJPP. Identify and develop new local/regional festival and event opportunities to initiate an annual program of local/regional festivals and events Coordinate schedule of area festivals and events to optimize attendance. Identify and initiate development of a major Canadian Badlands’ themed event. Prepare and implement sponsorship program. 	<ul style="list-style-type: none"> Establish hot links to DIBJPP and CBL websites, area destinations and accommodations websites for the festivals, events and activities calendar. Ensure sufficient signage has been posted to direct visitors to festival and event venues. Cultivate 3-5 emerging mid-sized events that celebrate Canadian Badlands’ themes. Prepare and implement sponsorship and fund raising campaign, secure sponsorships. 	<ul style="list-style-type: none"> Identify and gain commitments from new area stakeholders on ongoing basis. Fine tune annual local/regional festivals and events program. Incorporate 3-5 mid-sized events that celebrate Canadian Badlands’ themes into annual program. Develop compelling multi-year sponsorship opportunities and secure sponsorships. 	<ul style="list-style-type: none"> Identify and implement signature festivals and events. Secure sponsor commitment to long-term association with recurring signature event.

Table 8.5: B-2 Festivals and Events Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS DOING IT?	<ul style="list-style-type: none"> • CBL commits to a role in festivals and events, gains municipal commitment to actively participating in festivals and events. • Festival/events coordinator/ facilitator facilitates development and coordinates annual program, and develops and facilitates staging of major event, develops sponsorship program, marketing/ promotion program and communication strategy. • All area stakeholder organizations—Alberta Tourism, Parks and Recreation, Canadian Badlands Ltd., RDRN, RDC&KC, Métis, Boomtown Trail, Blackfoot Nation, Travel Alberta, municipalities, Festival & Events cluster, Arts & Artists’ Co-ops, outfitters, Red Deer College, etc.—commit to a role in area festivals and events and participate in a variety of ways—developing and staging relevant festivals and events, sponsoring, marketing, contributing in kind, etc. • All area stakeholders commit to assist with and support a major Canadian Badlands’ themed event (incorporate in each organization’s development plan). • Sponsors fund varying aspects of festivals and events. • Funding sources are pursued to help in the development of a major event. 	<ul style="list-style-type: none"> • All stakeholders continue to implement relevant opportunities. • Stakeholders commit to ongoing role in annual program of festivals and events—local/regional, mid-sized and major. • CBL in collaboration with Travel Alberta hosts and maintains an interactive website that includes hot links to area festivals and events. • Coordinator pursues funding sources for development of mid-sized events. • Festival/events coordinator/ facilitator facilitates development and staging of mid-sized events, expands sponsorship programs. 	<ul style="list-style-type: none"> • New area stakeholders commit to role in area festivals and events. • All stakeholders renew, refresh, fine tune relevant festivals and events. • Stakeholders commit to taking a lead role in developing and staging annual mid-sized events. • Festival/events coordinator/ facilitator facilitates identification and inclusion of 3-5 mid-sized events into annual program, facilitates commitment of lead stakeholder organization for each event and develops and implements multi-year sponsorship program. 	<ul style="list-style-type: none"> • Festival/events coordinator/ facilitator facilitates identification and inclusion of signature events and festivals, and secures leadership for events and long-term sponsorship commitment. • All stakeholders commit to roles in signature festivals and events.

Table 8.6: B-3 Expanded Tour Offerings Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Private investment in multi-modal, multi-nodal tour experiences is being explored. 	<ul style="list-style-type: none"> Multi-nodal, multi-modal tour packages are being successfully marketed, engaging visitors to travel by foot, road, rail, covered wagons and river to experience the full range of natural and cultural resources available in the area at various activity nodes in and around DIBJPP, over a number of days. 	<ul style="list-style-type: none"> Tour offerings incorporate new activity nodes and themed interpretive experiences with additional launching and landing points, numerous mode transfer nodes and multiple route intersections. 	<ul style="list-style-type: none"> Recognized for its rich mix of activities and themed tour experiences on the river and adjacent lands and in centres and rural areas outside the park.
PREREQUISITES	<ul style="list-style-type: none"> Stakeholder commitment to investing in and supporting the elements of multi-modal/multi-nodal travel experiences. Sufficient accommodation, food and other visitor services are available to support expected visitation. 	<ul style="list-style-type: none"> Sufficient facilities within DIBJPP and elsewhere facilitate tours that provide rich natural and cultural experiences without environmental degradation. Visitor service capacity has grown to accommodate increased visitation. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Development of supporting access points, transfer nodes and route intersections. River and park use monitoring programs to track environmental integrity and quality of the visitor experience. Visitor service capacity continues to expand to accommodate increased visitation. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Continued development of supporting infrastructure. Continued monitoring of use impacts and quality of experience. Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Design and deliver tour offerings. Appoint a person/agency to fulfill coordinating role. 	<ul style="list-style-type: none"> Continued design and delivery of new tour offerings. Develop a code of practice for tour operators to encourage best practice operations. Develop a yearly tour operators' meeting to exchange ideas and share successes. Post tour offerings and enable bookings on area website. 	<ul style="list-style-type: none"> Evaluate the range of tour offerings, refine existing tours and offer new tours. Evaluate the tour operators' code of practice and make appropriate changes if needed. Contribute data and observations to use monitoring system. 	<ul style="list-style-type: none"> Identify and implement signature tours.
WHO IS DOING IT?	<ul style="list-style-type: none"> Private, agency and other potential suppliers (e.g., RDRN, RDC&KC, Métis Nation, Blackfoot Nation, supporting agencies) develop tour offerings. Stakeholders appoint a group member as coordinator 	<ul style="list-style-type: none"> Tour operators develop new offerings. CBL in collaboration with Alberta Tourism, Parks and Recreation and supporting agencies assist operators with the development and implementation of a tour operators' code of practice. Appointed coordinator organizes yearly tour operators' meeting. Operators develop content for uploading to website. 	<ul style="list-style-type: none"> Operators refine and develop new offerings. Operators and other stakeholders input to code of practice review. Alberta Parks/ Alberta Sustainable Resource Development /supporting agencies monitor park and river resource use with benefit of input from operators. 	<ul style="list-style-type: none"> Operators refine and develop signature tours.

Table 8.7: B-4 RV/Tepee/Yurt Campground Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Existing campgrounds begin process of upgrading facilities. 	<ul style="list-style-type: none"> A new campground has been developed at a valley edge location offering a combination of tents, RV sites, yurts and tepees for overnight stays. The camping experience near DIBJPP is gaining renown as a must-do part of a trip to the region. A single-point reservation system for visitor accommodation in the area has been developed in collaboration with all accommodation operators/owners. 	<ul style="list-style-type: none"> Existing campgrounds have expanded the number of sites and services available to accommodate increased visitation. The private sector is showing interest in establishing additional campgrounds. 	<ul style="list-style-type: none"> Home to campgrounds offering differentiated accommodation experiences—tents, RVs, tepees and yurts— that distinguish themselves in the marketplace, promote the area as a significant outdoor tourist destination and raise the profile of camping as a preferred activity.
PREREQUISITES	<ul style="list-style-type: none"> Stakeholders have publicly committed to implementation of the DIBJPP and Area Tourism Development Plan. 	<ul style="list-style-type: none"> A range of other activities to support campground demand and use is available e.g., interpretation, canoeing, hiking, birding, star gazing, art and photography tours, festivals and events. An operator and landowner (if not one and the same) have reached agreement on a sale/lease deal. Operating /business agreements have been established between the campground operator and supporting activities providers to position the site as an activity access node or venue. Approvals requirements for new campgrounds are clearly defined in Municipal Development Plans and Land Use Bylaws. Approval authorities are on board to provide appropriate permissions. A range of other activities to support accommodations demand is in place, particularly within DIBJPP. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> The range of supporting opportunities has gained breadth (variety) and depth (different modes of engagement, price points). Network of mutually supporting suppliers is growing. The range of other activities supporting accommodations demand continues to grow, particularly within DIBJPP. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> The range of supporting opportunities and the network of suppliers continue to grow. Destination marketing content and reach continue to increase with the expanded product offerings.

Table 8.7: B-4 RV/Tepee/Yurt Campground Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Promote plan implementation as an investment opportunity by contacting existing campground operators. Contact potential new campground site owners to qualify receptiveness to campground development, as operator, lease provider or land seller. Prepare an investment “prospectus” identifying the development opportunity and qualified sites. Review planning documents to ensure requirements for new campgrounds are clearly stated. Consider funding programs that provide time-limited tax relief on new investment. 	<ul style="list-style-type: none"> Site servicing (road, power, well, septic bed and pump-out tank). Site preparation. 	<ul style="list-style-type: none"> Site expansion. 	<ul style="list-style-type: none"> New site development.
WHO IS DOING IT?	<ul style="list-style-type: none"> CBL. Regional/municipal economic development officers. Potential host municipalities. 	<ul style="list-style-type: none"> Site owner. Campground investor. Supporting activity suppliers (e.g., tour providers). 	<ul style="list-style-type: none"> Campground investor. Supporting activity suppliers. 	<ul style="list-style-type: none"> New site owner. New campground investor. Supporting activity suppliers.

Table 8.8: B-5 B&B/Guest House/Guest Ranch Accommodations Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Existing B&B, guest house and guest ranch accommodations have been upgraded, and hurdles for new operations are being reduced. 	<ul style="list-style-type: none"> Additional B&Bs, guest houses and/or guest ranches have opened within a 30 minute drive of DIBJPP. 	<ul style="list-style-type: none"> The number of B&B, guest house and/or guest ranch accommodations within a 30 minute drive of DIBJPP has increased and occupancy in shoulder seasons has risen as a result of Spring and Fall activities. 	<ul style="list-style-type: none"> Replete with internationally-acclaimed B&B, guest house and guest ranch accommodations, which are well connected to the wide variety of events, festivals, activities, and amenities serving visitors to the region.
PREREQUISITES	<ul style="list-style-type: none"> Existing accommodation operators are open to evaluation and improvement. 	<ul style="list-style-type: none"> Approvals requirements for new campgrounds are clearly defined in Municipal Development Plans and Land Use Bylaws. Approval authorities are on board to provide appropriate permissions. A range of other activities to support accommodations demand is in place. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Shoulder season attractions draw increased visitation. The range of other activities supporting accommodations demand continues to grow. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Ensure all existing tools for evaluation and improvements are readily available and used by current operators (e.g., Alberta Bed & Breakfast Checklist and Inspection, Guidelines for Development and Operation of a Bed and Breakfast Home in Alberta (March 2010). Review planning documents to ensure requirements for new operations are clearly stated. Define strategy to promote investment opportunity to area property owners and prepare an investment “prospectus” identifying the development opportunity, approvals requirements and guidelines. Consider funding programs that provide time-limited tax relief on new investment. 	<ul style="list-style-type: none"> Identify prospective new operators. Assist new operators through approvals processes. 	<ul style="list-style-type: none"> Continue to identify prospective new operators and assist them through the approvals processes. 	<ul style="list-style-type: none"> Continue to identify prospective new operators and assist them through the approvals processes.

Table 8.8: B-5 B&B/Guest House/Guest Ranch Accommodations Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS DOING IT?	<ul style="list-style-type: none"> Economic development agencies, Chambers of Commerce, Alberta B&B Association and the Canadian Badlands Ltd., B&B Association work together to circulate available tools to existing accommodation operators and participate in the articulation of a strategy and action plan. County staff and economic development officers review regulatory tools and prepare strategy and prospectus with input from CBL. County staff and economic development officers prepare tax relief program concepts for Council consideration. 	<ul style="list-style-type: none"> Economic development officers and CBL identify prospective new operators. New entrants complete approvals process with County staff assistance and start new operations. 	<ul style="list-style-type: none"> Economic development officers and CBL continue to identify prospective new operators. New entrants continue to develop new operations. 	<ul style="list-style-type: none"> Economic development officers and CBL continue to identify prospective new operators. New entrants continue to develop new operations.

Table 8.9: B-6 Hotel / Lodge Accommodations Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> A strategy to attract interest by private investors in developing a hotel/lodge has been prepared, and steps have been taken to reduce barriers for future tourism investment. 	<ul style="list-style-type: none"> Investors are beginning to express interest in developing a hotel/lodge at a valley top location adjacent to DIBJPP. 	<ul style="list-style-type: none"> A hotel/lodge is being developed on top of the bank adjacent to DIBJPP. 	<ul style="list-style-type: none"> Renowned for the ecology-themed, sustainably built (LEED Gold), high-end lodge at the top of bank, adjacent to DIBJPP, serving corporate and leisure travellers.
PREREQUISITES	<ul style="list-style-type: none"> County staff and council support development of accommodations at top-of-bank locations close to DIBJPP. 	<ul style="list-style-type: none"> Amended municipal development plans and land use bylaws where required (e.g., site specific amendments for proposed use in agricultural areas) and defined funding support programs. A range of other activities to support accommodations demand is in place, particularly within DIBJPP. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> Approval authorities have provided appropriate permissions. A range of amenities and activities stimulating increased overnight visitation are available (e.g., new food services, interpretation, canoeing, hiking, birding, star gazing, art and photography tours, festivals and events) Activities in the park and events/festivals in centres are occurring during the shoulder season draw increased visitation. The range of other activities supporting accommodations demand continues to grow, particularly within DIBJPP. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> Accommodation operators support green-based initiatives and promote sustainability practices to patrons. Destination marketing content and reach continue to increase with the expanded product offerings.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Contact potential new hotel/lodge site owners to qualify receptiveness to site sale and development. Define strategy to promote opportunity to potential investors. Consider funding programs that provide time-limited tax relief on new investment in a manner that encourages sustainable (e.g., LEED certified) design. Review county municipal development plans and land use bylaws, and identify amendments necessary to enable development of hotel/lodge accommodations at top of bank locations close to DIBJPP. Prepare an investment “prospectus” identifying the development opportunity, potential funding support and clearly defined approvals requirements. 	<ul style="list-style-type: none"> Promote development opportunity to potential investors. 	<ul style="list-style-type: none"> Sell development site. Complete required studies and development applications. Develop new hotel/lodge. 	<ul style="list-style-type: none"> Joint packaging of hotel/lodge stays with other experience opportunities.

Table 8.9: B-6 Hotel / Lodge Accommodations Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHO IS DOING IT?	<ul style="list-style-type: none"> County staff and economic development officers review regulatory tools and required amendments and tax relief program concepts for Council consideration. County staff and economic development officer County staff prepare strategy and prospectus with input from CBL 	<ul style="list-style-type: none"> Economic development officers and ATPR Tourism Business Development, Research and Investment Branch promote the opportunity. 	<ul style="list-style-type: none"> Investor completes approvals process with County staff assistance. Investor develops site. 	<ul style="list-style-type: none"> Hotel/lodge operator and supporting experience providers develop packages.

Table 8.10: B-7 & B-8 Expanded Accommodations and Commercial Services in Centres Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Municipalities have committed to attract investors and visitors, amend planning documents, adjust capital and operating budgets to accommodate needed municipal investment and develop investment attraction strategies. 	<ul style="list-style-type: none"> Municipal development plans and bylaws have been amended as required to enable the recommended opportunities. 	<ul style="list-style-type: none"> The number and variety of accommodation, restaurants and retail outlets and other commercial enterprises within centres has increased, while occupancy rates have remained steady and hours of operation have been extended to embrace Fall and Spring visitors. Facilities, services and amenities serving visitors are working together cooperatively across the region. 	<ul style="list-style-type: none"> Economically vibrant with tourism contributing to local centres renowned for their thriving downtowns, robust commercial areas, rich array of restaurants and accommodation and welcoming residents.
PREREQUISITES	<ul style="list-style-type: none"> Council, staff and community support tourism development. 	<ul style="list-style-type: none"> Approval authorities are on board to amend plans and bylaws. Sufficient development has occurred in the area (e.g., new local and regional events inside the park, increased river use, major Canadian Badlands themed event) to warrant investment in centres. A range of other activities to support accommodations demand and expanded visitor services is in place. Destination marketing programs scaled to available product offerings are in place. 	<ul style="list-style-type: none"> A cross-sector committee exists to coordinate information sharing (e.g. available products or services in centres, packages) and hours of operation between business owners. The range of other activities supporting accommodations demand and expanded visitor services continues to grow. Destination marketing content and reach have been scaled up with the expanded product offerings. 	<ul style="list-style-type: none"> A range of other activities to support accommodations demand and expanded visitor services is in place. Destination marketing programs scaled to available product offerings are in place.

Table 8.10: B-7 & B-8 Expanded Accommodations and Commercial Services in Centres Implementation Plan Continued

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> • Complete the Alberta Tourist Destination Assessment Manual, and prepare a tourism development strategy. • Review municipal development plans and land use bylaws, and identify changes that stimulate the clustering of tourism activities and amenities downtown, and amend documents to add accommodation as a permitted use in downtown areas. • Identify vacant or underutilized commercial sites. • Consider funding programs that provide time-limited tax relief for new investment (e.g., tax incremental financing). • Develop and implement marketing tools to attract potential investors. 	<ul style="list-style-type: none"> • Adopt changes to municipal development plans and land use bylaws. • Adopt funding programs. • Develop new restaurants, stores, services and other visitor amenities. 	<ul style="list-style-type: none"> • Develop additional restaurants and other visitor amenities. • Upgrade existing accommodations. 	<ul style="list-style-type: none"> • Develop new branded hotel.
WHO IS GOING TO DO IT?	<ul style="list-style-type: none"> • Rural communities complete the Alberta Tourist Destination Assessment Manual with assistance from regional tourism development specialists, Canadian Badlands Ltd. and participation by area stakeholders. • Municipal staff facilitates review of regulatory tools, develops funding program concepts and identifies potential development sites. • Sector specific stakeholders—local leaders in food services, accommodations and other retail sectors—provide input in a variety of ways, including completion of the Alberta Tourist Destination Assessment Manual, definition of a tourism development strategy, support for downtown development. 	<ul style="list-style-type: none"> • Councils adopt proposed changes to regulatory tools and funding programs. • Private investors/entrepreneurs develop new sites. 	<ul style="list-style-type: none"> • Private investors/entrepreneurs develop new sites. • Existing accommodations operators upgrade their facilities. 	<ul style="list-style-type: none"> • Private investors/entrepreneurs develop new accommodations.

Table 8.11: C-1 Wayfinding and Signage Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> • A program is being developed to identify and prioritize wayfinding and signage needs, gaps, priorities and a means of implementing responses. 	<ul style="list-style-type: none"> • A wayfinding and signage improvements plan is in place and is being implemented for first priority needs and new attractions. 	<ul style="list-style-type: none"> • Wayfinding and signage improvements have been implemented for first and second order needs and all new attractions. • All destinations and attractions are locatable via wireless applications. 	<ul style="list-style-type: none"> • DIBJPP and Area is recognized for its development of a wayfinding and signage strategy incorporating wireless applications.
PREREQUISITES	<ul style="list-style-type: none"> • Community commitment to guiding visitors to destinations. 	<ul style="list-style-type: none"> • Community commitment to investing in wayfinding and signage improvements. 	<ul style="list-style-type: none"> • Infrastructure is in place to support wireless access to location information. 	<ul style="list-style-type: none"> • Community commitment to ongoing improvements.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> • Invite stakeholders to a needs definition meeting. • Identify lead agencies to take responsibility for action. • Develop work program, responsibilities and timeline to prepare a wayfinding and signage improvement plan. 	<ul style="list-style-type: none"> • Adopt wayfinding and signage improvement plan. • Implement its recommendations. • Identify new wayfinding and signage needs as they emerge. 	<ul style="list-style-type: none"> • Upload location and operating information to web server. 	<ul style="list-style-type: none"> • Continue to identify and respond to new wayfinding and signage needs as they emerge.
WHO IS DOING IT?	<ul style="list-style-type: none"> • CBL to initiate meeting; Alberta Tourism, Parks and Recreation, area municipal staff, campground and other attractions/support facility and service providers to attend. • Delegated parties to fulfill their assigned roles. 	<ul style="list-style-type: none"> • Delegated parties. 	<ul style="list-style-type: none"> • Delegated parties. • CBL to manage web-based applications. 	<ul style="list-style-type: none"> • Delegated parties.

Table 8.12 C-2 Wireless Distribution and Content Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> A program is being developed to launch a wireless web distribution and content development initiative serving the study area. 	<ul style="list-style-type: none"> A wireless distribution and content generation plan is in place and is being implemented for first priority needs. 	<ul style="list-style-type: none"> First and second order attractions, centres and other destination locations are geo-coded and have interpretive histories prepared. All destinations and attractions are locatable via wireless web applications. 	<ul style="list-style-type: none"> Locations of, directions to and interpretive histories/stories for all attractions and points of interest are available via handheld wireless and other web applications. DIBJPP and Area is well known for its development of wireless distribution and content strategy.
PREREQUISITES	<ul style="list-style-type: none"> Community commitment to utilizing web technology to augment or substitute for sign-based communications. 	<ul style="list-style-type: none"> Community commitment to investing in content generation, centre-based wifi networks, and seeking service provider coverage for rural attractions/destinations. 	<ul style="list-style-type: none"> Infrastructure is in place to support wireless access to location and attraction information. 	<ul style="list-style-type: none"> Community commitment to ongoing improvements.
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Invite stakeholders to a needs definition meeting. Identify lead agencies to take responsibility for action. Develop work program, responsibilities and timeline to prepare a wireless distribution and content generation plan. 	<ul style="list-style-type: none"> Adopt wireless distribution and content generation plan. Implement its recommendations. Identify new wireless distribution and content generation needs as they emerge. Ensure that all attractions and service providers are aware of and are contributing to the initiative and its content generation. 	<ul style="list-style-type: none"> Upload location, operating information and interpretive histories/stories to web server. 	<ul style="list-style-type: none"> Continue to identify and respond to new wireless distribution and content generation needs as they emerge.
WHO IS DOING IT?	<ul style="list-style-type: none"> CBL to initiate meeting; Alberta Tourism, Parks and Recreation, area municipal staff, campground and other attractions/support facility and service providers, including Métis Nation and Blackfoot Nation representatives to attend. Delegated parties to fulfill their assigned roles. 	<ul style="list-style-type: none"> Delegated parties. Attractions and support facility operators. 	<ul style="list-style-type: none"> Delegated parties. CBL to manage web-based applications. Attractions and support facility operators. 	<ul style="list-style-type: none"> Delegated parties. Attractions and support facility operators.

Table 8.13 C-3 Downtown Beautification Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> Municipalities have committed to downtown improvements to increase attractiveness to visitors and investors. 	<ul style="list-style-type: none"> Some beautification improvements in centres are underway. 	<ul style="list-style-type: none"> The physical attractiveness of municipal centres continues to improve. 	<ul style="list-style-type: none"> Centres in the DIBJPP and Area are highly regarded for their downtown beautification results in an emerging destination.
PREREQUISITES	<ul style="list-style-type: none"> Council and staff support tourism development and commit municipal resources to planning for and investing in downtown beautification. 	<ul style="list-style-type: none"> Town residents and business owners support capital improvement projects. 		
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Create downtown design guidelines that encourage a visitor friendly public realm. Prepare a municipal-led streetscape improvement plan. Prepare façade and signage improvement guidelines. Consider municipal cost sharing in façade improvements through matching grant or tax increment financing mechanisms. 	<ul style="list-style-type: none"> Begin streetscape improvements (e.g., sidewalks, lighting, accessibility). Promote and roll out façade and signage improvement program. Incorporate improvement plan into investment promotion. Extend beautification programs to link non-core commercial areas to downtowns (as appropriate). 	<ul style="list-style-type: none"> Complete streetscape improvements Monitor uptake of façade and signage improvement program and alter program as appropriate. 	
WHO IS DOING IT?	<ul style="list-style-type: none"> CBL facilitates beautification program development with shareholder municipalities to advance. Municipal staff facilitates preparation of downtown improvement plan and guidelines, streetscape improvement plan and facade and signage improvement guidelines. Sector specific stakeholders—local leaders in food services, accommodations and other retail sectors provide input to downtown improvement plans and beautification programs 	<ul style="list-style-type: none"> Municipal staff manages streetscape improvements and administer funding programs. Economic development agencies promote signage and façade program and other investment incentive programs to potential investors. 		

Table 8.14: C-4 Market Readiness Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> A program is being developed to launch an online guide and a seminar package to assist communities and service providers become ready to serve tourist visitors to the study area. 	<ul style="list-style-type: none"> The market readiness guide is well known; seminars have been attended by community and service provider representatives throughout the study area. The guide is supplemented by modules addressing such initiatives as packaging, hospitality training, etc. 	<ul style="list-style-type: none"> Market readiness training materials continue to be improved and made available to new market entrants. 	<ul style="list-style-type: none"> Ongoing market readiness gaps are being identified and responded to. The DIBJPP and Area is a model for developing and implementing a market readiness program in an emerging tourist destination.
PREREQUISITES	<ul style="list-style-type: none"> Community commitment to being ready to host and entertain visitors. 	<ul style="list-style-type: none"> Community commitment to continual improvement in market readiness and hospitality. 		
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Invite stakeholders to a needs definition meeting. Develop work program, responsibilities and timeline to prepare a market readiness training program. Prepare market readiness training program. 	<ul style="list-style-type: none"> Implement market readiness training program. Identify new training needs as they emerge. Ensure that all attractions and service providers, community representatives are aware of and invited to participate in training are contributing to the identification of new needs. 	<ul style="list-style-type: none"> Continue to invest in training materials responsive to new needs. Continue to promote market readiness and utilization of training materials. Continue to improve market readiness. 	
WHO IS DOING IT?	<ul style="list-style-type: none"> CBL to initiate meeting; Alberta Tourism, Parks and Recreation (ATPR) representatives, municipal staff, business association representatives, campground and other attractions/support facility and service providers, including Métis Nation and Blackfoot Nation representatives to attend. ATPR and CBL determine content generation and seminar delivery responsibilities. CBL to host web content. <p><i>Note that CBL will have online training programs in 2011</i></p>	<ul style="list-style-type: none"> ATPR, CBL. Attractions and service providers, community representatives participate in training and contribute to the identification of new needs. 	<ul style="list-style-type: none"> ATPR, CBL. Attractions and service providers, community representatives improve market readiness. 	

Table 8.15: C-5 Management Capacity Implementation Plan

	“YEAR 1”	“YEAR 5”	“YEAR 10”	“YEAR 15”
WHAT ARE THE END RESULTS?	<ul style="list-style-type: none"> A program is being planned to identify management capacity issues, priorities and possible solutions. Near term needs are expected to relate to area marketing, visitation monitoring, and coordination of product development; longer term needs may require increased search and rescue capacity. 	<ul style="list-style-type: none"> First order management capacity issues have been identified and the requisite resources, program development, coordination mechanisms and education are underway to rectify them. 	<ul style="list-style-type: none"> Second order management capacity issues have been identified and the requisite resources, program development, coordination mechanisms and education are underway to rectify them. 	<ul style="list-style-type: none"> The DIBJPP and Area is renowned as a model for developing management capacity in an emerging tourist destination.
PREREQUISITES	<ul style="list-style-type: none"> Community commitment to addressing tourist destination management capacity gaps. 	<ul style="list-style-type: none"> Community commitment to continual improvement in management capacity. 		
WHAT ACTIONS NEED TO BE TAKEN TO ACHIEVE THESE RESULTS?	<ul style="list-style-type: none"> Invite stakeholders to a needs definition meeting. Identify first order priorities, develop work program, responsibilities and timeline to address management capacity gaps. 	<ul style="list-style-type: none"> Allocate resources, develop programs, coordination mechanisms and education materials. Consider the need for and the costs and benefits of developing an area-specific grass roots destination management and marketing entity. Identify second order priorities, develop work program, responsibilities and timeline to address management capacity gaps. 	<ul style="list-style-type: none"> Continue to identify management capacity gaps, develop work programs, responsibilities and timelines to address them. Re-evaluate the need for and the costs and benefits of developing an area-specific grass roots destination management and marketing entity if it was previously rejected as not warranted or viable. 	<ul style="list-style-type: none"> Re-evaluate the need for and the costs and benefits of developing an area-specific grass roots destination management and marketing entity if it was previously rejected as not warranted or viable.
WHO IS DOING IT?	<ul style="list-style-type: none"> CBL to initiate meeting; Alberta Tourism, Parks and Recreation (ATPR) representatives, municipal staff and political representatives, business association representatives, campground and other attractions/support facility and service providers, including Métis Nation and Blackfoot Nation representatives, representatives of other interest/user groups (e.g., TBHRRRA, RDRN, RDC&KC) and other stakeholders to attend. 	<ul style="list-style-type: none"> All stakeholders, with CBL as coordinator. 		

9.0

THE LAST WORD

Dry Island Buffalo Jump Provincial Park has a number of exceptional natural and cultural attributes that set it apart from other major tourism attractors in the Red Deer River corridor. The most apparent feature of the park and the reason most visitors come is the stunning river valley scenery seen from the top of the park's cliffs. Geological and landscape complexity create extraordinary diversity in habitat types that provide endless visual variety for hikers and photographers. The park's unique mixture of boreal and grassland species provide a one-of-a-kind environment for those with an acute interest in nature. The 118 kilometre reach of the Red Deer River between Content Bridge and Drumheller is possibly the most popular canoe trip in the province as people discover the easy paddling, spectacular scenery and the wilderness-like experience that is rare in central Alberta.

The Canadian Badlands Tourism Development Strategy identified the park as a major tourism attractor, which "offers opportunity for scenic tours, outdoor adventure tours as well as overnight stays in surrounding communities or at the top of the bank, well beyond what is presently provided." The Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan substantiates this view and identifies eleven tourism development opportunities and five infrastructure requirements that will enhance the role of the park as a core attraction and optimize the economic benefits to the surrounding area.

The current low level of activity and development in the park and along the river corridor is what enables the high quality outdoor experiences currently available. To ensure the recommended resource uses and tourism activities identified in the Tourism Development Plan are compatible with protecting the area's ecological and landscape features that make it such a desirable destination, core critical path elements considered to be prerequisites to increased utilization of the park and the river are set out within the plan. Primary among them are the need for increased park and visitor management and river/campsite management capacities.

The development strategy for Dry Island Buffalo Jump Provincial Park and Area is to stage a product development cycle that incrementally adds attractors and supporting facilities, services and programs to the area’s asset base in concert with a marketing plan and growth in visitation.

Implementation of the Tourism Development Plan will require considerable collaboration among area stakeholders, and commitment to a path forward. Given the uncertainties about who might lead implementation of the core critical path elements, it is suggested that a “DIBJPP and Area Tourism Summit” conference/workshop would provide an effective vehicle for stakeholders to discuss options and to establish commitment to a selected implementation model.

The vision for Dry Island Buffalo Jump Provincial Park culminating from the effective implementation of the Tourism Development Plan is for...

a thriving and globally recognized tourist destination which celebrates and protects the landscapes, ecology and human history of the Red Deer River, badlands and prairies in and surrounding Dry Island Buffalo Jump Provincial Park, exemplifies the Canadian Badlands’ brand, delivers memorable experiences that engage the senses, taps intellect and promotes an active lifestyle, generates wealth through meaningful employment and advocates both public and private sector participation.

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