

Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan

Executive Summary



Prepared By:

 **MALONE GIVEN
PARSONS LTD.**

In Association With:

**Lynn Morrow Consulting
Paul F. J. Eagles Planning Ltd.
Western Management Consultants**

Submitted To:

 **Canadian
Badlands**

**Government
of Alberta** ■

July 2010

Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan

Alberta, Canada

Executive Summary

Prepared By:

Malone Given Parsons Ltd.

140 Renfrew Drive, Suite 201
Markham, Ontario
L3R 6B3

Prepared For:

Canadian Badlands Ltd.

Box 1408
Drumheller, Alberta
T0J 0Y0

Alberta Tourism, Parks & Recreation

6th Floor, Commerce Place
10155-102 Street
Edmonton, Alberta
T5J 4L6

In Association With:

Lynn Morrow Consulting

Paul F.J. Eagles Planning Ltd.

Western Management Consultants

July 2010
09-1875

EXECUTIVE SUMMARY

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.¹ to prepare a tourism development plan for one of the Canadian Badlands' major potential tourism attractors—Dry Island Buffalo Jump Provincial Park.

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.

¹ The consulting team consisted of Malone Given Parsons Ltd., Lynn Morrow Consulting, Paul F. J. Eagles Planning Ltd. and Western Management Consultants.

The Dry Island Buffalo Jump Provincial Park and Area Tourism Development Plan comprises two volumes: Volume One is the full report and bibliography; Volume Two contains the following appendices:

- Appendix A Consultation Summary Report;
- Appendix B Situation Analysis;
- Appendix C Opportunity Summaries;
- Appendix D Market Assessment;
- Appendix E Resource Assessments.

This summary document highlights the analyses and recommendations found in the full report.

ACKNOWLEDGEMENTS

The Consulting Team extends its genuine appreciation to the following members of the Stakeholder Advisory Committee who gave freely of their time, knowledge, imagination and insights to the development process:

- Ricky Andersen, TL Bar Ranch
- Kelly Bogle, Red Deer Canoe & Kayak Club
- Ephram Bouvier, Region 3, Métis Nation of Alberta
- Shane Breaker, Blackfoot Nation / Blackfoot Crossing Historical Park
- Pat Dau (alternate), Boomtown Trail
- Ken Duncan, Boomtown Trail
- Phil French, Red Deer River Naturalists
- 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

The Consulting Team sincerely acknowledges the advice and guidance of the following dedicated professionals who contributed as members of the project 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
- Phil Hofer, Alberta Tourism, Parks and Recreation, Parks Division
- Jennifer Starrett, Alberta Tourism, Parks and Recreation, Tourism Division
- Elizabeth Kuhnel, Alberta Tourism, Parks and Recreation, Tourism Division
- Donna Poon, Alberta Tourism, Parks and Recreation, Tourism Division

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,”² having a “diversity of landforms and ecosystems in a comparatively small area” with few rivals in the province³ and “one of the most accessible and spectacular canoe trips available in Alberta.”⁴

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.”⁵

² 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.

³ Alberta Tourism, Parks and Recreation (September 1980). *DIBJPP Preliminary Recommendations and Management Considerations*. Submitted by W. Nordstrom and K. Wilkinson, Page 9.

⁴ Personal communication with Alberta Tourism, Parks and Recreation, Parks Division.

⁵ 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.

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.

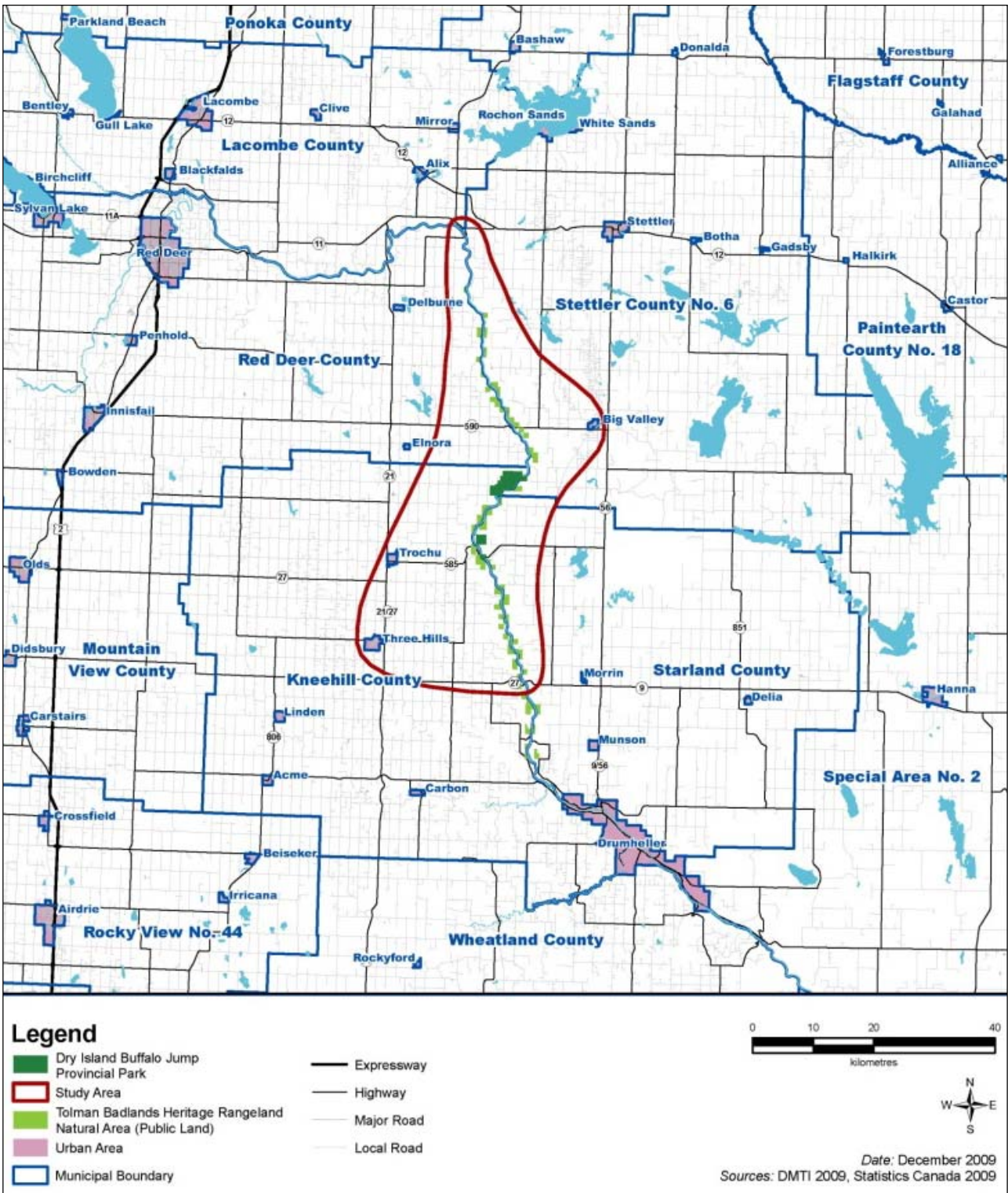
Tourism, however, should be seen as more than a catalyst for change in the area's economy. Increasingly, the quality of life is as important a factor in the decision of new investors and re-locators as it is with the local population. Hence the standards of leisure facilities, cultural venues, retail 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 that development occurs in the most appropriate places.

Study Area

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. The study area and its geographic context is shown on Figure 1.

Figure 1.1: Context Map, Local Area



VALUE OF TOURISM

Increasingly, support for tourism requires it to demonstrate achievement of the same economic development benefits of employment and wealth creation as any other sector. Unfortunately, in the case of the study area and in particular Dry Island Buffalo Jump Provincial Park, data on historical tourism performance are not available. Establishing the value of tourism for the study area therefore relies on anecdotal information.

Tourism Product

Dry Island Buffalo Jump Provincial Park is the study area's main attractor. It also contributes as a supporting attraction to the tourism hubs of Red Deer and Drumheller. Other attractions within the study area are primarily demand supporters (i.e., not part of the motivation for a trip but often are visited by tourists who come to the area).

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.

Dry Island Buffalo Jump Provincial Park is a day-use only park, however overnight visitors can select from various standards of fixed roof and campground accommodations located outside of the park. In the study area there are 11 campgrounds/RV parks, 10 hotels/motels/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 about 70 tourism-related businesses operating in the study area including food services, service stations, clothing stores, gift shops, drug stores and banks.

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.

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.

In the study area's three communities, approximately 10 per cent of the combined labour force, or 205 people, is employed in the accommodation and food services and arts, entertainment and recreation sectors.⁶ 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.

Quality of Life

The scope and scale of facilities and services that can be created by tourism is varied and could give local residents much greater life style choices than would normally be available to a population of 8,000. The tourism industry could also contribute to the preservation of the area's built and natural environment with visitor related uses giving life to historic buildings and tourism development providing a catalyst for the regeneration of downtown cores.

Creating a Positive Image

Tourism can help raise the awareness of a place, change perceptions, create interest, encourage community solidarity and help to build community identity. The result is communities that are good places to live and work and therefore places people want to visit and invest.

CHALLENGES FOR TOURISM

In today's fragmented and unpredictable tourism markets, destinations are faced with three primary challenges: meeting customer needs; building confidence; and ensuring sustainability. In this respect DIBJPP and Area is no different.

While the park and river corridor have several exceptional and sensitive natural and cultural history features, a number of specific challenges need to be overcome:

- Lack of effective destination management;
- No tourism focus;
- Limited tourism facilities and services;

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

- Tolman Badlands Heritage Rangeland Natural Area is a discontinuous patchwork of public lands along an 85 km stretch along the Red Deer River;
- No on-site visitor services staff work in the park;
- No approved land management plan for the park;
- Tourism has not been a park management goal;
- No existing management body for the area.

The bottom line is tourism development must build confidence in the prospective visitor, the public and private sectors, the community and potential investors and to be successful it must be economically, socially and environmentally sustainable.

DEVELOPMENT OPPORTUNITIES

Eleven tourism development opportunities, both inside and outside DIBJPP, are identified as key elements of the 2025 vision. A brief description of each follows.

Inside the Park

- Designated Trails and Scenic Viewpoints—Develop a multi-use non-motorized trail network to both protect sensitive sites and increase economic benefit through the provision of guided tours and hiking services
- Interpretive Programming—Differentiate the park from other Canadian Badlands destinations by making its badlands topography /ecology and prairie ecology the focus of interpretive programming
- Spring and Fall Activities—Increase the volume of tourists by extending the park season

Outside the Park

- River Activities—Increase river use through promotion and development of infrastructure to cater to a range of user skill levels
- Festivals and Events—Generate year-round tourism opportunities by building on park's and regional themes, support existing theme-related festivals and events and develop events that draw attention to DIBJPP
- Expanded Tour Offerings—Develop new guided tours that leverage the diverse natural environment, rugged terrain and existing Canadian Badlands' themes, which would add value to the overall visitor experience while complementing other development opportunities and associated capital investment

- RV / Tepee / Yurt Campground—Develop new commercial campgrounds providing RV sites, tent and trailer sites and in a second phase, yurt and tepee sites
- B&B / Guest House / Guest Ranch Accommodations—Low investment opportunity to expand the number and range of commercial accommodations in the study area
- Hotel/Lodge Accommodations—Develop new, high end hotel/lodge accommodation at a top-of-bank location adjacent to the park
- Expanded Accommodations in Centres—Increase supply of fixed roof accommodation in local community centres
- Expanded Commercial Services in Centres—Provide new commercial services to meet increased visitor demand

Other Infrastructure Requirements

As well, five overarching infrastructure requirements that are fundamental to implementing the identified opportunities are highlighted.

- Wayfinding and Signage—The entire study area 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—New communication technologies can play a significant role in promoting and supporting tourism in the study area but will require creation of transmission infrastructure and content specific to area attractions and sites.
- Downtown Beautification—Improvements are required to the appearance and tourist functionality of gateway, touring stop, service stop, downtowns and main streets, guided by a coherent local improvement plan which will positively affect the quality of life of residents and the visitor experience.
- Market Readiness—Given the current levels of visitation and development, it is apparent that increased visitation will require new investment in market readiness in the study area.
- Management Capacity—Management capacity, both in terms of staff and planning, will need to be addressed if the opportunities are to be realized.

Resource Assessment and Locations

Resource assessments determined the most suitable locations for recommended development opportunities and infrastructure requirements, with the following caveats:

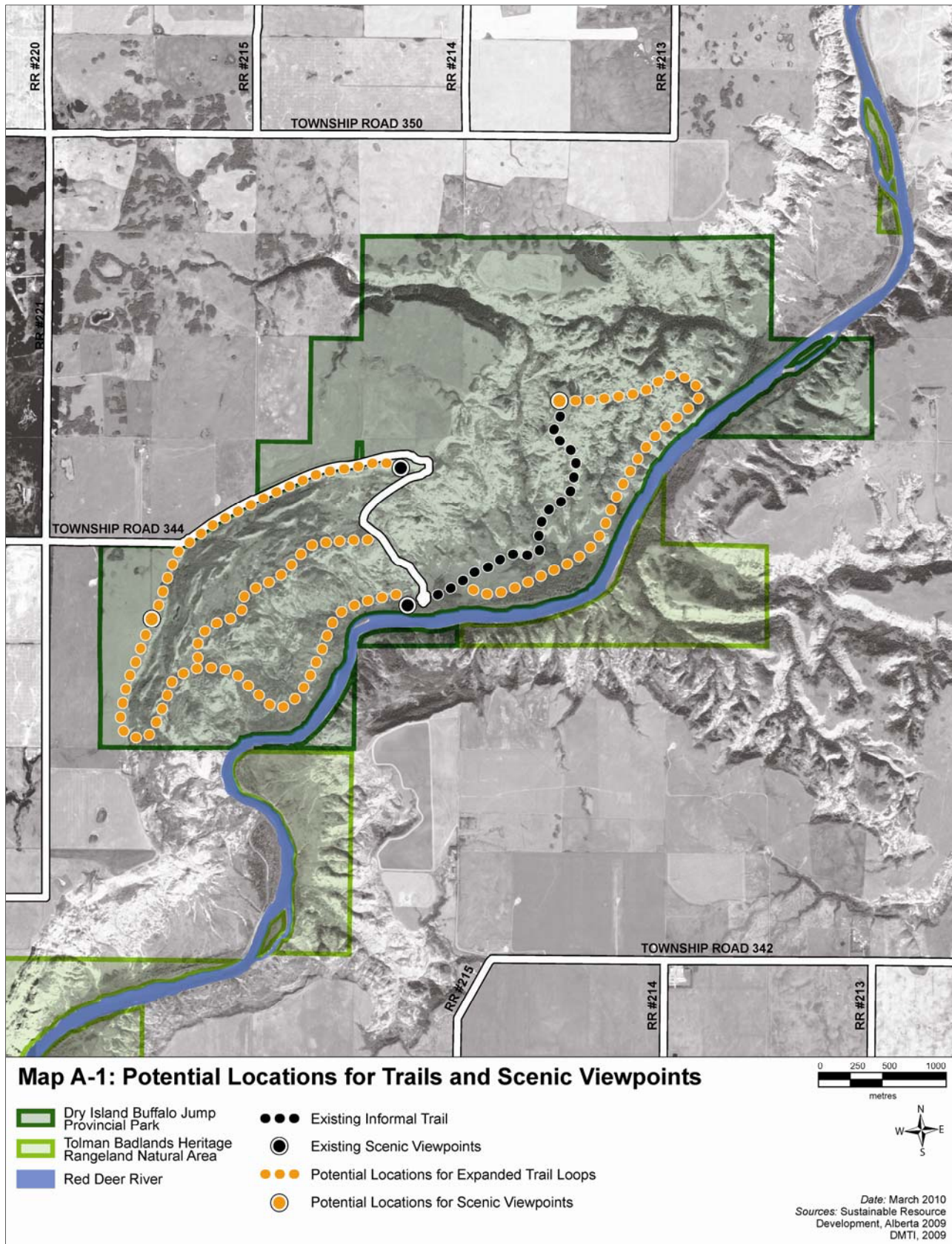
- Specific locations for opportunities within the park, and for festivals and events are not identified as these can only be defined by Alberta Parks

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 only. Particular sites can only be detailed once willing property owners/leaseholders, investors and tourism operators have been identified.
- Maps for the urban centres within the study describe the areas designated as their 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. However, it is unlikely the envisioned hotel/lodge near the park might co-locate with a campground, so the identified sites should be viewed as supporting one use or the other, but not both.

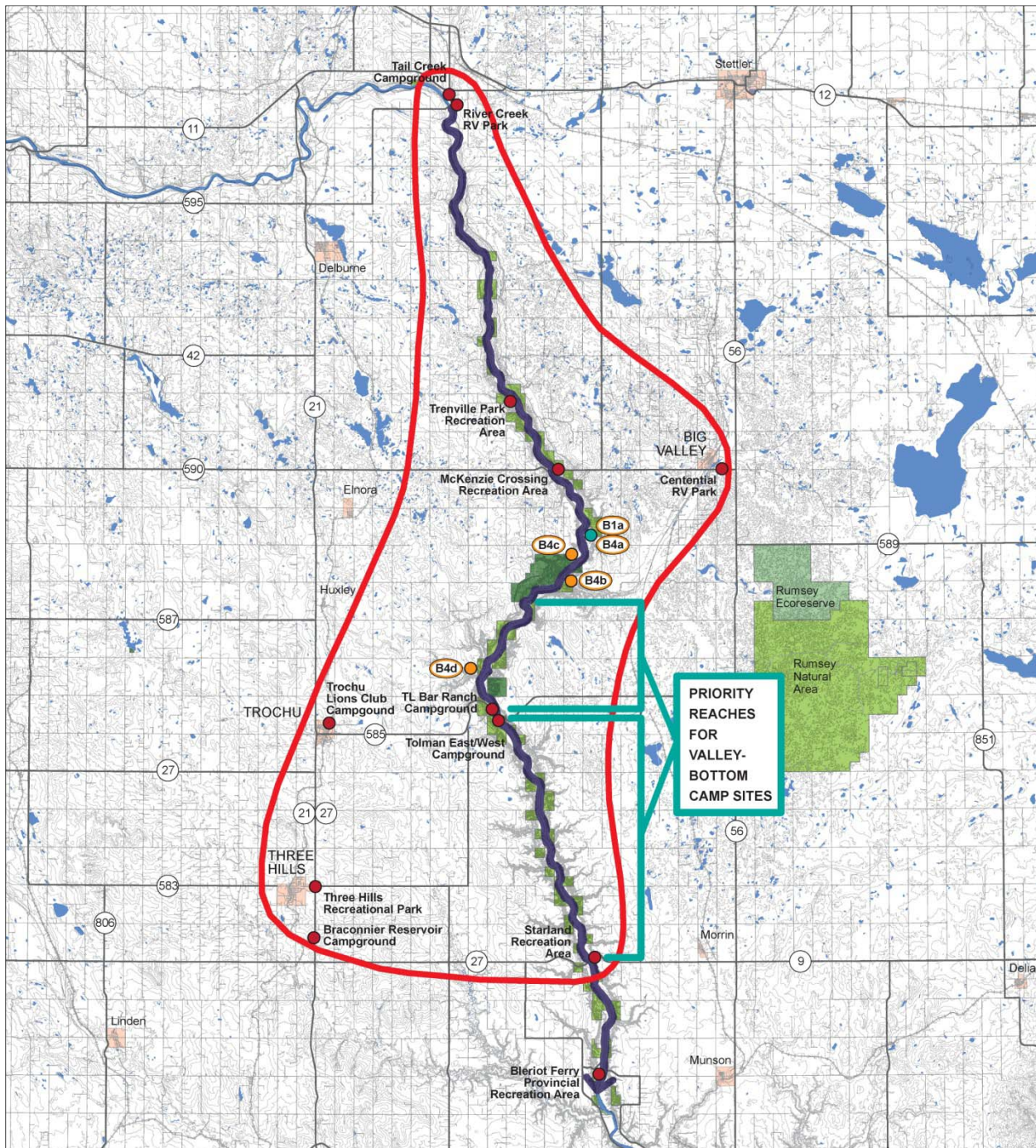
The detailed assessments addressed site selection criteria, gaps and issues and location requirements specific to each opportunity and resulted in the following series of eight maps (Figures 2-9).

Figure 2: Potential Locations for Trails and Scenic Viewpoints



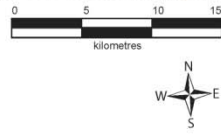
Note: Potential facility locations are schematic only, intended to highlight location types meeting the relevant criteria.

Figure 3: Potential River Use and Campground Locations



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

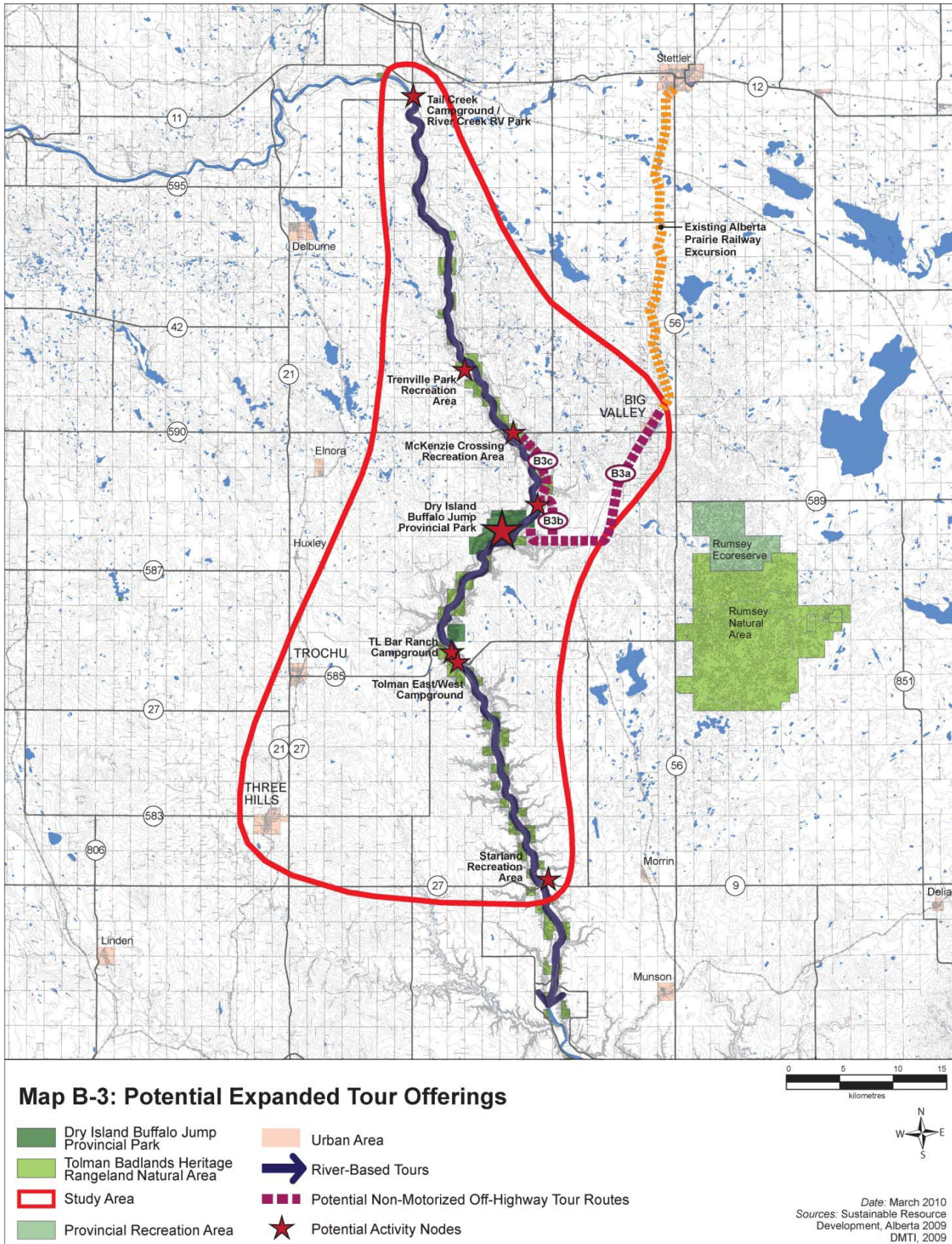
- Dry Island Buffalo Jump Provincial Park
- Tolman Badlands Heritage Rangeland Natural Area
- Study Area
- Provincial Recreation Area
- Urban Area
- River-Based Tours
- Existing Campground / RV Park
- Potential New Valley Bottom Campground Locations with River and Road Access
- Potential New Valley Top Campground Locations with RV Access



Date: March 2010
 Sources: Sustainable Resource Development, Alberta 2009
 DMTI, 2009

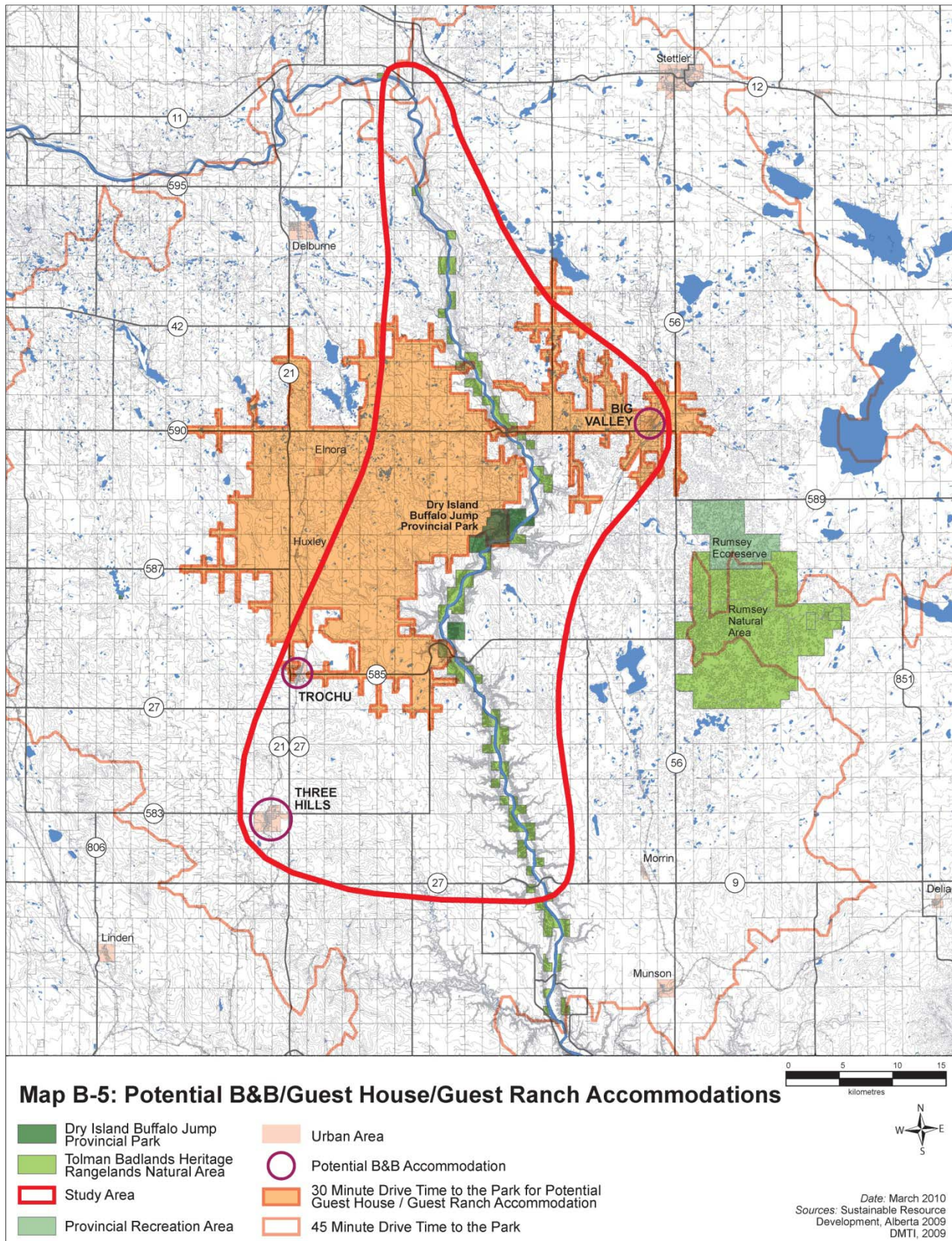
Note: Potential facility locations are schematic only, intended to highlight location types meeting the relevant criteria.

Figure 4: Potential Expanded Tour Offerings



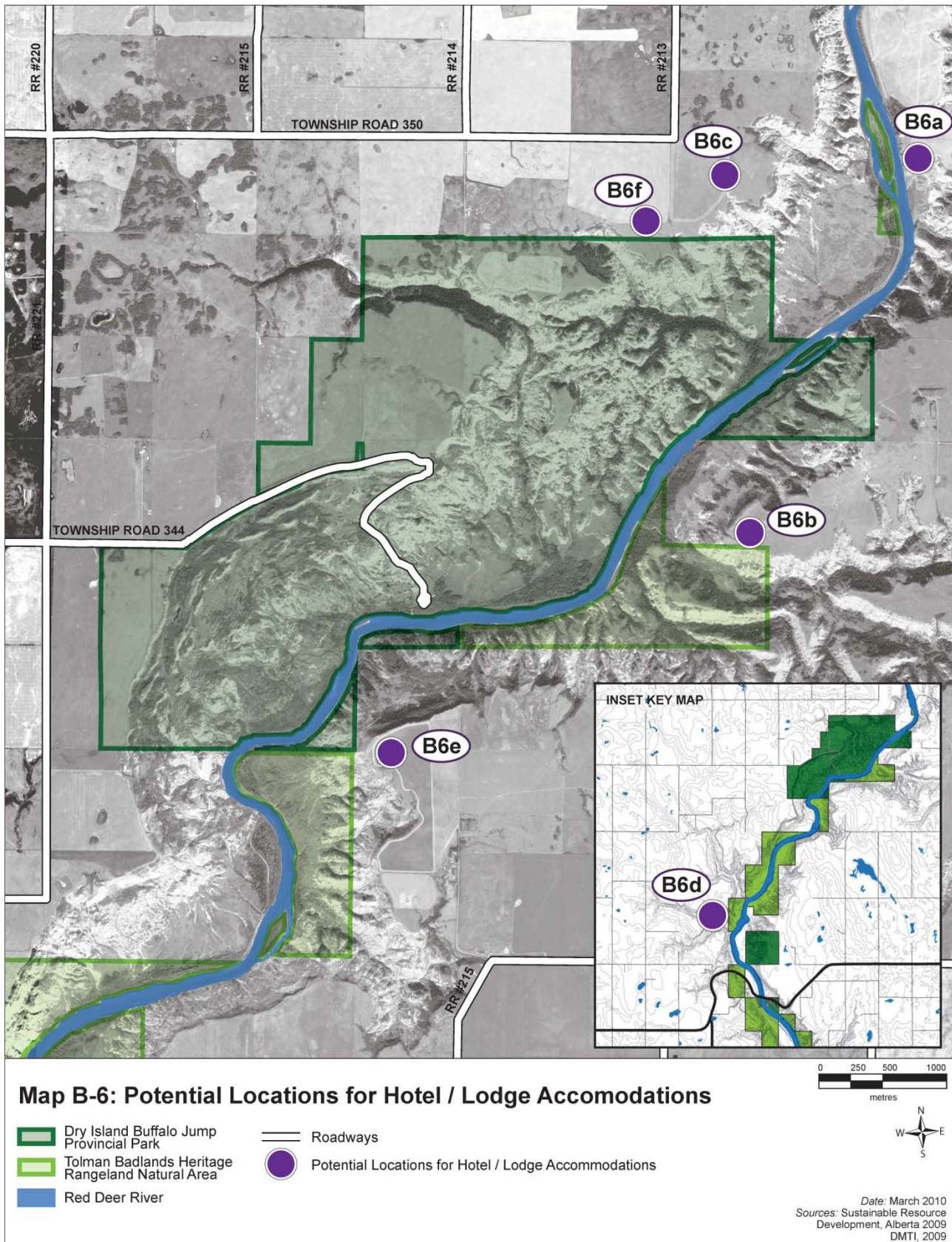
Note: Potential facility locations are schematic only, intended to highlight location types meeting the relevant criteria.

Figure 5: Potential B&B/ Guest House/Guest Ranch Accommodations



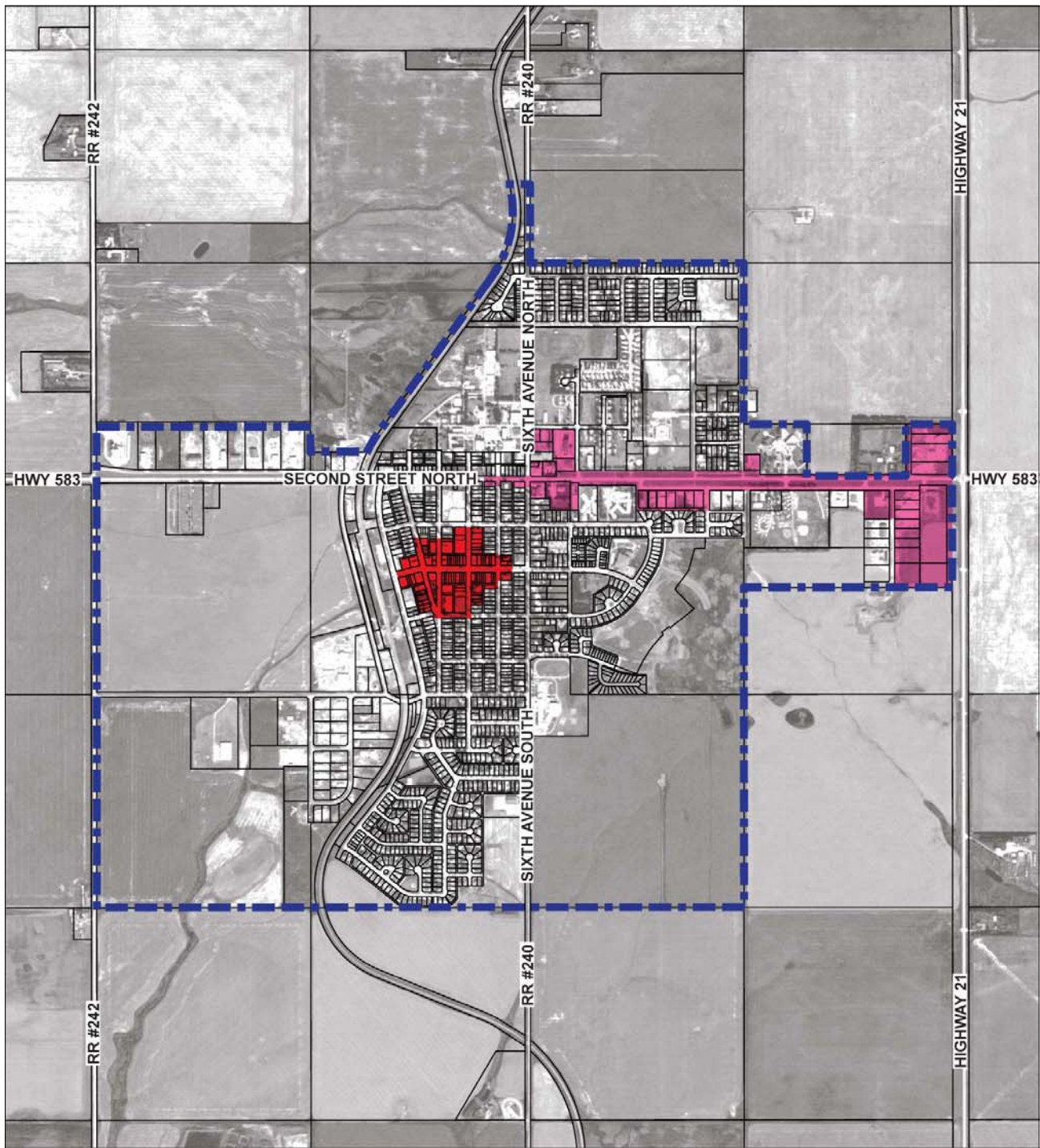
Note: Potential facility locations are schematic only, intended to highlight location types meeting the relevant criteria.

Figure 6: Potential Locations for Hotel/Lodge Accommodations



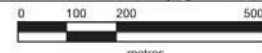
Note: Potential facility locations are schematic only, intended to highlight location types meeting the relevant criteria.

Figure 7: Town of Three Hills



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

- Central Commercial District
- Highway Commercial District
- Urban Area Boundary



Date: March 2010
Source: Sustainable Resource Development, Alberta 2009

Figure 8: Town of Trochu

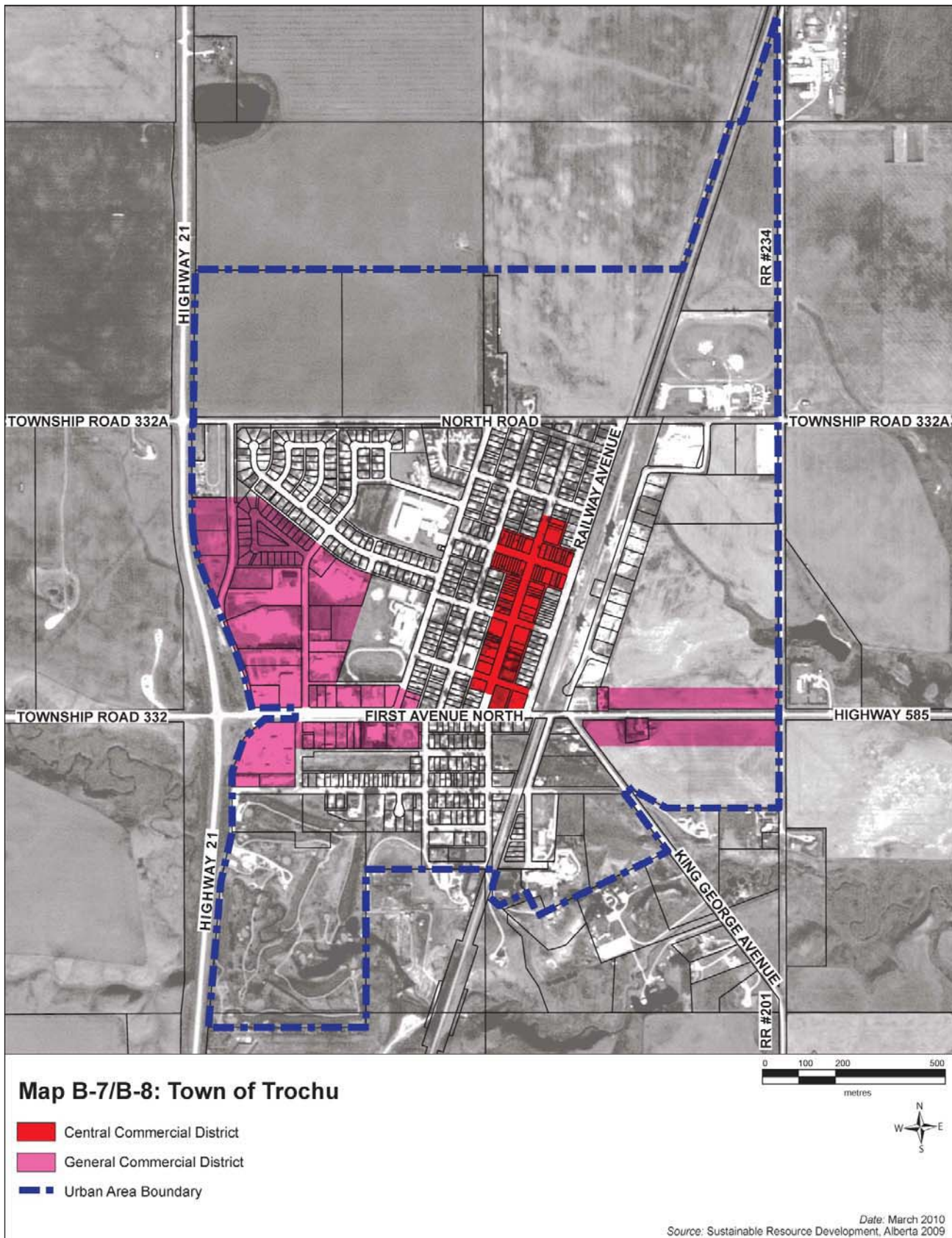
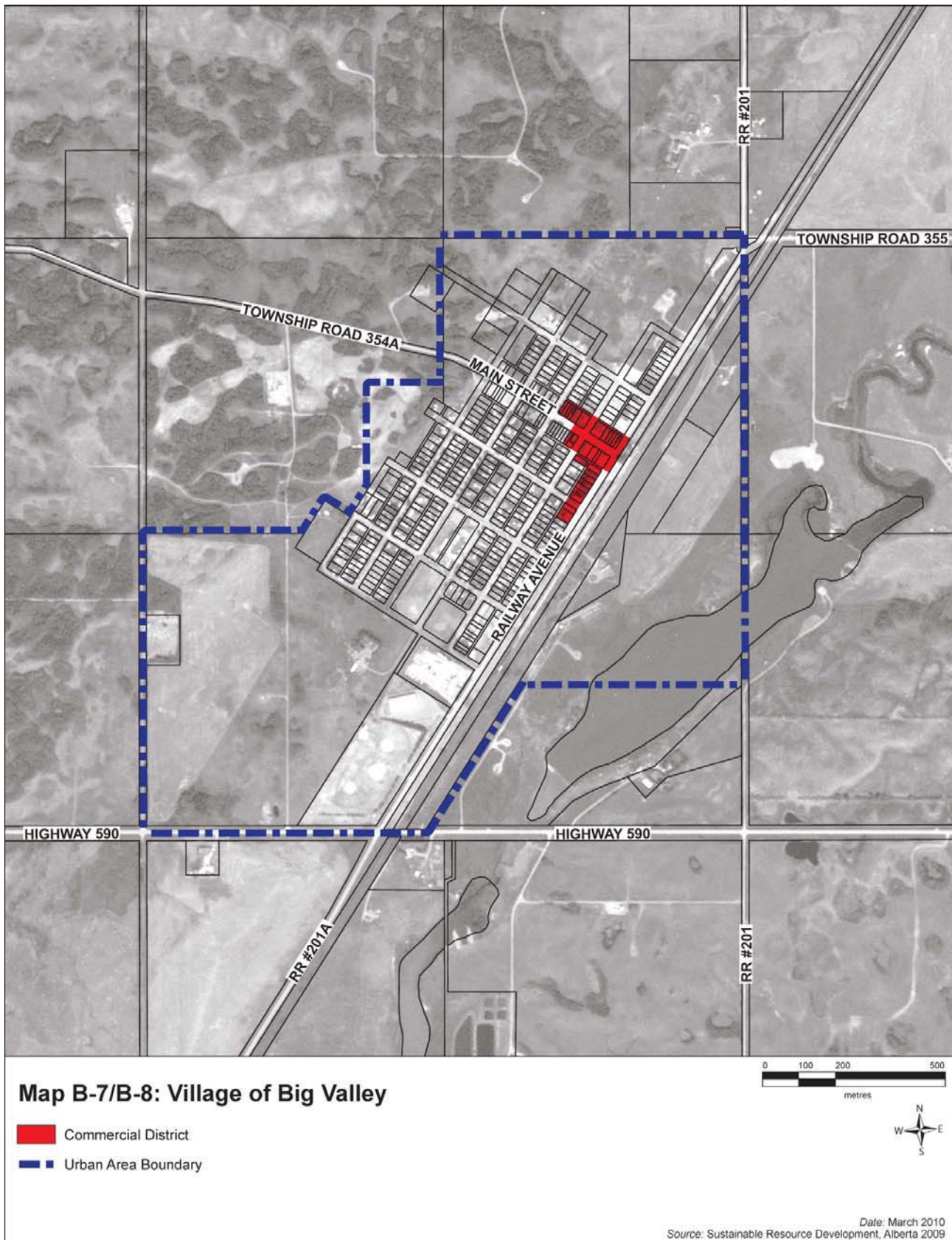


Figure 9: Village of Big Valley



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 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.

Vision Statement

The overall vision for the Dry Island Buffalo Jump Provincial Park and surrounding area is 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, DIBJPP and surrounding area will be:

- Acclaimed for its trail 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 travellers;
- 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.

MARKET ASSESSMENT

A 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. It 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.

DEVELOPMENT STRATEGY

The Tourism Development Plan addresses implementation through an overall development strategy and individual opportunity implementation plans.

The goal of the development strategy is to realize the vision defined for the area, which is intended to increase tourism in the Dry Island Buffalo Jump Provincial Park and Area to its full potential, while maintaining the integrity of the park, the Red Deer River Valley and the quality of the user experience.

Product Development Sequence

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. The cycle requires the parallel development of supporting or complementary elements.

The strategy is staged as a logical, incremental sequence that recognizes prerequisites for each new element at 1 year, 5 year, 10 year and 15 year horizons. It presumes the elements are brought together in a managed and monitored manner to support tourism growth. It evolves from a commitment to grow the area tourism economy, complete foundation elements, develop product, market and increase visitation.

It is critical to ensure balance is maintained between a sufficient product offering and the marketing of that offering, which reflects the current state of product development. A visitor monitoring network and constant communication of performance and plan implementation status are essential to maintaining that balance.

Critical Path Elements

The timing of core critical path elements (i.e., elements that must be in place before others can proceed) related to the park and the Red Deer River will shape the recommended development sequence and the requisite investment necessary to increase visitation.

Current DIBJPP budgetary and staffing constraints and the timing of an integrated resource management plan for the Red Deer River watershed limit the potential for site-specific planning among many competing priorities and mitigate against management planning for DIBJPP commencing in the near future.

Foundation elements considered to be prerequisites to increased park usage are:

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

Foundation elements considered to be prerequisites to increase river use beyond the current campground capacity are:

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

Alternative Development Scenarios

Given the existing fiscal and planning context, there are three main approaches to completing the critical foundation elements:

- Traditional approach—Implementation of critical path elements occurs within the Parks Division’s planning cycle;
- Partnership approach—Partnerships are created among existing agencies—Parks Division and Tourism Division at Alberta Tourism, Parks and Recreation and the Canadian Badlands Ltd.—each of which allocate resources to realize critical path elements; and/or
- Stakeholder Collaboration approach—Partnerships among existing agencies and other local stakeholders, guide and coordinate investment to realize critical path elements. Funding may be sourced from a combination of agency budgets, fundraising, fees for service or use (e.g., interpretive services, campsite fees, and trail use fees), etc. Such arrangements have precedents in Alberta, in the Friends of Kananaskis County, and elsewhere in Canada, the U.S. and other countries.

Each approach necessitates differing timeline requirements and implications.

These scenarios are not mutually exclusive and other alternatives and combinations may present themselves. The ultimate selection of the 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.

If progress on initiating the development strategy is delayed for three to six years an update to the development plan would be warranted to understand and assess the implications of changed circumstances. A 7-10 year delay would likely warrant a new study and plan.

IMPLEMENTATION PLAN

Implementation plans to develop the 11 individual opportunities and to address the five infrastructure gaps are presented on the following pages in a series of matrices. These detail vision statements, prerequisites, actions and organizational leads for specific actions through Year 1, Year 5, Year 10 and Year 15 time horizons.

This page is intentionally blank.

Table 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 trail 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 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. 	<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 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 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 Canadian Badlands Ltd. 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 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, Red Deer Canoe & Kayak Club, 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 Canadian Badlands Ltd. 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 3: A-3 Spring and Fall Activities Implementation Plan⁷

	“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. 	

⁷ 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 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 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 campgrounds 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 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. • Canadian Badlands Ltd. investment coordinator leads preparation of investment prospectus. • Canadian Badlands Ltd. 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 service 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 Canadian Badlands Ltd. 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 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. • Canadian Badlands Ltd. 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 Canadian Badlands Ltd. 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 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"> • Canadian Badlands Ltd. 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., Red Deer River Naturalists, Red Deer Canoe & Kayak Club, Métis, Boomtown Trail, Blackfoot Nation, Travel Alberta, municipalities, Festivals & 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. • Canadian Badlands Ltd. 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 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., Red Deer River Naturalists, Red Deer Canoe & Kayak Club, 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. Canadian Badlands Ltd. 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 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 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"> Canadian Badlands Ltd. 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: 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 accommodation 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: 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 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 Canadian Badlands Ltd. County staff and economic development officers prepare tax relief program concepts for Council consideration. 	<ul style="list-style-type: none"> Economic development officers and Canadian Badlands Ltd. 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 Canadian Badlands Ltd. continue to identify prospective new operators. New entrants continue to develop new operations. 	<ul style="list-style-type: none"> Economic development officers and Canadian Badlands Ltd. continue to identify prospective new operators. New entrants continue to develop new operations.

Table 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"> Accommodations’ 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 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 Canadian Badlands Ltd. 	<ul style="list-style-type: none"> Economic development officers and Alberta Tourism, Parks and Recreation 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 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 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, develop funding program concepts and identify 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 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"> Canadian Badlands Ltd. 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. Canadian Badlands Ltd. to manage web-based applications. 	<ul style="list-style-type: none"> Delegated parties.

Table 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"> • Canadian Badlands Ltd. 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. • Canadian Badlands Ltd. to manage web-based applications. • Attractions and support facility operators. 	<ul style="list-style-type: none"> • Delegated parties. • Attractions and support facility operators.

Table 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 and 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"> Canadian Badlands Ltd. facilitates beautification program development with shareholder municipalities to advance. Municipal staff facilitates preparation of downtown improvement plan and guidelines, streetscape improvement plan and façade 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 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"> Canadian Badlands Ltd. to initiate meeting; Alberta Tourism, Parks and Recreation representatives, municipal staff, business association representatives, campground and other attractions/support facility and service providers, including the Métis Nation and Blackfoot Nation representatives to attend. Alberta Tourism, Parks and Recreation and Canadian Badlands Ltd. determine content generation and seminar delivery responsibilities. Canadian Badlands Ltd. to host web content. <p><i>Note that Canadian Badlands Ltd. will have online training programs in 2011</i></p>	<ul style="list-style-type: none"> Alberta Tourism, Parks and Recreation and Canadian Badlands Ltd. Attractions and service providers, community representatives participate in training and contribute to the identification of new needs. 	<ul style="list-style-type: none"> Alberta Tourism, Parks and Recreation and Canadian Badlands Ltd. Attractions and service providers, community representatives improve market readiness. 	

Table 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"> Canadian Badlands Ltd. to initiate meeting; Alberta Tourism, Parks and Recreation representatives, municipal staff and political representatives, business association representatives, campground and other attractions/support facility and service providers, including the Métis Nation and Blackfoot Nation representatives, representatives of other interest/user groups (e.g., Tolman Badlands Heritage Rangeland Ranchers’ Association, Red Deer River Naturalists, Red Deer Canoe & Kayak Club) and other stakeholders to attend. 	<ul style="list-style-type: none"> All stakeholders, with Canadian Badlands Ltd. as coordinator. 		

CONCLUSION

Developing the DIBJPP 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. It will also require considerable collaboration among stakeholders in the area and commitment to a path forward.

Area stakeholders are encouraged to consider the parameters of an organization through which to collaborate. Providing a mechanism for ongoing communication and coordination will help to facilitate networking among area stakeholders and measure progress in implementing the development plan.

Convening a DIBJPP and Area Tourism Summit may provide an effective means of bringing stakeholders together to discuss options and build consensus around an implementation model. Regularly scheduled summits—whether on an annual, semi-annual or quarterly basis—may offer an appropriate structure to create deadlines for the development and communication of foundation elements.

The Stakeholder Advisory Committee struck to assist with the preparation of this development plan may be well 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.

